TO: Glenn Mroz  
   President

FROM: Max Seel  
      Provost and Vice President for Academic Affairs

SUBJECT: Charter – Department of Chemistry

DATE: August 16, 2013

I have reviewed and endorse the Department of Chemistry attached charter with the caveat that the department will review the PT&R process outlined in their charter to bring it into line with university requirement for a single committee and to consider to bring the process into line with other CSA departments (3-person elected committee) to avoid the difficulties encountered in 2012-13.

Approved:

Glenn Mroz, President

cc: Bruce Seel, Dean  
    Cary Chabalowski, Department Chair  
    Brian Barkdoll, University Senate President

Attach.: Charter dated March 28, 2013
Background for caveat:

Approved with the caveat that a review of the tenure and promotion procedures takes place during this coming year: chemistry and computer science are the only 2 departments in sciences and arts where the committee consists of ALL tenured faculty; moreover, the practice of appointing an *ad personam* committee brought the process to a halt last year and needed to be resolved with the help of CATPR. This practice also seems to violate the university policy requirement of a single p&t committee:

a. **Tenure, Promotion, and Reappointment (TPR) Committee.** A *single*, standing Tenure Promotion and Reappointment committee will be established with responsibility for all tenure, promotion, and reappointment recommendations.
Department of Chemistry Charter
Department approved by mail vote on 2013-03-28.

Members of the Department of Chemistry have a common interest in the success of our students and the advancement of department goals. Members share responsibilities, each according to his or her role in the department. Contributions to department governance are delineated in the charter through identified voting categories.

1. Approving and Amending the Charter and Department Voting

Voting and Maintenance of Charter

1.A.i  Voting Members of the Department (voting category A)
Four categories of voters are recognized:

A) Faculty
1. Tenured faculty with appointments of at least 50% in the department.
2. Tenured and pre-tenure faculty with appointments of at least 50% in the Department of Chemistry.

B) Staff
1. Instructional staff, which includes lecturers and laboratory staff employed by the department for one year or longer.
2. All department staff (excluding students), who have been employed in the chemistry department for one year or longer.

Research faculty members with official appointments in the department may participate in faculty meetings but cannot vote.

Post-doctoral researchers, visiting scholars, and students are non-voting members of the department.

Faculty who transfer into administrative positions within the university will be considered departmental faculty if they continue to actively participate in the department, as evidenced by teaching at least one course per year, advising graduate students in the department, or serving on departmental committees.

The voting constituency for charter issues is listed by category in the charter headings.

1.A.ii  Voting Procedures (voting categories A & B)
Matters to be voted on should be distributed to the voting group five days before the meeting at which they are to be voted on. If materials are distributed less than five days in advance, voting can proceed if no member of the voting group raises objections.
A voice ballot may be conducted during a faculty or department meeting; a written ballot (in the meeting) or a mail ballot will be issued if any individual requests it. If a mail vote is conducted, at least two faculty members from the department must be present when ballots are opened and counted.

Ties will be decided by a random drawing immediately after votes are counted.

The senate procedures will be followed for chair searches with the staff defined as voting category B and the faculty as category A. The staff representative to the search committee will organize a vote of the staff and present the results to the committee.

1.A.iii Amendment of the Charter (voting category A)
Any department member, faculty or staff, or committee may propose charter amendments to the executive committee for processing. The executive committee will ensure that proposed amendments are discussed by the faculty in a timely manner. Proposed amendments will be circulated to the faculty and staff at least five days before the meeting at which they will be discussed.

The voting constituency for charter changes is determined according to the section being amended, as listed in the section headings. Amendments will be approved by a simple majority of the voting constituency. The vote will be by a mail ballot. If less than 50% of the constituency casts a ballot, any member may request a re-vote within two weeks of the original vote counting.

In the event of a Department Chair search, the Search Committee will conduct a vote by secret ballot to determine if the candidates are acceptable or unacceptable to serve as Department Chair. The staff vote takes place first, and will be advisory to the faculty vote. The Search Committee will tabulate the votes.

