

MICHIGAN TECHNOLOGICAL UNIVERSITY

Humanities Departmental Charter

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Preface

The following Humanities Department Charter describes the basic administrative framework of the department and outlines governance procedures. For the most part, it is a broad account of shared governance procedures that describes the responsibilities of both faculty and administrators within the department. A series of appendices contains specific administrative procedures, job descriptions, and policy documents which elaborate upon various general statements in the body of the charter. In order to make the charter as stable as possible, revision of individual policies in the appendices does not necessarily constitute revision of the charter proper.

This charter is to be viewed as a concrete embodiment of departmental openness and shared governance. It assumes mutual trust by faculty and administrators and the commitment of both to participation in overall departmental governance and in the day-to-day operations of the department. It also instantiates a system of checks and balances between department administrators and faculty, and it recognizes accountability as a sine qua non of shared governance. This charter is founded on the principle that the faculty, as a community, must be kept informed of departmental activities by the department chair and must take the responsibility to inform themselves about university and departmental matters as well. Faculty must also assume the responsibility of debating, in a collegial and civil manner, controversial issues and participating in major decisions and the necessary work of the department. All faculty are expected to participate in governing the department; insofar as it is possible, this participation should not inhibit individual faculty members' efforts to achieve tenure, promotion, and the fulfillment of individual teaching and research agendas.

Although this charter empowers the department in the conduct of its own business, the department remains bound by the procedures of the University and must not, in its charter, adopt positions that conflict with existing University policy. In any event in which departmental precepts are in conflict with University policies and procedures, the University policies and procedures will take precedence.

Finally, this charter is to be regarded as a living document, one subject to orderly change at any time according to the collective will of the appropriate voting constituencies in the department. When changes are required that affect the overall nature or structure of the charter, the department is to follow procedures set forth below that allow for charter revision (see Section IV).

1.0 - Governing Structure

This section describes, in broad terms, the administrative framework of the department: a chair, and associate chair, a small number of program directors, a limited number of standing committees, and specific tasks assigned to individual members of the faculty, tasks which must be performed in a timely manner if the day-to-day operations of the department are to be successful. The department chair has primary responsibility for the specific organization and effective operation of this administrative plan.

1.1 - The Department

All members of the department are entitled to attend departmental meetings. All department members in attendance are allowed to speak to any matter being discussed, subject to the rules of order then in effect.

The General Departmental Electorate consists of all individuals in the following categories.

1. All tenured and untenured, tenure-track faculty in the department
2. All other individuals who are in an official MTU Senate constituency and who have teaching and/or *instructional* coaching responsibilities in the department

Votes on some questions may be confined to Category 1, hereafter referred to as the Category 1 Electorate. (See paragraph two of the “Voting, Voter Eligibility, and Method of Vote section below.)

The department chair, with the advice of the Elections Officer and input from faculty, will identify the appropriate electorate prior to any departmental ballot. The department chair is responsible for providing current lists of each voting electorate to the election’s officer, who will post relevant list(s) prior to each ballot.

In matters affecting University policies, which require a ballot, the departmental electorate will consist of that group of voters identified as eligible by the University Senate.

1.2 - The Chair

The Humanities faculty has primary responsibility for determining the person(s) qualified to serve as chair, and advising the Dean of Sciences and Arts on this matter. The chair has the authority to act as the department’s representative and in its best interest as chief administrative officer in his/her dealings with the University administration. In accordance with the university’s concept of shared governance, the chair must balance his/her responsibilities to the department with those to the university administration.

The chair is responsible for administration of the department and is empowered by this document to initiate action subject to the advice and review of the faculty. The chair manages the department’s budgets, policies and plans, and academic programs. The chair represents the department on the dean’s College Council, and assists the dean in formulating College objectives, policies, and plans for the department.

1.2.1 - Term, Salary, and Evaluation

The chair will be selected for a term of three years (renewable, see “Reappointment”). The chair’s salary will be determined by the dean using the general equation in Appendix A, Salary.

Periodic evaluation of the department chair will serve two purposes.

1. Provide information to the chair about how the department faculty and staff view his/her job performance and what he/she might do in order to improve.
2. Provide information to the dean of the College of Sciences and Arts and other appropriate University administrators about the chair's job performance and relations with the department faculty and staff so that they can make informed decisions about salary increases, reappointment, and related matters.

The two types of evaluation practices are

- Unofficial evaluations that will inform the chair of the perceptions of the department, and
- Official evaluations that will inform the dean and other appropriate University administrators of the perceptions of the department.

For each type, the evaluation process will include written responses of department faculty and staff to questionnaires. (See Appendix A for Evaluation Procedures.)

1.2.2 - Reappointment

Reappointment of the department chair is the responsibility of the dean. Faculty within the department will be asked to advise the dean on reappointment.

1.2.3 - Early Review

If at least a simple majority of the tenured faculty signs a petition requesting that an early review of the department chair take place, then an Ad Hoc Early Review Committee, identified by the dean, will conduct such a review, ascertain the results, and report the department's recommendations in an advisory document to the dean and to the department faculty. The Dean will be requested to respond to these recommendations in communication with the department. There will be no more than one early review during a single three-year appointment.

1.3 - Associate Chair

The chair, at his or her discretion, may choose to appoint an associate chair.

If at least a simple majority of the tenured faculty sign a petition objecting to the chair’s choice of an associate chair, then a written ballot among the pertinent departmental electorate will be conducted. (See paragraph two of the “Voting, Voter Eligibility, and Method of Vote section below.) If at least two thirds of that electorate object to the chair’s choice of an associate chair, the chair must then select a different associate chair (who is also subject to an objection by the same process). There will be no more than one ballot on anyone choice of an

associate chair. Once selected, the associate chair serves at the pleasure of the chair. The associate chair's duties are, in the main, determined in negotiation with the chair. The associate chair assists the chair in managing the affairs of the department and serves in place of the chair when the latter are unavailable for personal or professional reasons.

1.3.1 - Term, Salary, and Evaluation

The term of service would normally be three years, renewable. However, if either the chair or the associate chair determines it is in the best interest of either party or that of the department to step down, a new associate chair will, at the discretion of the chair, be appointed. There is no salary formula for the associate chair. **Compensation for service in this role is normally based on a combination of release time, salary increments that would accrue in the normal merit raise process (see below), and, in some cases, pay for a tenth month (details to be negotiated with the chair).** Because the associate chair serves at the pleasure of the chair, the manner and frequency of evaluation will be negotiated by the chair and associate chair.

1.4 - Faculty Meetings

Faculty meetings are generally informal, but a modified version of Robert's Rules of Order will prevail when a simple majority of those present deem it appropriate. Faculty members are expected to attend, in keeping with the principle of shared governance and university citizenship. The department chair must announce meetings well in advance of their occurrence and distribute or publish an agenda at least five working days in advance of the meeting. Minutes are to be taken by the departmental administrative aide or his or her designated representative. Minutes of each meeting are to be posted as soon as possible after each meeting and a copy of each meeting's minutes is to be kept on file in the department chair's office. Minutes will include a general summary of the meeting, as well as full statement of motions and amendments, summaries of discussion, and a statement of the final wording of motions. The department chair or facilitator is responsible for maintaining a focus on the announced agenda and for guiding discussion in an efficient manner so that additional meetings are avoided when at all possible.

1.4.1 - Scheduling of Faculty Meetings

There are three basic kinds of faculty meetings.

1. Regularly scheduled meetings determined by the departmental chair.
2. Special meetings called by the departmental chair.
3. Facilitated meetings called by individual faculty members or working committees and arranged in consultation with the elected department facilitator, who insures that discussion proceeds in an orderly and equitable manner.

Decisions about department policy can be made only at regular or special faculty meetings when a quorum is present (see below).

1.4.2 - Agenda Setting

Agendas are set by the department chair or by the department facilitator. The faculty at a facilitated meeting may refer an agenda item to the chair, providing that a quorum of the

General Department Electorate is present and at least simple majority of the General Department Electorate in attendance are in favor of bringing such an agenda item to the chair. The chair will be responsible for putting such items on the agenda of a regular or special faculty meeting.

1.4.3 - Voting, Voter Eligibility, and Method of Vote

When a formal vote is necessary, the vote may be called using three different methods.

By a simple majority of the General Department Electorate attending a regular or special meeting,

- By a simple majority of Category 1 Electorate by petition to the department chair, or
- By the department chair. Formal voting can take place at regular or special faculty meetings when a quorum is present or by written ballot.

For all formal votes, the Chair, will determine the appropriate voting electorate with input from the departmental elections officer and faculty, depending on the nature of the issue being voted upon. All formal department votes must include the Category 1 Electorate. Voter eligibility will be restricted to the Category 1 Electorate if the issue affects tenure and promotion for those holding such appointments or is deemed by the chair to be of special importance to those holding such appointments. Similarly, the General Department Electorate will be used if the issue affects, or is of importance to, individuals in both Category 1 and Category 2. The department chair is responsible for keeping lists of voting electorates up to date and available for departmental ballots.

For a vote to be binding, at least 50% of the eligible departmental electorate must vote. Given that this condition is secured, a simple majority of the votes cast is needed to pass or approve those ballots involving only two alternatives (except for charter amendments which require a 2/3 majority). On ballots having three or more alternatives, the approval voting method will be used to determine the winner(s). In cases of ties, the Department chair will choose from among those alternatives having the most approval.

Formal votes at department meetings may be by show of hands or, in the case of sensitive issues or for purposes of going officially on record, by formal written ballot. Written ballots are secret. If there is clear disagreement on whether or not a formal ballot is desirable, the chair is to poll those in attendance. A simple majority of the eligible electorate presents (assuming a quorum) are sufficient to decide the question. The departmental chair is responsible for making sure that representative discussion of issues is conducted before a vote is taken. The chair may, at his or her discretion, appoint another faculty member to lead discussion of agenda items.

1.4.4 - Quorum Requirement

A quorum of the appropriate departmental electorate (consisting of a simple majority of the membership of that electorate) must be present at any regular or special department meeting before a binding vote of that electorate can be conducted.

Votes within specific groups in the department (e.g., committees, faculty in specific disciplines, graduate students) on questions pertaining to those groups will be conducted at the special meetings of the members of those groups.