1.A.iv Updating Charter to Assure Compliance (voting categories A & B)
The executive committee will be responsible for reviewing the charter annually in September and proposing amendments to update the charter and ensure compliance with university policies.

Conflict with University Policies (voting categories A & B)
In any event that these precepts are in conflict with University policies and procedures, the University policies and procedures shall take precedence.

2. Duties and Responsibilities of the Department Chair

2.A. Unit Governance (voting categories A & B)
Governance of this department is the responsibility of the department chair, in consultation with the Executive Committee and the faculty. The department chair will assign members of the standing committees for Undergraduate Programs (UPC), Graduate Programs (GPC), Graduate Admissions (GAC), and Safety. Other ad-hoc committees will be formed as required. The Executive Committee will typically
consist of the chair of the safety committee, two elected faculty members, one
elected member of the staff, and the department chair. Members of the executive
committee may serve no more than two consecutive terms.

The chair serves as the department's spokesperson to the university administration
and reports the will of the faculty on any issue to the university administration.
Conversely, the chair also communicates from the administration to the department.

The department chair will conduct regular meetings with the Executive Committee
and meetings at least monthly during the academic year with the faculty. The
department chair will also call a joint faculty and staff meeting at least once a
semester. Minutes will be taken by a designated faculty or staff member at every
faculty meeting, except for discussions of sensitive personnel issues (e.g. faculty
hiring). These minutes will be approved or amended at the next faculty meeting as
the first item of business.

Professional Staff and NTTF will report directly to the chair, who has the ultimate
authority in departmental personnel recommendations such as hiring,
teaching/work assignments, and areas of staff responsibilities.

The departmental chairperson will designate a faculty member to act on his/her
behalf during his/her absences.

When it is evident that the Department Chair will be unable to perform his/her
duties for more than one semester or a search for a Chair has failed, the department
faculty will recommend a member of the tenured faculty to assume the
responsibilities of interim department chair until a new department chair is
appointed. The Dean has the final authority in appointing an interim chair.

2.B. Evaluation of Teaching (voting categories A & B1)

Teaching will be evaluated in accordance with Board of Control policy. Teaching
evaluation will consist of a review of student course evaluation scores and
evaluations of classroom teaching and course materials by department faculty.

Any member of the department may request a formal or informal evaluation of
his/her teaching at any time. Informal evaluations can be coordinated by the chair
or by any other member of the department. Formal evaluations will be conducted by
the P&T committee.

Formal peer evaluation of classroom teaching will be conducted by at least two
members of the faculty with at least one visit to a class in session. Instructors may
request additional in-class visits. Instructors who are being evaluated should be
notified in advance when the reviewers will be attending his/her class.

The in-class evaluation will consider the following criteria as appropriate:

- Appropriateness of pedagogical strategies (e.g. lecture, discussion, group
work, etc.).
- Quality of class involvement and response.
• Quality of presentation (oral communication, organization, relevant focus, illustration or examples, voice, use of instructional resources, handouts, etc.).
• Ability to initiate and direct discussion or group work.
• Achievement of effective classroom atmosphere (presence, rapport).

In addition, the peer evaluation will address the following:

• Caliber of texts and reading material, assignments and exams, course content, and lab activities, as appropriate.
• Adequacy of the course syllabus, which should clearly state requirements, procedures, grading policy, etc.
• Implementation of successful assessment efforts.

After each classroom visit each faculty evaluator will summarize his/her findings in a written and signed report. The reports will be presented to the Departmental P&T committee who will prepare an overview report for each candidate.

2.C. Compensation (voting categories A & B)
Salaries, wages, and recommendation for merit pay are the responsibility of the chair.

2.D. Workload (voting categories A & B)
Duties of the chair include assignment of teaching and committee responsibilities, resource allocation within the department, oversight of personnel documents and the budget process, and preparation of hiring and merit raise recommendations.

The chair shall issue a charge to each committee at the start of each academic year.

2.E. Fundraising and Alumni Relations
The chair has to be engaged in continuous and sustained fundraising and alumni relations.