1.4.5 - Department Elections Officer

A Department Elections Officer will be elected each year for the subsequent academic year. The electorate will be both Category 1 and Category 2. For a vote to be binding, at least 50% of the eligible departmental electorate must vote in accordance with the third paragraph of the "Voting, Voter Eligibility, and Method of Vote" section 1.4.3. The top vote getter will be elected. The Department Elections Officer will be responsible for distributing and collecting ballots, as well as for publishing the results.

1.4.6 - Procedure for Formal Written Ballots

Ballots must be designed and handled in such a way as to insure the anonymity of those casting ballots. (See procedures, Appendix B.)

For a vote to be binding, at least 50% of the eligible departmental electorate must vote. Given that this condition is secured, a simple majority of the votes cast is needed to pass most issues; specific exceptions to this simple-majority rule are outlined in this charter.

1.5 – Program Directors/Coordinators

Large programs and major tasks in the department generally require directors or coordinators. Directors have wide-ranging administrative responsibilities and work loads that have a significant impact on the ongoing work of the department. Coordinators generally have more limited administrative assignments and lighter work loads, and in some cases report initially to program directors. The department chair, in consultation with the faculty, determines which areas within the department require directors or coordinators. All directors/coordinators are appointed by, and serve at the pleasure of, the chair and are accountable to the chair. Because of the fluid nature of an evolving department, the exact number and nature of these directors/coordinators is expected to change from time to time or undergo reorganization.

Each administrative position in the department requires a position description, to be written collaboratively by the relevant director/coordinator and the chair.

1.5.1 - Selection and Duties

Directors/coordinators are appointed, not elected. After posting a general notice of open administrative positions and the descriptions of these positions, for faculty review, the department chair will seek input from the faculty at large before appointing program directors/coordinators. Appointees are the primary administrators of their respective programs, and they are responsible for the day-to-day operation of their programs or areas as well as planning and setting long-term goals. They will oversee program budgets (where relevant), monitor staffing needs, direct and maintain promotional efforts, determine admission policies (where relevant), supervise advising, handle placement procedures, and adjudicate complaints or direct them to the proper individual or committee.

In the event that a faculty administrator/coordinator deems it necessary to resign from his or her position, he or she will inform the department chair, who will appoint a replacement.

1.5.2 - Term, Compensation, and Evaluation

Length of service of directors/coordinators will be determined through negotiation with the chair. Compensation is normally based on a combination of release time and, in some cases, a tenth month of salary. Each director/coordinator is expected to establish a procedure by which faculty/staff/graduate students within the relevant program or area provide feedback for the director on an annual basis. Directors and coordinators will be expected to use this feedback in their administration of programs. It will be the responsibility of the department chair, in consultation with individual directors/coordinators and faculty/staff whom they supervise, to determine when a change in directorship is necessary.

1.5.3 - Formation of Additional Programs

Because the department is by nature evolutionary, conditions may require the addition or deletion of a division or degree program. Such changes must be approved by the appropriate departmental electorate by means of a formal ballot.

A simple majority of votes from the pertinent departmental electorate will be required to add or drop a degree program or division, assuming a quorum of the pertinent departmental electorate votes. (See paragraph two of the "Voting, Voter Eligibility, and Method of Vote" section above.) The department chair will be responsible for implementing any change and, in the case of an added program, for appointing a director or coordinator if the chair deems such a position necessary; such decisions are to be made by the chair after consultation with the faculty at large.

2.0 – Committee Structure and Task Assignments

The committee structure within Humanities consists of two main types: Standing committees and *Ad Hoc* committees. Membership on committees is determined in two major ways—appointment by the chair and election by the appropriate voting electorate. Committee work is essential to the success of the department, and, except in extenuating circumstances (e.g., conflict of interest or excessive work load), all full-time faculty are expected to share fairly in this responsibility and keep their names on the active lists for elected committee positions. Membership on committees entails not only attendance at committee meetings but also a reasonable share in the administrative work of respective committees. At the same time, because committee work consumes time and drains energy and effort away from teaching and research, key committee assignments are to be rotated whenever possible, and the chair, who oversees committee assignments, is to make every effort to keep major committee appointments to a minimum and to distribute them equitably. Faculty with committee assignments must consult with the chair before resigning from a committee.

2.1 – Standing Committees

The department’s standing committees are specified in the Guidelines for Standing Committees. Standing committees monitor broad curricular, personnel, and policy concerns and continue to function every year because their charges are central to the main missions of the department. In principle, standing committees should remain sensitive to their responsibilities in the areas they represent and to the whole department. In some cases, actual decision-making by these committees may be appropriate and efficient. In substantive matters where conflict of opinion may exist, standing committees must make every reasonable effort to give the entire faculty opportunities for input, and, when appropriate or necessary, they must schedule a faculty referendum. Both the department chair and the faculty as a whole share the responsibility for the creation or termination of standing committees. In cases where committee membership is partly established by ballot, elected faculty who feel—because of conflict of interest, excessive workload, or personal reasons—that they should not serve on a given committee will negotiate their committee status with the department chair.

Standing committee meetings are normally called by the chair of that committee, but a special meeting may be requested by a simple majority of a committee. Such a meeting will be convened as soon as possible to discuss the matter(s) that prompted the calling of a special meeting. Committee chairs are expected to keep the department chair periodically informed of the progress of the committee.

In the event the department agrees that one or more additional standing committee needs to be constituted, the department chair in consultation with the faculty will determine the mission of the new standing committee(s) as well as membership and method of selection. Ratification will take place by means of a departmental ballot requiring a simple majority for passage, assuming that a quorum of the pertinent electorate votes. Following passage, the departmental charter must be amended to reflect this change in the number of charter-mandated standing committees as well as the charge, composition, and method of establishing membership.

2.2 – *Ad Hoc* Committees

Whenever circumstances warrant, the department chair will form *ad hoc* committees to address a specific charge. Such committees are, by nature, fact-finding and opinion gathering,

not legislative. *Ad hoc* committees will meet only as long as it takes to accomplish the charge or until the committee is discharged by the department chair, who must inform the faculty once the committee has concluded its business. Typically, *ad hoc* committees would be formed to conduct a faculty search, undertake curricular reform, make decisions about our physical plant (e.g., environmental problems, space allocation, or renovation of existing space), advise the department chair on particular aspects of existing programs or departmental policies, or establish liaison with other departments. *Ad hoc* committees will select or elect a committee chair, who will be responsible for calling meetings and setting agendas. Special meetings of *ad hoc* committees may be called if a simple majority of committee members request such a meeting. Special meetings will be conducted within seven working days to discuss the matter(s) that prompted the calling of the special meeting. *Ad hoc* committee chairs are expected to keep the department chair and the department informed of the progress of the committee with respect to its charge. In keeping with the intent of this charter to reduce as much as possible the service load on Humanities faculty, every effort should be made to limit the number of such *ad hoc* committees in any given year.

2.3 – Task Assignments

A great deal of the basic work of the department is assigned by the chair to individual faculty in the form of specific tasks. The intent of this task model is to spread the ongoing work of the department as evenly as possible among the entire departmental faculty. An assigned task is understood to constitute part or all of a faculty member's baseline service workload for the department. These magnitudes of work for such an assignment, as well as the degree to which it has been handled effectively, will be factors in decisions about merit pay, tenure, and promotion. With certain exceptions (determined by the chair), there will be little or no additional administrative release time for this service.

Task assignments may include serving in liaison positions (e.g., philosophy, literature, communication, liberal arts); advising assignments (e.g., STC, liberal arts, RTC); coordinating various publications and contests; facilitating departmental elections and meetings (elected positions); scheduling and planning departmental colloquia; supervising for international programs; serving as a Humanities representative on the University Senate; serving as Library Acquisitions Coordinator; etc.

Faculty will be assigned tasks annually (unless otherwise agreed upon) by the department chair who, prior to such assignments, will confer with the individual under consideration and who may, at his or her discretion, consult with various directors/coordinators and committees in order to find the best possible match of individual talent to a task. Faculty will periodically be given an opportunity to request specific task assignments, and although the chair is expected to make every reasonable effort to accommodate such requests, the chair must ultimately decide on task assignments, making such decisions with what she or he perceives to be the best interests of the overall department in mind.

In making these task assignments, the chair must be able generally to rely on the good will of the faculty and their willingness to take on tasks for which they have no strong preference. Individuals have the right to turn down a task assignment, but all faculty are expected to share in the work of the department. Individuals also have the right to resign from their task assignments after discussion with the department chair. The chair will then arrange for another faculty member to assume this task assignment. A pattern of task refusals or resignations will be a factor in decisions about merit pay, tenure, and promotion. Faculty charged with departmental tasks are expected to account for their work during the Spring term, when merit and release time decisions are typically made. The chair will determine the method and timetable for these evaluations.

The list of necessary tasks is expected to change in major or minor ways depending on the planning of the chair and on the shifting conditions within the department and university.

3.0 – Policies, Procedures, and Guidelines

3.1 – General Principles

Because many of the department's policies, guidelines, and procedures are subject to fairly constant revision as a result of changing circumstances, departmental priorities, etc., such policies have not been included as part of the body of the charter but instead are attached as separate appendices. A complete list of the current operative policies, guidelines, and procedures may be found in the charter table of contents. Over the last twenty years or so, policy generally originated with department chairs and, if written down at all, usually took the form of year-to-year memos. Because those departmental policies, which may have existed (in whatever form) prior to the ones in the charter's table of contents, were apparently destroyed as a result of staff changes in the early 1990s, most of the current policies have been put in place since 1992, and they are thus relatively new and still evolving. These policies have been created with the faculty's knowledge and chances for input, but few of them have actually been ratified by a formal faculty vote. Other current guidelines and policies are the immediate responsibility of area directors and their steering committees, and, where they exist, such policies can be found in the relevant sections of this charter or in separate policy documents (See, for example, the *RTC Policy and Procedures Manual*).

The creation and implementation of departmental policy are ongoing processes and occur through the collaborative efforts of the department chair, directors, and the faculty. As primary executives of the department, the chair and directors, if they are to provide substantive leadership, must have sufficient latitude to initiate new policies or revise existing ones when it is in the best interests of the department for them to do so. One main advantage of having specific policies, guidelines, and procedures is the reduction of ambiguity and uncertainty. Faculty and administrators work together using shared and recorded principles as reference points. However, a potential disadvantage is evident when the department chair and/or department directors find themselves prevented from doing their jobs effectively because specific policies conflict in unforeseen ways with College or University policies or when the specificity of departmental policies, however well-intentioned, hinders the department chair or directors from acting efficiently and decisively. Policies must be construed as reliable enough to provide steady guidance for all departmental members but inherently flexible enough to allow the chair and directors to serve the best interests of the department. Whenever such flexibility is necessary, the chair and directors should, if possible, consult the faculty prior to any decision that runs counter to existing policy. If such advance notice is impossible, in the spirit of shared governance the chair and directors are responsible for keeping the faculty informed of all changes or additions to policy and for bringing important and substantial policy revisions to a departmental vote. Policy-making should be evolutionary and the result of collegial negotiation and consensus rather than disciplinary partisanship and contentiousness.

3.2 – Implementing New Policies, Guidelines, or Procedures

All policies, guidelines, and procedures in effect at the time this charter is ratified are to be included in the appendices to the charter. For a new policy, guideline, or procedure to be appended to the charter, it must first be approved by the methods stated in the third paragraph of the “Voting, Voter Eligibility, and Method of Vote” section above. Once so approved, it automatically is appended to the charter.

3.3 – Amending or Repealing Existing Policies or Procedures

All policies, guidelines, and procedures appended to the departmental charter are subject to amendment or repeal. Any change in existing policies, guidelines, or procedures requires approval by one of the two means previously outlined for adding a new policy, guideline, or procedure. To avoid potential disputes about which version of a policy is operative, as changes, deletions, or additions occur, the date when changes were made is to be clearly indicated. The last dated version supersedes all previous versions. Copies of all memos announcing policy changes as well as the date and results of all faculty ballots affecting policy changes are to be kept on file with copies of the updated charter in both of the department's main offices.

4.0 – Amending the Charter

Any revision of the charter (as distinct from the policies, guidelines, and procedures [see Section III above]) must result from the following process:

A petition outlining a specific change must be signed by a simple majority of the Category 1 Electorate and presented to the department chair, who will then call a special meeting(s) of the pertinent departmental electorate for the purpose of discussion.

Following a full discussion of the proposed amendment, the department chair will direct the election's officer to prepare a formal ballot.

All members of the pertinent departmental electorate will receive a written ballot on which they will be asked to indicate whether the proposed amendment is acceptable or unacceptable. (See paragraph two of the "Voting, Voter Eligibility, and Method of Vote" section above.) For the ballot to be binding, at least 50% of the eligible electorate must vote. For an amendment to be approved, 2/3 of those casting votes must support the amendment.

Following passage of an amendment, the department chair will submit the amendment to the dean, provost, and president for approval. If these individuals require a further revision of substantial import, the department chair will call a meeting of the appropriate electorate for a further discussion of the amendment, and if this body determines it necessary, an additional ballot. After this process is complete, the chair will revise the charter accordingly. Any amendment to the charter must be so noted and dated in the charter proper, and the revised version supplants all previous versions and is kept on file in the departmental offices.

APPENDIX A –THE DEPARTMENT CHAIR

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A 1.0 – Search and Selection Procedures

A 1.1 – Basic Definitions and Procedures

A 1.1.1 – Balloting Procedure

In matters pertaining to the chair search, a quorum of the pertinent electorate is required for votes to be valid.

A 1.1.2 – Delimitation of Search and Selection Procedures

The search and selection procedures described below were formulated for a search that includes external candidates; a search restricted to internal candidates will require the appropriate adaptation and modification of these procedures.

A 1.2 – Initiating and Determining the Search

The dean initiates the chair search. The dean and the provost, with input from the general departmental electorate, will determine whether the search is to be restricted to internal candidates or is to be opened to both internal and external candidates.

A 1.3 – The Search Committee

The search committee will consist of five members. Four of these member will be elected from the pertinent electorate by that electorate. In accordance with the need for shared governance, a fifth member will be appointed by the dean to serve as his or her representative on the committee. Further, in order to insure the integrity of the search process, the dean’s representative will come from outside the electorate referred to above. The committee will include at least one person who has administrative experience equal to or higher than that of department chair. This person may be an elected member of the committee, the appointed representative of the dean, or someone who serves in an advisory capacity to the committee. This latter stipulation is included to ensure that the committee has a base of experience upon which to draw in attempting to determine the candidates’ administrative competence and so forth.

A 1.3.1 – Eligibility for the Search Committee

With the exception of the “outside member,” eligibility for the search committee is restricted to the pertinent electorate. Internal candidates are not eligible to serve on the search committee. In order to insure the integrity of the search process, members of the search committee (once they have accepted appointment to that committee) are no longer eligible to become internal candidates.

A 1.3.2 – Selection of the Search Committee

Members of the pertinent electorate will nominate potential search committee members, checking with them first to see if they are willing to stand for election. Using the list of remaining nominees, the elections officer will distribute formal ballots to the pertinent electorate. These ballots will be collected and tabulated by the elections officer. The four nominees who receive the most votes will serve as the elected members of the search committee; ties are to be resolved by random selection. Following this same procedure of ranking by votes received, alternate committee members are to be determined at this time in case a later need for them arises. Once this is accomplished, the elections officer will ask the dean to appoint his or her representative.

The departmental elections officer will inform the committee members, the pertinent departmental electorate, the department at large, and the dean of the names of the members of the search committee and who will serve as provisional chair.

A 1.4 – Committee Interactions

A 1.4.1 – Provisional and Permanent Committee Chair

Of the four members elected to the committee, the member who received the most votes will assume the role of provisional committee chair (ties will be resolved by random selection). It is, however, up to the committee to determine the various roles members will play--including who will be the permanent committee chair--following the initial meeting or meetings. The committee chair is responsible for convening the committee, for making sure it accomplishes its tasks in a timely fashion, and for ensuring that the procedures established in this document are followed.

A 1.4.2 – Committee Members

Responsibilities of the committee will be shared equally among the members. All committee members should be engaged in the tasks of the committee and be involved in its decisions. In matters of decision, real consensus among members is preferred. Consequently, open debate and meaningful negotiation regarding differences are encouraged. In the absence of a consensus, decisions will be reached by a simple majority vote.

A 1.5 – The Search Procedure

A 1.5.1 – Statement of Attributes and Qualifications

With input from the current chair, the pertinent department electorate, and the dean, the committee will prepare a document describing the desired qualifications and attributes of a candidate. This document will be discussed at a department meeting, and members of the department will be invited to provide additional input. The committee will use this input and discussion to revise the document and re-submit it for faculty review and input as needed. The final document will be made readily available to the department at large and then to the dean.

A 1.5.2 – Position Description

In accordance with university guidelines and in consultation with the affirmative action officer, a position description based on the aforementioned document will be prepared by the committee, discussed by the department and revised as needed and forwarded to the dean. The final position description, once approved by the dean will be made readily available to the department at large.

A 1.5.3 – Posting the Position Description

A “Request for Posting” memo will be completed and sent, along with a copy of the position description, to the Human Resources Office.

A 1.5.4 – Advertising the Position

If the search is an external search, the committee will determine what materials will be requested from the applicants for the purpose of assessing them as potential candidates (among other things, these will include a letter of application, a vita, letters of reference, and a statement of administrative philosophy). The committee will determine when, if at all, the application deadline will occur (“until the position is filled” is an example of an instance in which no deadline occurs). An advertisement based on the position description will be constructed and will include a request for the relevant materials as determined by the committee and the application deadline, if applicable.

This advertisement will be placed in appropriate professional journals and publications. It also will be sent to contacts (colleagues, acquaintances, etc.) solicited by the search committee from faculty members in the various areas of the department.

A 1.6 – The Screening Process

A 1.6.1 – First Cut of Applicants

The committee will determine as soon as possible which of the applicants, for whatever reason or reasons, will not be considered potential candidates. These applicants will be notified that their applications are no longer being considered.

A 1.6.2 – The List of Potential Candidates

Having generated a list of potential candidates, the committee will indicate to these applicants that a “first cut” has been made and that their applications remain under consideration.

A 1.6.3 – The Short List

A minimum of three candidates to be interviewed will be determined at this point. The committee will make every effort to solicit independent assessments of these candidates from references other than those offered by the candidates. Faculty will be called upon to help identify appropriate persons to provide these assessments.

A 1.6.4 – Applicant Confidentiality

Any applicant may request that her or his application be kept confidential. However, once an applicant requesting such confidentiality is placed on the short list, he or she must waive that confidentiality. Candidates who refuse to waive confidentiality will be dropped from further consideration. The committee will comply with all confidentiality requests as required by law.

A 1.7 – The Interview Process

A 1.7.1 – Information for the Department

The committee will make available to the pertinent departmental electorate and to the department material from and concerning each candidate insofar as that material is relevant to the decision making process and can be legally disclosed. With respect to a candidate's letters of recommendation:

If the candidate requests confidentiality, it is to be honored until a candidate enters the interview phase, unless disclosure is required by law. At the time of interviewing, confidentiality will be protected only insofar as the law requires.

If confidentiality is neither requested nor promised, materials submitted by a candidate may be made available, photocopied, or distributed to the pertinent departmental electorate, within the constraints of the law.

A 1.7.2 – Information for the Candidates

In preparation for interviews with individual candidates, the committee will send each of the candidates to be interviewed a standard packet of informational material. This packet might include: general information on the university, the most recent university 5-year plan, undergraduate and graduate catalogues, a fact sheet on the school, general information on the department, the most recent department 5-year plan, a summary of faculty, the general fund budget, reports of external review teams, the department's mission statement, the department's charter.

A 1.7.3 – Arrangements for the Interview

The candidate will be informed of the manner in which the interview will be conducted and what will be expected. For each candidate interviewing, the search committee will make arrangements for an on-campus interview that may include:

1. A specialization
2. A presentation by the candidate that may include but is not limited to her or his
 - a) A discussion of administrative philosophy
 - b) A discussion of educational philosophy
 - c) A discussion of plans for meeting the department's short-term goals
3. Appointments to meet various administrators, faculty, and staff personnel

A 1.8 – The Selection Process

A 1.8.1 – Discussion of the Candidates

The search committee will elicit comments about each of the candidates from the members of the pertinent departmental electorate. The results of this informal poll will be discussed in a department meeting scheduled and facilitated by the search committee for this purpose.