3.A. Promotion, Tenure and Reappointment Committee (PTR Committee)
The PTR Committee has several functions and the membership changes with function. The full committee is composed of all tenured faculty members of the department including the department chair. The full committee is concerned with description of the tenure, promotion and reappointment process, including proposals for changes via the charter amendment process.

Members of the PTR Committee will elect a chair in April of every year to serve for the following academic year. Neither the department chair nor the department representative to the college PTR committee may chair the committee. For minor
and reappointment reviews, the committee will consist of all tenured faculty excluding the department chair; the representative to the college PTR committee is included in reappointment deliberations. Neither the department chair nor the department representative to the college PTR committee may participate in promotion and tenure discussions and recommendations. A subcommittee of the PTR committee consisting of full professors will participate in recommendations for promotion to full professor status.

Members of the PTR committee are required to keep the deliberations and recommendations of reappointment, promotion, and tenure cases strictly confidential.

3.B. Promotion and Tenure Procedures

The evaluation process begins in early fall each year with final documentation and evaluation letters due in the dean’s office in January-February. The department process is coordinated by the chair of the PTR committee. The responsibilities of the participants, including candidates, are outlined in this section.

The Chair of the PTR Committee will:
1. Convene the PTR committee in early fall to discuss the activities and schedule for the year.
2. Meet with the department chair to discuss which faculty and lecturers are up for review.
3. Define and communicate the timeline for PTR committee activities and due dates for collection of documentation.
4. Schedule meetings as necessary.
5. Arrange for peer-teaching evaluations to be conducted (per section 2.B.).
6. Organize a meeting with pre-tenure faculty to review requirements and procedures for review, reappointment and tenure.
7. Select an ad personam committee for each tenure or promotion candidate.
8. Arrange for committee recommendation letters be written, signed by the committee members, and forwarded to the department chair.
9. Organizing follow-up meetings with pre-tenure faculty to review their evaluation. These meetings may include the PTR chair and one or more committee members.

Pre-tenure faculty and candidates for promotion will:

1. Complete and submit a complete and accurate form F and a current cv to the department coordinator. All items considered for evaluation must be documented on the F-form. Teaching will additionally be assessed through peer and student evaluations.
2. Inform the committee chair and department chair if they plan to apply for an early tenure review, or tenure-clock extension or promotion to full professor.
Candidates for tenure and promotion in the current year will:

1. Provide six names of potential external referees to their ad personam committee.
2. Arrange to present a department seminar during or before fall term.

Lecturers, senior and principal lecturers will:

1. Annually provide an updated cv and complete the relevant parts of form F.

Lecturer and senior lecturer candidates for promotion will:

1. Inform the chair that they wish to apply for promotion.
2. Submit documentation to the PRT committee as detailed in section 4 below.

The ad personam committee appointed for each tenure or promotion candidate will be made up of two or three people. This committee will guide the candidate in preparation of the F-form. This committee also prepares a list of external referees, to be contacted by the chair, and a draft recommendation concerning the application for the PTR Committee.

The department chair will work with the PTR chair to ensure that the committee is set up and on track each year. The chair, as well as the College PTR representative, may meet with the committee as necessary and participate in discussions on procedure and process. The department chair will write independent evaluation letters as indicated below. Finally, the department chair will meet with the faculty member, provide a copy of his or her recommendations letter, and discuss specific areas of strengths and weaknesses with the goal of developing a strong promotion and tenure case.

The department chair will arrange for annual evaluation of lecturers. Annual evaluation procedures are at the chair’s discretion. At least once every four years, and prior to promotion, the PTR committee will review the teaching of lecturers according to section 2.B. The department chair or lecturer may request such a review at any time.

The PTR Committee will review the F-forms, curriculum vitae and teaching evaluations for all pre-tenure faculty members, candidates for tenure, lecturers (as scheduled below, and in section 4) and those applying for promotion. Each candidate will be discussed individually in a consistent and unbiased manner according to the criteria detailed in the following sections.

Evaluation and recommendation letters will be written and distributed as follows:

1. Interim reviews: Evaluation letters will be prepared by the PTR committee for interim reviews. Letters are addressed to the department chair; the PTR chair will distribute a copy to the faculty member. The department chair
writes an independent recommendation, provided to the faculty member. The department chair forwards copy of each letter with accompanying documentation to the college dean.

2. Reappointment at current rank: Recommendation letters for reappointment are prepared by the PTR committee, addressed to the department chair, and shared with the faculty member. The department chair writes an independent evaluation letter, also shared with the faculty member. The department chair forwards copy of each letter with accompanying documentation to the college dean.

3. Tenure and Promotion: Committee recommendations regarding tenure and promotion are strictly confidential. Committee recommendations are addressed to the chair and given to the chair. An independent recommendation is letter is prepared by the department chair. The department chair includes both recommendations with the accompanying documentation in the P&T binder and forwards the binder to the college dean.

4. Promotion from associate to full professor: Recommendations regarding promotion to full professor are made by the subcommittee of full professors. Committee recommendations regarding promotion are strictly confidential. Committee recommendations are addressed to the chair and given only to the chair and the college dean. An independent recommendation is letter is prepared by the department chair. The department chair forwards both recommendations with the accompanying documentation to the college dean.

5. Continuation of lecturer appointment (annual): The PTR committee makes a written recommendation and forwards it with the documentation to the department chair. The department chair provides an independent written recommendation and forwards it, along with the PTR recommendation letter, to the dean.

6. Promotion within lecturer ranks: The PTR committee makes a written recommendation and forwards it with the documentation to the department chair. The department chair provides an independent written recommendation and forwards it, along with the PTR recommendation letter, to the dean.

The formal outcome of the review process is two independent letters to the college dean, one from the PTR committee and one from the department chair, recommending:

1. Reappointment at the current rank: if the PTR committee and department chair deem that the candidate is making appropriate progress toward achieving tenure.

2. Termination of appointment: if the PTR Committee and/or the chair conclude that the faculty member is not making sufficient progress and that a positive tenure recommendation cannot realistically be expected. If the dean
concurs, then the year following the review will be the faculty member’s terminal year.
3. Promotion to associate professor with tenure: based on criteria below.
4. Promotion to full professor rank: based on criteria below.

3.C. Criteria for Reappointment to Current Rank:
The underlying criterion for this category is “Likelihood of achieving tenure”.
Progress toward meeting the research, teaching, and service expectations for tenure should be evaluated.
Specifically, the candidate should be on track in establishing a productive research program with graduate and undergraduates students, be regularly submitting proposals for external support, be actively engaged in undergraduate teaching, and be communicating research results at conferences and in the peer-reviewed literature.

3.D. Criteria for Promotion from Assistant to Associate Professor with Tenure:
The underlying criterion for promotion is “sufficient promise of long term performance” and “significant progress toward becoming nationally known by his/her peers”. Candidates for promotion and tenure in the Department of Chemistry must demonstrate outstanding performance in teaching, research, and service, in a balanced combination. The Department recognizes that this goal may be achieved in a variety of ways, based on some combination of the criteria outlined below; however, the department recognizes that fulfillment of some criteria are essential. Thus, each candidate will be judged on the strength of her or his performance in meeting a standard and not in comparison or in contrast to other candidates.
Candidates should be prepared to document all activities described in the application.

Research
The quality and extent of research contributions in any field of chemistry, including chemical education, will be evaluated by considering the following criteria:

- Obtaining and effectively managing external research grants and/or contracts.
- Advising of graduate students as a major advisor in research leading to publication of theses, dissertations, and journal articles.
- Publication of the results of original research in refereed journals of national and international stature, with an emphasis on work performed at Michigan Tech.
- Presentation of research work at conferences, meetings, symposia, other universities, industrial groups, etc.
- Solicited letters of evaluation from nationally recognized experts in the relevant field of study.
Additional items that will be considered as indicative of research activity include:

- Reviewing or editing for professional journals.
- Reviewing for funding agencies.
- Filing and award of patents.
- Serving as advisory committee member for graduate students.
- Evidence of impact of research as indicated by citations in the Science Citation index.