A 1.8.2 – Formal Ballot on Candidate Acceptability

A formal ballot will be cast by the pertinent departmental electorate in order to determine acceptable candidates for department chair. To become an acceptable candidate, a given candidate must be deemed acceptable by a simple majority of the pertinent departmental electorate casting votes, if a quorum of this electorate participates in the balloting. The ballots will be constructed in such a way that is possible to determine gradations of acceptability (so that one candidate can be distinguished from another as the superior candidate beyond the fact that both are determined acceptable candidates).

A 1.8.3 – Forwarding Results of the Ballot to the Dean

Optimally, a minimum of two candidates will be found acceptable. The names of all candidates who are acceptable and the names of the candidates with the greatest degree of acceptability will be forwarded to the dean.

A 1.9 – Negotiations with the Candidate

The dean negotiates the department chair's salary in the manner described below. The dean will negotiate any professional issues raised by the candidate.

A 1.10 – Success or Failure of the Search

If the search is successful, the Search Committee will inform the applicants remaining on the list of potential candidates.

If no candidate is found acceptable, or if the acceptable candidate does not accept the offer extended, the search committee should consider the following possibilities.

- Negotiate with the dean to extend an offer to the other candidate whose name was put forward.
- Negotiate with the dean to reopen the search.
- Negotiate with the dean concerning the appointment of an interim department chair.

The final decision rests with the Dean of Sciences and Arts and is subject to the approval of the Provost and President.

A 2.0 – Salary

The charter defines the salary of the chair using the following formula approved by the University Senate in proposal 16-92.

$$A=(F + S) *N/9$$

A=chair's salary

N=Number of months of pay/year

F=Faculty salary of the candidate for 9 or 11 months

S=Fixed sum increase over and above F

The dean negotiates with the chair to establish the fixed sum increase in the salary (S) and the number of months the chair will be paid in a year (N).

The following formula is used for calculating the salary when the chair returns to the position of a faculty member:

$$F=A * 9/N-S$$

A 3.0 – Evaluation and Reappointment

A 3.1 – Unofficial Evaluations

Each academic year the department chair may request that an unofficial evaluation by the department faculty and staff be performed. However, during which academic years such evaluations are conducted is entirely the prerogative of the chair. The chair will determine the evaluation procedures. If a questionnaire is used, its form and substance will be of the chair's choosing. The chair may, but is not required to, follow the procedures for the official evaluation described in the next section. The results of the unofficial evaluations will be available only to the chair and other individuals that he/she designates. If any of the results are reported to anyone in the upper administration to whom the chair reports directly or indirectly, then it must be clearly stated that the evaluation is unofficial and the significant differences between official and unofficial evaluations must be clearly identified and explained.

A 3.1.1 – Official Evaluations

The Dean will conduct an official evaluation before a chair is re-appointed for another three-year term.

A 3.2 – Reappointment Procedures

If the Chair requests consideration for re-appointment, the pertinent department voting constituency is determined by the College of Science and Arts procedures for re-appointment of Chairs. This constituency will be polled by written ballot to determine the degree of support for re-appointment once the Chair and the department has completed an Information Step and an Evaluation Step as outlined in standard College of Sciences and Arts procedures.

If, given a quorum of the eligible electorate, a simple majority of the pertinent departmental electorate casting votes supports re-appointment, then it will be reported to the dean and other appropriate university administrators that the department recommends that the chair be re-appointed. **If 75% of those voting, assuming a quorum, support re-appointment, then the report to the dean will be strongly recommends that the chair be re-appointed.** If, given a quorum of the eligible electorate, a simple majority of the pertinent departmental electorate casting votes opposes re-appointment, then it will be reported to the dean and other appropriate university administrators that the department recommends that the chair not be re-appointed. **If 75% of those voting, assuming a quorum, oppose re-appointment, then the report to the dean will be strongly recommends that the chair not be re-appointed.**

An Ad Hoc Evaluation Committee will conduct the poll and report the department's recommendation to the department faculty and staff and to the dean. If the department's recommendation is not followed by the administration, then the dean will be requested to provide an explanation in writing for that decision.

APPENDIX B – PROCEDURES FOR WRITTEN BALLOTS

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B 1.0 – Procedures for Written Ballots

Legal written ballots will be those ballots

- Completed in accordance with printed directions on the ballot, and
- Those ballots placed in an unsigned and sealed inner envelope that is, in turn, placed within a sealed outer envelope signed across the flap.

At least three working days must be allowed for the balloting to be conducted. In cases of unavoidable absence, proxy votes are allowed if absent faculty contact the elections officer or the clerical staff member who maintains the ballot box before or during the official balloting period.

At the close of the balloting period for any vote, the clerical staff member who maintains the departmental ballot box will open the legal outer envelopes (those sealed and signed across the flap and containing a sealed, unsigned inner envelope and ballot), separate the sealed and signed outer envelopes from the sealed and unsigned inner envelopes, and pass these materials along to the department elections officer. The elections officer will open the sealed and unsigned inner envelopes and identify the ballots completed according to the printed directions on the ballot, count these ballots, and report the results of this counting to the department.

APPENDIX C – PROMOTION AND TENURE POLICY

DEPARTMENT OF HUMANITIES

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C 1.0 – Criteria for Promotion, Tenure and Reappointment

The multi- and interdisciplinary nature of the Humanities Department necessitates the establishment of departmental criteria for promotion that are both stringent, in order to assure high standards of professional performance, and flexible, in order to allow for recognition of achievement in traditional scholarship and research, in innovative and experimental interdisciplinary research, and in professionally recognized creative activity, including creative writing and design.

Faculty members may qualify for promotion through suitable accomplishment in effective teaching, professional development, academic attainment, research in the subject area(s) or in instructional methods, service to students, program development and administration, and professional service, as specified in the sections below. Except under unusual circumstances, recommendations for promotion will be based upon continuing accomplishments, both qualitative and quantitative.

C 1.1 – Structure of the Promotion and Tenure Committee

The Promotion and Tenure Committee shall consist of five members selected from the tenured associate and tenured professor faculty, including a representative from the Fine Arts Faculty. The department chair will appoint the chair of the committee.

C 1.2 – Function of the Promotion and Tenure Committee

The committee reviews the work of all untenured faculty in the department, as well as that of candidates for promotion, in the areas of research, teaching, and service, and then makes recommendations to the department chair on tenure, promotion, and reappointment.

C 1.3 – Reappointment Review

The department chair shall arrange professional development interviews with untenured faculty members of the department. These interviews should review recent activities and accomplishments of faculty members, their plans and objectives, and the relationship and merit of their contributions to the department and university programs. The committee will advise the department head on reappointment of untenured faculty. Faculty due for reappointment will submit their vitae and a one-page statement of scholarly accomplishments and teaching and service activities to the committee for review.

C 1.4 – The Tenure and Promotion Process

Every spring, the committee chair, department chair, and departmental representative to the college community will conduct an informational meeting for untenured faculty on the promotion process and on how to build a presentable record for tenure.

C 1.5 – Tenure and Promotion Review

The committee will provide adequate notice of the review deadline and clear instructions to candidates on preparation of their files. The department chair, working with the committee, will identify five external scholars to review the work of each candidate for tenure and promotion.

C 1.6 – Rights of Applicants for Tenure and Promotion

Candidates will have the right to:

1. Provide a list of potential external reviewers (four or five)
2. Eliminate, without explanation, one name from the list of no fewer than four or five potential reviewers drawn up by the committee, working with the department chair and independently of the candidate. Referees asked to evaluate candidates will ordinarily be drawn from both the candidate's and the committee's lists.
3. Be informed by the department chair of the committee's recommendation before it is sent to the college committee.
4. Update their tenure or promotion file after it has left the department under the following circumstances: if a grant application already submitted for review is approved; if an article, chapter, or book already submitted for review is accepted; if an article, chapter, or book listed as "forthcoming" in the file is has been published; or if any other significant honors, awards, or positions have been attained.
5. Withdraw a tenure and promotion application at any time, if not subject to mandatory review.

C 1.7 – Criteria for Appointment to Assistant Professor

Full-time, tenure-track faculty in the Humanities Department, other than Fine Arts Faculty, are hired at the rank of Assistant Professor, with the Ph.D. or equivalent. In some instances another degree and/or suitable professional experience, satisfactorily documented by the candidate, may be equivalent.

Candidates should have demonstrated clear potential for research, scholarly, or creative endeavor; effective teaching; and contributions to the university.

C 1.8 – Criteria for Promotion to Associate Professor

The title of Associate Professor is awarded to faculty members who have made significant progress toward achieving national recognition in research, scholarship, or creative activity, who have strong records in the areas of teaching and professional development and service, and who show evidence of continued development in these areas. Candidates should have demonstrated continuing and active participation in research, scholarship, and creative activity as evidenced by publication of books, monographs, translated books, articles in refereed journals, book chapters, or performance/display of artistic work that is recognized beyond the local and regional area. Other evidence of activity in this area includes publication of conference proceedings, translated articles, presentation of papers at national and/or international conferences, editing of scholarly journals, grants, and research awards.

C 1.9 – Criteria for Appointment to Full Professor

The title of Full Professor is awarded to faculty members who have achieved national and/or international recognition in scholarship, research, or creative activity, who have provided leadership in professional organizations at the national level, who have provided strong leadership in the areas of teaching, professional development, and service, and who show evidence of increasing leadership in these areas.

Candidates should have demonstrated significant achievement in research, scholarship, and creative activity as evidenced by publication of books, monographs, translated books, a substantial number of articles in refereed journals or book chapters, or a substantial number of performances or displays of artistic work that have achieved national and/or international recognition. Other evidence of significant achievement in this area includes the receipt of grants from major funding sources, editing of scholarly journals with national and/or international circulation, and major research, teaching, or service awards.

C 2.0 – Categories of Evaluation

C 2.1 – Research, Scholarship, and Creativity

- Publication of books, monographs, book-length translations, or edited books
- Publication of original research in refereed journals
- Book chapters, articles in non-refereed journals, and translated articles
- Publication of abstracts
- Significant professional presentation of creative work by performance, exhibits, demonstrations, and publications
- Delivery of oral presentations at local, regional, national, or international meetings
- Invited lectures or artist-in-residence appointment at other universities.
- Receipt of funding for grants
- Professional awards for scholarship or creativity.
- Editing of scholarly journals.