Candidates for promotion and tenure must give a seminar to the department presenting research conducted at Michigan Tech.

**Teaching**

The quality and extent of contributions to the teaching mission will be evaluated by considering the following criteria demonstrated in both upper and lower division courses:

- Peer evaluations
- Student evaluations
- Efforts towards curriculum improvement and innovation.

Additional items that may be considered include:

- Obtaining grants or gifts for educational programs
- Professional production of instructional materials such as software, videos, etc. enjoying a national distribution.

**Service**

The quality and extent of service contributions will be evaluated by considering the following criteria:

- Effective participation on Departmental committees
- Effective participation on College and/or University committees
- Academic advising of students
- Advising of student groups
- Service to professional organizations
- Communication of science to the public via outreach activities
- Other activities that advance the mission of the Department and the University

**3.E. Criteria for Promotion from Associate to Full Professor:**

The underlying criterion for this category is “Sufficient Evidence of Scholarly Achievements and Professional Recognition” and “achievement of national/international recognition by his/her professional peers”. Promotion requires ongoing excellent activity in teaching, research, and service, with outstanding performance in at least one category. A successful candidate will have national or international recognition evidenced by leadership services in
professional society activities, conferences, journals, etc. Exceptional achievements such as research awards, teaching awards, and patents will receive significant weight.

The Department recognizes that these goals may be achieved in a variety of ways, based on some combination of the criteria outlined below, in addition to those detailed in section 3.D. above. Thus, each candidate will be judged on the strength of her or his performance in meeting a standard and not in comparison or in contrast to other candidates.

**Research**

Evidence for excellence in research in any field of chemistry, including chemical education, will be evaluated by the following criteria:

- A continuous record of obtaining and effectively managing external research grants and/or contracts.
- Advising of graduate students as a major advisor in research leading to publications of theses, dissertations, and journal articles
- Continued, consistent record of publication in refereed journals
- Scholarly books authored or edited
- Editor or serving on the editorial board of a professional journal
- Invited talks at national or international conferences
- Invited contributions for published works such as books or review articles
- Organizing of national or international conferences
- Fellowships or awards for scientific accomplishments
- Other national citations of quality work

**Teaching**

Evidence for excellence in teaching will be evaluated by the following criteria:

- National or local awards and citations
- Authorship of widely adopted texts and monographs
- Authorship of influential articles pertaining to education
- Nationally recognized contributions to curriculum development
- Invitations to visit major universities as a visiting professor
- Selection for editorship of recognized educational journals or text series
- Scholarly activity beyond quality classroom instruction and normal course development, which are expected of all candidates for promotion to Professor.

**Service**

Evidence for excellence in service will be evaluated by the following criteria:

- Proactive and effective participation and leadership roles in Departmental and University committees
• Election to significant office in professional societies
• Participation in professional review groups and panels
• Outstanding leadership within the University
• Professional service to the regional, national and international community
• Leadership roles in public outreach and communication of science

4. Professional Staff and Other Non-Tenured/Tenure-Track Members (voting category A)

Criteria for Appointment of Instructors, Lecturers, Senior Lecturers, and Professors of Practice and Promotion to Senior Lecturer will follow the guidelines in the Standard Practice Guide for the university.

http://www.admin.mtu.edu/admin/prov/hiring/criteria.htm

Non-tenure track faculty (NTTF) may be appointed to fill needs in providing a high quality academic program in the department that cannot be met by academically qualified faculty. Lecturer applicants will be screened by a committee of faculty and instructional staff with appropriate expertise and voted on by the faculty, and recommended to the department chair for final appointment.

4.A. Instructors

This is a temporary, one-semester, or semester-by-semester appointment, for full-time or part-time work with contracts no more than one year. Minimum qualifications for an instructor are a master’s degree, or a bachelor degree and professional qualifications.