Note: Significant collaborative work will receive the same recognition as single-authored publications or individually created works. Depending on the candidate's field, the conventions of primary authorship will be considered.

C 2.2 – Teaching Effectiveness

- Written evaluations of classes by colleagues, particularly by those familiar with the candidate's performance over a period of time
- Evaluations of classes by students, when used with proper caution as to validity (popularity is not synonymous with good teaching; ratings in service courses tend to be lower than those in courses for majors; ratings in trailer sections tend to be lower still; etc.)
- Effective activity in curricular matters: devising, developing, and teaching new courses or programs; engaging in team teaching and interdisciplinary courses; experimenting with new, different, or proven teaching methods and/or equipment; keeping current in new pedagogy
- Directing doctoral dissertations.
- Directing masters theses and projects.
- Service on graduate student advising committees
- Advising undergraduates and curricular advising

C 2.3 – Professional Development

- Participating in scholarly seminars at other institutions (such as summer seminars sponsored by the National Endowment for the Humanities or the National Endowment for the Arts.)
- Spending a leave, sabbatical or otherwise, at another university, institute, etc., for professional work; or spending summers in like work
- Participation in a study or creative group with occasional area conferences and exchange by mail or electronic networks

C 2.4 – Contributions to the University

- Service on departmental, college, and university committees
- Service on the University Senate, Cabinet, etc
- Administration of departmental programs
- Graduate and undergraduate curriculum advising
- Conducting workshops or coordinating conferences at the university
- Advising students groups

C 2.5 – Professional Services

This includes all activities in which faculty members, either as professionals

or educators, serve other professionals or nonprofessionals in the local, regional, national, or international community. Such activities include

- Participation in professional societies, especially serving leadership roles in those societies
- Professional reviewing of manuscripts for journals and of proposals for funding agencies
- Reviewing files for promotion and tenure review for other universities
- Conducting workshops and coordinating regional, national, and international conferences
- Acting as consultants to industry, government, public schools, or other organizations.
- Oral presentations in one's professional specialty to service clubs, school groups, church groups, etc...

C 3.0 – Guidelines for Untenured, Tenure-Track Faculty

This document was developed by the department's Personnel Committee to help untenured, tenure-track faculty anticipate and prepare for the promotion and tenure process. It does not replace or override departmental or university policy on promotion and tenure, and it cannot assure tenure. Some of the information and suggestions offered here might also be relevant to tenured faculty who seek promotion. The Committee welcomes feedback from faculty on the revision of this document.

Begin preparing for your sixth-year tenure review early in your career at MTU. In your first year you should (among other things)

1. Define a research focus and seek out or create opportunities that will allow your research to inform your teaching and, if possible, your service.
2. Begin to make professional contacts; these people may serve as external reviewers in the future.
3. Begin compiling a Form F, and keep it up to date. Do the same with your C.V. and, ideally, with your professional statement. This will serve at least three purposes
 - a. It will help to avoid a last-minute rush
 - b. It may help to identify any weak points in your tenure case
 - c. It will help to facilitate annual reviews of your case with the department chair.

During your sixth-year tenure review, the department's Personnel Committee will need at least five things from you

1. A completed form F
2. A Curriculum Vita (C.V.)
3. A professional statement for external reviewers
4. An annotated list of possible external reviewers
5. Samples of your scholarly and/or creative work.

Each of these is described in more detail below.

C 3.1 – Form F

The contents and arrangement of the Form F are clearly defined by the form itself. Be sure that you are working from the current version of the form. In October of the year of your tenure review, you should submit a draft of your Form F to the department chair (note that if you've followed the advice in section A.3, this will not be the first draft the chair will have seen). It's a good idea to examine several recently completed F10 forms in order to get a better idea of the details of their proper completion. The chair of the Personnel Committee will provide such forms upon request.

Note: Throughout your tenure-review process, be sure that any document you submit as a draft is clearly marked "Draft" and dated.

Based on the feedback you receive from the department chair, revise your Form F, and be prepared to submit it to the Personnel Committee by November 1 (preferably sooner). You may continue to revise your Form F based on changes in your credentials (e.g., new publications)--until just before your file leaves the department, which is generally in mid to late January. According to current departmental policy, you have the right to update your promotion and tenure file after it has left the department under the following circumstances: “if a grant application already submitted for review is approved; if an article, chapter, or book already submitted for review is accepted; if an article, chapter, or book listed as “forthcoming” in the file has been published; or if any other significant honors, awards, or positions have been attained.” As noted below, however, your C.V., professional statement, and sample works will probably be sent to external reviewers by the first week of November. Hence, any changes you make to these components of your file after that time will affect only the internal reviews of your case (i.e., those that occur within MTU). Before your file leaves the department, you will be asked to examine your Form F, C.V. Professional statement, and sample works and to sign indicating that they are correct in proper order.

C 3.2 – Curriculum Vita

Your Curriculum Vita (C.V.) should begin with our name, academic rank, department address, and the date. The recommended content and arrangement of your C.V. are as follows

1. Education;
2. Professional Experience;
3. Publications;
4. Papers Read at Professional Meetings
5. Grant Proposals and Manuscripts Reviewed;
6. Memberships in Professional Organizations;
7. Courses Taught at MTU;
8. External Committees Served On;
9. MTU Committees Served On;
10. Participation in Other On-Campus Activities; and
11. Public Service. Additional categories might include such things as research in progress; grant proposals submitted; graduate and undergraduate students advised; archival materials produced or collected; audio-visual productions; and software development.

A good way to get a better sense of the details of structuring your C.V. is to examine some of the C.V.'s in the loose-leaf binder in the departmental coordinator's office (room 301). Pay particular attention to those of faculty who have recently completed the promotion and tenure process and to those of faculty who are accomplished in your field or in closely related fields.

In August of the year of your tenure review, you should submit a draft of your C.V. to the department chair (note again that if you've followed the advice in section A.3, this will not be the first draft the chair will have seen). Be prepared to submit a revised C.V. to the Personnel Committee by October 1.

C 3.3 – Professional Statement

Your professional statement for external reviewers should consist of three parts

1. A description of your scholarly research,
2. A description of your teaching, and
3. A description of your service.

Note: This is not to be confused with the shorter professional statement that is included at the end of your Form F. Your research statement should indicate a coherent research focus; ideally, this research focus will also be reflected in your teaching and in your service (see A.1 above). This document should be 2-3 pages, single-spaced (approximately 1000 words). It will be submitted to your external reviewers along with your C.V. and samples of your work. As with Form F and C.V.'s, it's a good idea to examine several recent professional statements in order to gain a better sense of the nature of these documents. The chair of the Personnel Committee will provide copies of such statements upon request.

In August of the year of your tenure review, you should submit a draft of your professional statement to the department chair (note again that if you've followed the advice in section A.3, this will not be the first draft the chair will have seen). Be prepared to submit a revised statement to the Personnel Committee by late September. Packages are generally sent to external reviewers by the first week in November.

C 3.4 – List of External Reviewers

Your list of four or five possible external reviewers should include each reviewer's name, address, e-mail address, and phone number(s). You should also provide a brief (50-100 word) description of the scholarly and (if appropriate) administrative accomplishments of our proposed reviewers. As with your Form F, C.V., and professional statement, it would be wise to review this list with the department chair in August prior to submitting it to the Personnel Committee by October 1. Among the factors to consider in selecting potential external reviewers are their academic rank, institutional affiliation, scholarly profile, and your impression of their impression of your work. Members of your dissertation committee, friends from graduate school, and other people whose assessment of your work may be compromised by long-standing personal relationships with you are not acceptable as external reviewers.

Note: The Personnel Committee will add four or five names to the list of possible external reviewers, allow you to strike one name, and then select external reviewers (usually 5 or 6) from the remaining names.

C 3.5 – Work Samples

Collect and deliver to the departmental coordinator by November 1st, 7 clean copies of five or six pieces that you think best represent your scholarly and/or creative work. These will both be sent to external reviewers and be used for the internal reviews. It is generally better to submit works that are in print.

you may subsequently modify the composition of this collection if work forthcoming appears in print, etc. However, once your file has been sent to external reviewers, such changes will affect only the internal reviews of your case.

C 4.0 – The Promotion and Tenure Decision Process

The process of evaluating the application of each candidate for promotion/tenure includes the elements listed below. Nominal target dates and deadlines are indicated where appropriate. The term “target date” refers to dates by which individuals should strive to complete tasks but which are less strictly enforced than deadlines. The list given below is based on procedures that have been followed in recent years (as of 1995-96). Those procedures may change significantly from year to year. The information provided in this document does not replace or override departmental or university policy on promotion and tenure. Candidates for promotion/tenure are responsible for determining which policies and procedure are in effect.

C 4.1 – Promotion Procedures and Deadlines

1. Candidates who wish to undergo optional promotion or tenure reviews must formally request of the department chair that they be considered for promotion or tenure respectively. Those whose tenure reviews are mandatory need not make such formal requests. **Target date: Sept. 15, Deadline: Oct. 1**
2. Each candidate composes a 1000-word professional statement summarizing his/her professional accomplishments and program of activity in teaching, research and scholarship, and professional service and submits a draft to the chair of the department personnel committee. **Target date: Oct. 1**
3. The candidate provides to the committee chair the names of 6-8 external (outside MTU) scholars in his/her field who are qualified to review and evaluate the candidate’s research and scholarship. The candidate should not choose former teachers, dissertation advisers, research collaborators, or others with whom he/she has had a close personal or professional relationship. **Target date: Oct. 1**
4. The department chair and the committee chair add several (usually 4 or 5) names of potential external evaluators to the list submitted by the candidate. The candidate is allowed to remove one name from the augmented list. A packet of materials that includes samples of the candidate’s work and a final draft of his/her professional statement is sent to 4 or 5 evaluators selected by the department chair and the committee chair. The identities of the evaluators selected are not revealed to the candidate. **Target date: Oct. 15**
5. The candidate prepares and submits the completed Form F to the department chair and the committee chair. **Deadline: Nov. 1** (Current policy allows the candidate to make minor corrections and changes in the Form F form after the deadline.)
6. The candidate supplies copies of significant published or exhibited work and any other pertinent documents to the department chair for inclusion in a portfolio of materials to be used in the review process. Those materials will also include his/her professional statement, completed Form F form, letters of outside evaluators, and evidence of the quality of his/her teaching (e.g., scores on student evaluations and peer teaching evaluation reports). **Deadline: Nov. 1**
7. The department personnel committee reviews the candidate’s completed file and recommends promotion/tenure or denial of promotion/tenure. The committee chair provides a written report of the committee’s recommendations to the department chair and informs the candidate of its recommendations. **Target date: Jan. 12**