Expectations/Responsibilities of instructors:
1. Deliver existing courses. The instructor must work closely with a faculty member for syllabus and instruction materials.
2. Hold office hours.
3. Other duties associated with instruction.

4.B. Lecturers

Criteria for Initial Appointment as Lecturer:
The Candidate must have a Master’s degree or equivalent professional qualifications. Preference will be given to candidates who have recent professional experience relevant to the field in which s/he is teaching, the experience should be significant in duration and require appropriate level of responsibility.

Responsibilities of lecturers:
1. Deliver existing course material in their area of expertise.
2. Work with appropriate faculty member to develop new teaching materials and course topics segments.
3. Supervise undergraduate and graduate students (lab and recitation instructors).
4. Serve on department and University committees.

Criteria for continued appointment as lecturer: Lecturers should:
1. Demonstrate continued quality teaching according to the criteria in section 2.B.
2. Maintain continuing and effective participation in department and university service.

4.C. Senior Lecturers
A Lecturer may be considered for promotion to Senior Lecturer after six years of employment at the University. A Senior Lecturer will have more experience in the classroom than a Lecturer and have significant scholarly or professional activities beyond those at the Lecturer level.

Criteria for Promotion or Appointment to Senior Lecturer: In addition to the criteria for reappointment to Lecturer, a Senior Lecturer is expected to have:
1. Demonstrated excellence in teaching and leadership in education.
2. Developed new courses, teaching methods and procedures that have substantial impact with the department and across the University.
3. Maintained continuing and effective participation in professional activities in the area they are teaching.

4.D. Principal Lecturer:
This is a continuing appointment. Minimum qualifications for a principal lecturer include a master’s degree or equivalent professional qualifications.

Criteria for Promotion or Appointment to Principal Lecturer: In addition to the expectations for lecturers and senior lecturers, a principal lecturer is expected to demonstrate exceptional achievements in teaching and education, either by fundamental contributions to the University’s mission or by broad national or international impact.

5. Sabbatical Leave Recommendations (voting category A)
The Chair will solicit the advice of the executive committee and other appropriate faculty before making a recommendation for a sabbatical leave.

6. Emeritus/Emerita Recommendations (voting category A)
The Promotion Tenure and Reappointment Committee will vote on applications for Emeritus/Emerita status. Upon approval by the PTR Committee, the recommendation will be sent to the President.
7. **Grievance Procedure (voting category A)**
First, collegial discussions between the grievant and the relevant supervisor to resolve the conflict should be held. If this fails to resolve the conflict, the grievant should file a grievance in writing within thirty (30) work days of the discovery of the event, action or omission with the Department Chair. The Chair should immediately notify the Departmental Executive Committee, without subsequent further intervention from said Department Chair, that an Ad Hoc Grievance Committee consisting of one member selected by the person submitting the grievance, one selected by the person against whom the grievance is filed, and two members selected by the executive committee should be constituted immediately. Anyone who is directly involved in the case, or who cannot serve in an impartial manner, must recuse themselves from the Ad Hoc grievance committee. The Ad Hoc committee will select a chair. All pertinent grievant materials must be sent to this Ad Hoc departmental grievance committee within five (5) work days of the receipt of grievance by the Chair. This committee will then act in accordance with the current Faculty Grievance Policy and Procedures as adopted by the Senate and notify the grievant, relevant supervisor and department Chair of its findings within thirty (30) work days.

8. **Appointment of Adjunct Faculty (voting category A)**
Qualified persons from outside and inside the University may be appointed as adjunct faculty. This status is intended to facilitate mutually beneficial interactions in research, teaching, and/or service.

Any faculty member may recommend a person for adjunct status. The applicant will provide a curriculum vitae. At the request of the faculty, he or she may also be invited to present a departmental seminar.

The faculty will vote on the initial (up to 3-year) appointment to adjunct status. A vote will not be required for reappointments, unless requested by any member of the faculty. A continuation of interactions with the department is expected for reappointment. Rank will be commensurate with experience.