8. The department chair receives the committee's report and reviews the candidate's materials. He/she recommends promotion/tenure or denial of promotion/tenure to the dean of the college. **Deadline: Jan. 30**
9. The candidate's file is reviewed by the college promotion and tenure committee, unless both the department chair and the department personnel committee recommend denial of promotion/tenure,. That committee evaluates the candidate's qualifications for promotion/tenure and submits its recommendations to the dean. **Deadline: Apr. 1**
10. The college council (consisting of the department chairs in the college) reviews the candidate's file and recommends promotion/tenure or denial of promotion/tenure to dean. **Deadline: Apr. 15**
11. The dean of the college reviews the candidate's file and the recommendations of the department personnel committee, the department chair, the college promotion and tenure committee, and the college council and recommends promotion/tenure or denial of promotion/tenure. If the recommendation is negative, the department chair is notified. **Target date: Apr. 30**
12. The University provost/vice-president for academic affairs reviews the report of the dean and recommends promotion/tenure or denial of promotion/tenure to the University president. **Target date: May 10**
13. The University president receives the report of the Provost/VPAA and recommends promotion/tenure or denial of promotion/tenure to the University Board of Control. **Target date: May 15**
14. The Board of Control decides whether promotion/tenure shall be awarded. Candidates are notified of its decision as soon as possible. **Target date: May 20**

APPENDIX D – HUMANITIES DEPARTMENT POLICIES

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D 1.0 – Extended Absence Policy

MTU's Faculty Handbook (pp. 25-26) explains procedures for tenure-track and non-tenure track faculty who must take extended absences from regularly scheduled class meeting, either for duly authorized travel, or due to illness or other unavoidable causes.

In most cases, we have done a pretty good job in connection with extended absences. Faculty who have had prior knowledge of these absences have worked hard to make plans in advance so that classes are not left uncovered. There have also been times, however, when these absences have caused the department some trouble. On occasion, we have not always been kept informed about specific coverage plans. Hence, when we have received inquiries from students

who do not understand where their teacher is or where they are supposed to be meeting their class, we have not been able to answer their questions.

To avoid these problems, I am requesting that faculty adhere to the following departmental guidelines for extended absences.

- Faculty who have prior knowledge of such an extended absence that will result in any changes in class schedules, procedures, or instructors should make careful plans for covering their classes. These careful plans should be written and copied to both the appropriate program coordinator/director and the Chair's office (through the Departmental Coordinator) at least one week prior to departure. These plans should include copies of travel itineraries (giving both departure and return dates), syllabi, assignments, and the names and telephone numbers of those qualified persons covering the classes.
- GTAs within the Humanities Department should be familiar with the absence policy detailed in the departmental GTA handbook and follow this policy when they must miss class sessions.

D 2.0 – Canceling Classes

If, because of an emergency or your commitment to professional development, you must cancel your classes, then you should turn in, at least one week in advance of a scheduled cancellation, a memo explaining when you will be gone, how you have decided to cover the class, and when you will be returning. These requests will be taken into consideration for approval. Do not finalize your plans until you get word back from me.

Emergencies are obviously another consideration entirely. In case of an emergency, call Diana George (3233) or Bill Williamson (3234) as soon as you can. If you cannot reach us, call the Department Head's office.

D 3.0 – Closed Class Policy

Students will not be added to closed classes before the first week of the term.

Students can be admitted to closed classes only by the registrar (when openings occur in previously closed classes) or by designated department representatives (when instructors report that there are fewer students attending class than are allowed by the cap).

Instructors cannot grant or guarantee any student's admission to their classes.

Neither the registrar nor the department representatives will allow more students into a class than the number prescribed by the cap. Following this policy ensures that all students will receive the necessary individual attention in their courses.

D 3.1 – Procedure for Adding Closed Classes

For all Humanities classes, do both of the following

1. Check with the registrar at least once a day to see if any openings have developed. If so, add it!
2. Attend the class during the first week. After the class has met twice, ask the instructor if there are students on the roll sheet who have not been attending class.
 - a. If so, ask the instructor to write a note to the department representative saying that "x" number of students are not attending and asking that you be admitted to the class.
 - b. Takes the note to one of the department representatives listed on the schedule to get an official add slip. Finally, take the signed add slip to the registrar.

D 4.0 – Computer Support Guidelines

Professional and clerical staff members who need basic computer equipment to complete the work of the department will submit requests to the departmental Information Systems Specialist. In consultation with the Department Coordinator, the Information Systems Specialist will fill these requests as our first priority.

All full-time faculty who need, and do not have, a basic computer workstation (Mac or PC) will have second priority in receiving funding, up to a maximum of \$2,500 each. Priorities within this category will be given to those faculty members who administer programs for the department. After Administrators receive the equipment they need to complete their departmental duties, faculty requests will be placed on a list as the Information Systems Specialist receives them.

Faculty who require upgrades or improvements on existing equipment (hard drives, network connections, memory upgrades) will have third priority, up to a maximum of \$500. Priorities within this category will be given to those faculty members who administer programs for the department. After administrators receive the equipment they need to complete their departmental duties, faculty will be placed on a request list as they submit written requests to Information Systems Specialist. Faculty who have not received monies for upgraded equipment in the past year will receive priority until their request has been addressed.

Finally, additional monies or equipment will be used to provide, whenever possible, one computer per office for a part-time faculty and for full-time graduate students. Printers will be added to these areas to these areas if funds are available.

All programs and efforts that have their own budget or income (CCLI, MTU Writing Center, Journals, Foreign Language Lab) will be encouraged to purchase their own special computer equipment and supplies (hard disks, peripherals, large screens, software). Faculty in these areas will be eligible for a basic computer workstation as described above.

D 5.0 – Course Loads and Release Time

The course load for full-time, tenured and tenure-track faculty, will be figured according to the progress the department has made on the published Five-Year Strategic Plan. As the department works toward a standard 2-2-2 load over the next five years in a staged process, course loads and release time will be assigned members of various academic ranks consistently and according to the current stage. This load assumes individuals also undertake an active role in departmental grievance and task assignments.

Faculty who are not active publishing scholars will be asked to indicate how they would like their performance and release time to be gauged for the coming year.

Faculty involved in major grant seeking efforts that benefit the department in substantial ways (e.g. sponsoring graduate student employment, research opportunities, or tuition: major curriculum development efforts; etc.) can negotiate with the Chair for additional release time. Such opportunities will be necessarily limited by available departmental resources and generally should be paid for out of grant monies in some way.

Faculty who have served in a formal maundering relationship, coordinated through the Director of GTA Education, with five GTAs teaching 200-300 level courses can schedule one course of release time. Faculty anticipating such a request should consult with the Chair about the timing of release requests within the context of departmental resources.

Faculty who take on major administrative duties that extend beyond their normal committee load will be assigned 1-3 courses release time, depending on the extent of their duties. These courses will be designated (A). Currently, the department's administrative release-time loads are as follows.

Administrative Positions	Released Courses
Associate Chair	3
RTC Director	3
STC Director	3
GTA Education Director	3
Scheduling Coordinator	2
Writing Programs, Director	2
Liberal Arts Director	1
Foreign Language Director	1
Graduate Advising (PhD)	1
Graduate Advising (Masters)	1
Graduate Student Professional	1
Development Coordinator	1

STC Corporate Coordinator	1
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These release-time assignments change as the tasks and loads of directors and coordinators change.

All course loads will be coordinated through the Chair and the Scheduling Coordinator. The Department Chair is responsible for all release-time decisions and may exercise judgment in assigning release time to individual scholars depending on circumstances not covered in these guidelines and departmental, college, or university needs.

The Humanities Department is committed to achieving a standard 2-2-2 load for faculty with major scholarly, artistic, and/or administrative involvement. Realistic constraints on university funding (lack of support for positions and GTA's as outlined in Strategic five-year plan) may necessitate adjusting departmental loads and expectations.

D 6.0 – The Departmental Fax Machine

A fax machine is available for the Humanities department faculty in WAHC 319. The guidelines for fax machine use are as follows

1. All faculty will have access to the fax machine for university business. All faxes sent must be logged on the sheets next to the fax machine so that we can keep track of expenditures and the accounts to which faxes are billed.
2. The department will pay for a maximum of \$10.00/per year of fax charges for each faculty member out of our main SS&E departmental account. All fax charges over this amount will be billed to individuals at the end of each regular academic quarter. If bills over the \$10.00/year limit remain unpaid after five weeks, fax access will be cut off until bills are paid. Requests for waivers of this policy should be submitted in writing to the Chair which will make decisions on a case-by-case basis with the aim of being as equitable as possible.
3. Program directors and coordinators who require fax access in support of their program work and who have a departmental budget (e.g., CCLI, MTU Writing Center, RTC, STC) should bill fax charges to program accounts whenever possible to help in cost accounting. Please make sure to record the appropriate account number on the fax log sheet for billing.
4. Editors of journals sponsored by the department and faculty who hold national offices in their professional organizations should bill appropriate fax charges to their journal accounts or to the professional organizations., Please make sure to record the appropriate account number on the fax log sheet for billing purposes.
5. Individual faculty may arrange with staff members in WAHC 319 to bill fax charges to grants or other projects accounts if they are signatories on these accounts. Please make sure to record the appropriate account number on the fax log sheet for billing.

D 7.0 –The Development and Administration of Grants

Grant activity is a vital part of departments with graduate and undergraduate program because grants can enhance the research and program development efforts of both students and faculty. Departments may be able to survive on general fund support alone, but funded work will insure growth and development. The administration of grants within the context of the Humanities Department is a special challenge because grant getting is, at the present, the exception rather than the rule. Although a record of funding is not necessary for advancement within the department, as a way of encouraging grant activity, the Department of Humanities will make every effort to enable the recipients of grants to carry on their work and to reward successful records of grant activity in processes such as merit raise determinations and tenure and promotion decisions.

D 7.1 – Development of Grant Proposals

1. Inform the Grants Coordinator of plans including possible funding agencies. The coordinator may be able to provide assistance with drafts.
2. Faculty members submitting grant proposals should formulate a kind of contract spelling out how the grant will be administered. The “contract” might deal with issues like departmental cost share obligations such as released time, arrangements made with a graduate student who will be working on the grant, office space for clerical support of the project, space for equipment and project archives, and supplies. Contracts should be approved by the department chair and kept on file for future reference should the grant be funded. Contracts should be revised if grants are funded at levels different from the original request.
3. Released time committed by the department in grant proposals as part of the university’s cost share should be negotiated with the department chair before the grant proposal is submitted. The department administration will make every effort to find a suitable replacement faculty. If a suitable replacement cannot be found, a course or courses can be released at a later time.
4. Released time committed by the department as cost share for the coordination of grants by departmental administrators may be additional to the faculty member’s administrative released time provided by the department to coordinate departmental programs or may be taken entirely or partially from this released time, especially when there is a direct connection between the program being coordinated and the funded project.
5. Faculty submitting proposals for corporate grants should work into their budgets a return of approximately 10% of the grant to the department to cover the cost of departmental administration of the grant. This overhead will not necessarily involve a direct allotment to graduate students, purchase of equipment available to the entire department, and money for travel.
6. Submit a completed copy of the proposal to the coordinator and to the chair of the department. All proposals must be accompanied by a “Transmittal Sheet for Sponsored Research and Development Proposals” form available from the departmental staff assistant. Completion of this sheet necessitates obtaining signatures from the principal investigator or project director, the department head, the dean, and, if applicable, cooperating investigators, department heads, and deans.

D 7.2 – Administration of Grants

1. Grant administrators have ultimate responsibility for managing grant budgets. They should work closely with the university research office, the department chair, the department staff assistant, and, when appropriate, the director of graduate studies and the graduate studies secretary.
2. Changes in grant contracts after a project is underway should be made by filling out an MTU Grant/Contract Request for Modification form available in the office of the departmental staff assistant.
3. Grant administrators may want to encourage students to base their M.S. project/theses or Ph.D. dissertations on research sponsored by the grant under the direction of one of the principal investigators of the project, but this cannot be required. Such an arrangement should be made in writing shortly after faculty receive notice that the project has been funded and before employment contracts are signed.

D 7.3 – Departmental Support for Grants

The department administration will make every effort to provide grant recipients the use of a common office set aside to facilitate the administration of grants. Such an office would be used to conduct research and to house clerical support, equipment, and archives.

D 8.0 – Hiring Openness Guidelines

The details of all hiring agreements developed by the Chair (e.g., course loads; equipment agreements; candidates' status with regard to degree completion, administrative duties, or program involvement) will be coordinated with the Departmental Steering Committee before they become final. After this coordination process, the final hiring agreement will be sent to the candidate and posted for departmental information. Any changes that occur with final hiring agreements, as a result of additional negotiations between the Chair and the candidate, will be coordinated through the Departmental Steering Committee.

D 9.0 – Guidelines for Junior Faculty

Within the broad context of available departmental resources and competing needs, the Department of Humanities will make every effort to provide junior faculty (non-tenured, tenured-track faculty) with an environment conducive to their fulfilling scholarly, teaching and service expectations as stated in the departmental, college, and university guidelines for promotion and tenure and in MTU's Handbook for Academic Faculty. Although MTU, as a research university, places substantial value on scholarly and teaching contributions, committee work is also considered an important, necessary, and valued means of professional development and contribution.

In general, these efforts may include considerations of course loads, course assignments, and release time, as stated in departmental guidelines on course assignments and loads; administrative duties; and advising by the Department Chair; among others. The Chair and junior faculty should work together to identify strategies for balancing multiple demands. The strategies will vary widely for individual faculty members, but untenured faculty may want to think about, among other approaches, the following: working only with graduate students whose interests are closely related to one's own, limiting proposals for new courses, limiting the number of preparations each term by working with the Chair and with the departmental scheduler, making sure that conference papers turn into published pieces whenever possible, avoiding over-attendance on the conference circuit if this reduces the time for scholarly writing and research, informing the Chair if a committee load becomes overly burdensome, filling out an F-10 form (tenure form) every two years just to get a broad picture of accomplishments, etc.

Junior faculty are also encouraged to obtain copies of guidelines for junior faculty that their profession may have produced and to share these guidelines with the Department Chair so that both parties remain informed about professional expectations. Junior faculty are also encouraged to meet regularly with the Chair, both formally and informally, to discuss their situation and progress toward tenure. The Department Chair will assume responsibility for helping junior faculty understand the tenure and promotion guidelines of the university, college, and department; making efforts to provide junior faculty with an environment conducive to fulfilling tenure and promotion expectations, while recognizing and working with competing departmental needs and available resources; and meeting on a regular basis to discuss the concerns, progress and situation of individual junior faculty members.

It is impossible to detail the ideal profile of involvement of for all junior faculty members. Hence, it is the Chair's responsibility to meet with every un-tenured faculty member and advise on an appropriately balanced and productive profile of involvement for each of the five years preceding the tenure decision--one growing out of individual needs, interests, career paths, and achievements. One example of an involvement profile appropriate for a junior faculty member might look like the following

- No more than one major and one minor departmental task/committee assignment and, perhaps, one university or college committee assignment, or some balance of minor committee assignments.
- No major administrative duties without appropriate release time.
- No more than two course preparations per term; no more than five course preparations per year.
- No more than two chair ships of graduate student committees per year if they are directly related to faculty members' scholarly interests; no more than four memberships on other graduate student committees per year.

Such profiles will differ markedly depending on the factors already identified. This profile is not meant to be restrictive for individuals, but rather suggestive of the kinds of considerations junior

faculty may want to think about in formulating their own balanced profiles. These guidelines are advisory; they do not represent department policy. All junior faculties are encouraged to consider these guidelines as they progress toward tenure.

D 10.0 – Photocopying Guidelines

All faculty and GTAs are allocated 600 copies per course with 25 or less students/800 per course with 26 or more students per term. Faculty will be able to make an additional 800 copies per term in support of their scholarly and research efforts. All copies over this amount will be charged to individuals at a rate reflecting current departmental costs. People who do not pay these bills by the stipulated date on these bills (five weeks after the billing date) will have their accounts suspended until they do.

Copying for classes should remain as limited as possible and reserved for things like syllabi, policy statements, tests, etc. Please do not copy class sets of materials for students in your classes. Instead, copy one or two pieces and place them on reserve in the library for students to copy at their own expense.

Some individuals will need special photocopying accounts that are charged in a slightly different way--fellowship students, for example, who get no copying privileges in support of teaching, or faculty who is photocopying in support of a journal that they edit. These accounts can be set up through WAHC 319, but please limit them to work done in support of professional scholarly activity. Our photocopying machine is now under its maximum load and cannot support copying that is not directly supporting your professional activities. All copies made on these accounts will be billed at the rate of eight cents per copy, either through inter-account bills (for journals, grants, programs, etc.) or directly to individuals. All special accounts must be paid within five weeks of the billing date or they will be suspended.

If you are asking the clerical staff or work study students to do copying, plan ahead. Please allow at least 48 hours notice for all tasks you ask them to do.

If you have a special project or set of circumstances that requires exceeding your photocopying limit, please send a request to the Chair for consideration.

D 11.0 – Scheduling Guidelines

We try to satisfy all requests for times and rooms, paying attention to special needs such as physical disabilities, instructional needs, family considerations, travel conditions, and anything else instructors mention as important. This is our first priority. But we also have to take other things into account, including the following, listed approximately in order of priority.

1. In order to make it easier for students to schedule courses they need and to ensure that our courses will be fully enrolled, we need to offer courses at a variety of times. This means that we need to make sure that there is at least one 101 and 102 course offered in (almost) every time slot; that the foreign language, 209, and 333 sections are spread out across time slots; that the literature courses are all offered at different times; and that the graduate courses are all offered at different times.
2. In order to make sure that GTAs will be able to take the courses they want and need to take and to ensure that these courses have sufficient enrollment, we need to schedule the GTAs teaching times so that they do not conflict with the times of the graduate courses they plan to take.
3. We need to make sure that courses required for our majors are not offered at conflicting times.
4. We need to make sure that no more than two computer intensive courses are offered at the same time.
5. In order to make it easier for non-majors to schedule thematic cluster courses and 333, we need to avoid scheduling most of these courses on Tuesday and Thursday afternoons when most lab courses are offered.
6. We take into account two established meeting times in doing scheduling: the department meeting time for all faculty and the Writing Center meeting time for Writing Center staff. To take more meeting times into account would result in too few choices of times and rooms.
7. In responding to requests for Tuesday/Thursday schedules, priority is generally given to faculty over GTAs and to faculty who have not taught Tuesday/Thursday in the previous term over faculty who have had a Tuesday/Thursday schedule in the previous term. (When we develop our database more completely, we will be able to look at the distribution of Tuesday/Thursday schedules over the past few years and will take this broader pattern into consideration rather than just last term.)

D 12.0 – Telephone Use Guidelines

All faculty have access to long distance telephone calls for university business from their offices. The department will pay for a maximum of \$10.00/per term of long distance charges for each faculty member. All long distance charges over this amount will be billed to individuals each term. If bills are unpaid after five weeks, long-distance access will be cut off until bills are paid. Requests for waivers of this policy should be submitted in writing to the Chair which will make decisions on a case-by-case basis with the aim of being as equitable as possible.

We are hoping, of course, that all faculty do not use the maximum allowed long distance charges--we could not support such an expenditure given our limited departmental budget. If this happened, we would spend \$5200/per term (\$15600/per year, not counting summer use) of long distance charges. In fact, we have a total long-distance fund--for the entire year--of only \$2848 (approximately \$712 a quarter). Should we spend more than this amount, we will have to take funds from other places in our budget.

We are assuming all faculty will take advantage of low rates (after 5:00 p.m. and weekends) whenever possible. We also assume that faculty will make all long distance calls as brief as possible.

Program directors and coordinators who regularly require long-distance access to complete their departmental responsibilities will have such access in their offices. Long distance charges made in support of programs on these lines will not be subject to the limits outlined above, but should be kept to a minimum. All programs that have a departmental budget (e.g., CCLI, MTU Writing Center, Fine Arts, RTC) will be charged for the calls made by program directors. Fine Arts budgets will continue to be charged for all calls made on Fine Arts telephone lines.

Editors of journals sponsored by the department and faculty who hold national offices in their professional organizations will be allocated an additional \$10.00/term in long-distance telephone charges if they cannot arrange for their journal or organization to cover these costs. We assume all faculty will try to pursue such outside funding opportunities first, before drawing on departmental funds.

Individual faculty may arrange with the supporting staff member to bill long distance charges over \$10.00/term to grants or other project accounts if they are signatories on these accounts.

Graduate students will use the current long-distance telephone in WAHC 338 for any long distance calling that they must do--but all long-distance calls must be approved before they are made. Before making long-distance calls in support of their teaching duties, GTAs should talk to the Director of GTA Education or the Director of Writing Programs. Such calls should be made only if postal correspondence is impossible. Graduate students needing to make long distance calls for other professional reasons having to do with departmental projects should check with the Director of RTC before making such calls. These occasions will be rare. All long distance calls made by graduate students should be logged immediately in WAHC 338.

D 13.0 – Travel Allocation Guidelines

An annual total of \$500 will be allocated for each tenured faculty member in the department.

An annual total of \$600 will be allocated for each *untentured* faculty member in the department.

An annual total pool of \$1000 will be allocated for travel by instructors within the department who request money.

An annual total of \$2000 dollars for the travel that program Directors undertake directly in support of those programs. Requests for this money should be made in writing to the Chair. Whenever possible, Directors should combine program travel (like that in support of RTC or STC) with trips that they take for their scholarly work. Travel in support of these programs can also be handled by key faculty on the program committees who travel to various conferences in their own fields--this would be a task best coordinated by the program committee in consultation with the appropriate Director. Programs will have to limit travel to those conferences that are absolutely essential and that enjoy the broadest possible national impact.

The Director of the MTU Writing Center, and the Director of the CCLI will allocate a similar sum, out of their own budgets, for programmatic travel in their own areas. These areas may also need to allocate additional travel monies from their own budgets for travel (e.g., coaches in the MTU Writing Centers, consultants in the CCLI). As such monies are expended, the Directors of these programs should describe in written memos to the Chair so that we can keep track of the entire department's travel costs.

Each year, \$1000 will be transferred to the Graduate budget for travel by graduate students. The Director of the Graduate Program will establish and distribute guidelines for allocating this money in an equitable way.

Because many professional activities that require travel funds remain unanticipated at this point (and, indeed, well into the academic year), we will keep a fund of approximately \$6,000 for travel that is as yet unanticipated and for special circumstances. The Chair, on a case-by-case basis, will distribute these monies. Travel monies allocate through this process will be reported in Footnotes. Faculty members wishing to apply for such additional monies (a maximum of \$200 for domestic trips or \$400 for international trips) can submit, at any time during the academic year, a written request to the Chair. Should we, during the year, get additional funds for travel, these will be dispersed via this same request.

All travel monies should be requested through WAHC 301; please also direct all queries to this office.

D 14.0 – Guidelines for Students With Disabilities

D 14.1 – Goals

In order to provide a rich and meaningful learning experience for students with temporary or permanent disabilities (including, but not limited to, learning disabilities, hearing, speech, visual impairments, and mobility impairments) and to provide equal opportunities for such students to participate fully in educational programs. The Department of Humanities is committed to the following goals

1. To create awareness among all members of the department regarding the issues related to serving students with disabilities, the specific needs of such students, and possible methods of meeting those needs. Efforts to meet this goal may include, but are not limited to, strategies such as
 - Providing informational meetings and written materials
 - Familiarizing department members with legal requirements and university and departmental policy
 - Sensitizing department members to appropriate ways to approach the subject of suspected disabilities
 - Requiring statements on syllabi inviting students to share information about disabilities with the instructor
 - Supporting department members' attendance at related educational events
2. To make reasonable accommodations in teaching strategies and classroom support that will make it possible for all students to meet the same standards and requirements for a course. Efforts to meet this goal may include, but are not limited to, strategies such as
 - Using get-acquainted letters that invite students to share information about their disabilities
 - Incorporating multiple modalities when presenting information
 - Providing extra exam time or exams given in alternate formats
 - Supplying the student with a note taker or assistant
3. To provide necessary access to facilities and technology that support departmental activities. Efforts to meet this goal may include, but are not limited to, strategies such as
 - Scheduling the student's class in an accessible classroom
 - Providing appropriate computer access
 - Supplying adaptive technology

D 14.2 – Procedures

In the case of a student who is formally certified by the Dean of Students as having a disability, and who requests accommodation. The following procedures should be followed

1. As early as possible prior to the beginning of the term, the Dean of Students will notify the department chair and the course instructor that a student with a disability is registered for a course in the department. This notification will describe the disability and the requested accommodations.
2. The instructor will arrange for reasonable accommodation for the student and will communicate with the department chair and the Dean of Students regarding these accommodations. If the accommodations require the services and/or cooperation of another person or area, the instructor will be responsible for contacting them.
3. If the accommodations require financial output, the student will apply to the Student Affairs Office.
4. The instructor will maintain an ongoing dialogue with the student and others involved in order to evaluate the effectiveness of accommodations and to adjust accommodations as needed.
5. If there is a need for additional accommodation, the student should make a request to the Student Affairs Office.

APPENDIX E – GUIDELINES FOR STANDING COMMITTEES

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E 1.0 – Standing Committees

The department's standing committees will be those required for the year-to-year operation of the department and will consist of the following.

- Promotion and Tenure Committee
- Performance Profile/Rating Committee
- Department Steering Committee
- Graduate Steering Committee
- Undergraduate Steering Committee
- STC Steering Committee
- Modern Language Steering Committee
- Grievance Committee

E 1.1 – Promotion and Tenure Committee

There will be a Promotion and Tenure Committee consisting of five persons: a chair appointed by the department chair and four members elected by tenured and tenured-track faculty. The chair will be someone with previous service on the committee. All tenured faculty are eligible to be included in the pool from which committee members are elected; however, no person will be elected who has not in a final ballot been supported on a majority of ballots cast. Two persons will be elected each year to serve two-year terms so that each year two persons will be named to the committee and two persons will retire. Persons may, however, succeed themselves. Any person who has served for two consecutive terms on the committee, may be removed from the eligibility list for one year. An elected member who has a perceived conflict of interest or other special circumstance will negotiate their status with the department chair. In special circumstances, the department chair may appoint, as replacement member, the candidate with the next highest vote total.

The Promotion and Tenure Committee will be responsible for the following tasks.

1. Reviewing all applications for tenure and promotion and recommending that tenure or promotion or both are awarded or denied.
2. Conducting annual reviews for the record and recommending reappointment or non-reappointment of all untenured, tenure-track faculties.
3. Conducting annual reviews as appropriate of other non-tenured persons holding faculty rank, instructor through professor

Other duties both appropriate to and also confined to the necessary implementation of departmental reappointment, promotion, and tenure policies, which may be found in their entirety in Appendix C.

E 1.2– Graduate Steering Committee

This committee administers the department’s master’s and doctoral programs in Rhetoric and Technical Communication, including planning, funding, course scheduling, admissions, handling of informal complaints and grievances. The department chair appoints the chair of this committee, and may, at her/his discretion, designate that person to be Director of Graduate Studies. The committee consists of three additional faculty and an RTC student representative. Faculty are appointed annually by the department chair in consultation with the committee chair. A detailed description of RTC policy can be found in the *RTC Procedures Manual*.

E 1.3 – Undergraduate Steering Committee

This committee periodically evaluates humanities education provided by the University. This includes both general, non-degree curricula and degree programs offered by the department. The committee regularly recommends goals for undergraduate humanities education in the University, develops methods for assessing how well approved goals are being achieved, and uses those methods to evaluate the department’s educational programs and efforts at the undergraduate level. These activities include evaluating the humanities component of the general education or undergraduates and identifying any curricular or non-curricular reforms that are needed. These activities also include evaluating the undergraduate degree programs offered in humanities, recommending the adding of new degree programs or the discontinuing of existing degree programs when appropriate, and identifying any curricular or non-curricular reforms of existing programs that it judges to be warranted.

The committee should be broadly representative of the various disciplines of areas of study within the Department of Humanities. Members of the committee are appointed by the department chair in consultation with the committee chair, who is also appointed by the department chair. All faculty are expected to serve on this committee on a rotating basis.

One or more areas within our department may, because of a large undergraduate enrollment or unique mission, require working subcommittee with extensive responsibilities. The formation of such subcommittee will be the joint responsibility of the department chair and divisional faculty.

E 1.4 – Grievance Committee

The Grievance Committee adjudicates grievances within the department. This committee consists of three members elected from among the tenured faculty by a simple majority of the General Department Electorate casting votes, assuming a quorum of the electorate voting. Committee members will be nominated from within the department and must agree to serve on this committee before appearing on the ballot. This committee will act in accordance with the university grievance procedure as described in MTU Senate Proposal 13-95.

E 1.5 – Departmental Steering Committee

The Steering Committee provides a source of faculty input and leadership on important department issues, directions, initiatives, and challenges. This committee, which contains both members appointed by the Chair (from among Program Directors, Coordinators, Assoc. Chair, etc.) and members (elected from among the faculty at large), serves as an advisory

body to both the Chair and the faculty. Elected members should be chosen with an eye toward representing the broadest possible spectrum of department concerns and talents.

E 1.6 – Modern Language Steering Committee

The Modern Language Steering Committee consists of all tenured and tenure-track Modern Language faculty and one RTC student chosen by the committee. The Director of Modern Languages in consultation with and on behalf of the Modern Language Steering Committee oversees the coordinatin of the Modern Language Program within the Department of Humanities.

E 1.7 – Scientific and Technical Communication Steering Committee

This committee advises and otherwise assists the STC Program Director in administering the department's undergraduate programs (BS and BA) in Scientific and Technical Communication. This includes help in promoting the programs and recruiting new students; assessing and revising the STC curriculum; placing our graduates and co-op students; advising the MTU Student Chapter of the Society of Technical Communication; organiziang biennial meeting of the STC Advisory Board; and maintaining relations with our alumni. The department chair appoints the STC Program Director, who serves as chair of the STC Committee. The committee consists of from three to five additional faculty and an STC student representative (usually, but not necessarily, the president fo the MTU Student Chapter of the Society for Technical Communication). Faculty members of this committee are appointed annually by the department chair in consultation with the STC Program Director.