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TO: Richard Koubek, President

FROM: Jacqueline E. Huntoon, Provost & Senior Vice President for Academic Affairs *Jacqueline E. Huntoon*

COPIES: David Hemmer, Dean, College of Sciences and Arts
John Jaszczak, Department Chair, Chemistry

DATE: March 7, 2019

SUBJECT: Charter, Department of Chemistry

Attached is the Charter for the Department of Chemistry (Senate proposal 31-19). I have reviewed and endorse the revisions. At the same time, I encourage the department to continue to update their charter by working through the other revisions this year (if possible) because it is clear that that the current chair has a clear understanding of the additional things that need to be revised.

I *X* concur _____ do not concur

[Signature]
Richard Koubek, President

3/7/19
Date

The University Senate of Michigan Technological University

Proposal 31-19

Chemistry
Departmental Charter

Department of Chemistry Charter

Current Version Approved: June 2017 Revision approved: _____

Members of the Department of Chemistry have a common interest in the success of our students and the advancement of departmental goals.

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1 Amending the Charter and Department Voting

1.1 Voting Members of the Department

- A) **Voting Faculty** must have official appointments of at least 50% in the department, and include tenured and tenure-track faculty, lecturers (all ranks as defined in Section 4.2), and research faculty.
- B) **Staff** are defined as all permanent department staff. This excludes students, post-doctoral researchers, and visiting scholars who 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, advising graduate students in the department, or serving on departmental committees.

1.2 Voting Procedures

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.

Votes during conduct of Chair searches will follow senate procedures, including separate staff and faculty votes. The staff vote takes place first, and will be advisory to the faculty vote. Votes in the course of Chair evaluations will likewise follow senate procedures with separate staff and faculty votes. The Search Committee will tabulate the votes.

1.3 Amendment of the Charter

Any department member, faculty or staff, or committee may propose charter amendments to the Chair for processing. The Chair will ensure that proposed amendments are discussed by the faculty within one month of receipt. 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 all voting members of the department, except for issues relating to tenure and promotion, for which only the faculty may vote. 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.

1.4 Updating Charter to Assure Compliance

The Chair will be responsible for reviewing the charter annually by the end of October and proposing amendments to update the charter and ensure compliance with university policies.

1.5 Conflict with University Policies

In any event of conflicts with University policies and procedures, the University policies and procedures shall take precedence.

2 Duties and Responsibilities of the Department Chair

2.1 Unit Governance

Governance of this department is the responsibility of the Department Chair. 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 may be formed as required.

The Chair may appoint an advisory committee of department members to assist with administrative decisions and activities, as needed.

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 department meetings at least monthly during the academic year. Minutes will be taken by a designated person 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 non-tenure track faculty 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 Department Chair will designate a faculty member to act on his/her behalf during his/her absences.

2.2 Evaluation, reappointment, and searching for the Department Chair

The chair evaluation and reappointment process will follow the senate procedures, with the following specifications:

- i. The chair evaluation committee consists of three faculty members and one staff member, elected by each constituency through secret ballot.
- ii. The chair evaluation survey will be conducted and compiled separately for faculty and staff. Ballots to recommend reappointment will also be separate.

The search process for Department Chair will follow the senate procedures.

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.

2.3 Evaluation of Teaching

Teaching will be evaluated in accordance with University policy. Teaching evaluations 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 tenured faculty under the direction of the Tenure, Promotion, and Reappointment (TPR) Committee. The TPR Committee may also request help in teaching evaluations from untenured faculty who are in their 5th and 6th year.

Formal peer evaluation of all classroom teaching will be conducted by at least two members of the faculty including unannounced visits to a class in session each fall and spring semester for pre-tenured faculty and once per year for all other faculty. Faculty may request additional in-class visits.

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 must 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., and comply with senate requirements.
- Implementation of prior assessment recommendations.

After each classroom visit each faculty evaluator will summarize his/her findings in a written and signed report and there must be evidence that all the items listed above were examined. The reports will be presented to the TPR Committee, which will prepare an overview report for each candidate.

2.4 Compensation

Salaries, wages, one-time bonuses and recommendation for merit pay are the responsibility of the Chair.

2.5 Workload

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.

2.6 Fundraising and Alumni Relations

The Chair is expected to be engaged in continuous and sustained fundraising and alumni relations.

3 Tenure, Promotion, and Reappointment Procedures and Guidelines

(Modifications to this section are approved by the faculty only.)

3.1 Tenure, Promotion, and Reappointment Committee (TPR Committee)

The TPR Committee is concerned with the description of the tenure, promotion and reappointment process, including proposals for changes via the charter amendment process. The Tenure, Promotion and Reappointment (TPR) Committee consists of three tenured faculty members serving staggered three-year terms and one alternate member serving a one-year term. Members of the committee will normally be elected by the entire tenured and tenure-track faculty in March by secret ballot with consideration given to achieving an appropriate representation of academic disciplines. The committee will select a Chair in early April. The committee Chair will be replaced should it be vacated before the end of the normal term. The Department Chair may not serve on the TPR Committee and committee members may not simultaneously serve on the College Tenure, Promotion and Reappointment Committee or on the University Committee on Academic Tenure, Promotion, and Reappointment. The alternate member will replace a regular member in cases of sabbatical leaves, appointment of a regular member to the College or University Committees or when a regular member asks to be excused from the review of another faculty member. Because interpersonal conflicts may affect the committee's recommendations, the Department Chair, in consultation with the two other regular members of the committee, may request a member be excused from some reviews. In these cases the alternate member will serve. Candidates for review with concerns about the objectivity of a committee member should consult with the Department Chair.

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

3.2 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 by January-February. The department process is coordinated by the chair of the TPR Committee. The responsibilities of the participants, including candidates, are outlined in this section.

The process will follow a schedule in order to be in compliance with university requirements.

3.2.1 The Chair of the TPR Committee will:

1. Convene the TPR 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 TPR Committee activities and due dates for collection of documentation.
4. Schedule meetings as necessary.
5. Arrange for peer-teaching evaluations to be conducted each fall and spring semester (per section 2.3.).
6. Organize a meeting with pre-tenure faculty to review requirements and procedures for review, reappointment and tenure.
7. Arrange for committee recommendation letters to be written, signed by the committee members, and forwarded to the Department Chair.
8. Organize follow-up meetings with pre-tenure faculty to review their evaluation. These meetings may include the TPR Chair and one or more committee members.
9. Remind members of the committee that TPR discussions are strictly confidential.

3.2.2 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, tenure-clock extension, or promotion to full professor.

3.2.3 Candidates for tenure and/or promotion in the current year will:

1. Provide six names of potential external referees to the TPR Committee.
2. Arrange to present a department seminar during or before fall term.

3.2.4 Lecturers, senior and principal lecturers will:

1. Annually provide an updated CV and complete the relevant parts of Form F.

3.2.5 Lecturer and senior lecturer candidates for promotion will:

1. Inform the Chair that they wish to apply for promotion.
2. Submit documentation to the TPR Committee as detailed in section 4 below.

3.3 Process

The Department Chair will work with the TPR Chair to ensure that the committee is set up and on track to conduct both promotion/tenure and annual reviews each year. The Chair, as well as the College TPR representative, may meet with the committee as necessary and participate in discussions on procedures and processes. The Department Chair will write independent evaluation letters as indicated below. Finally, for annual reviews, the Department Chair will meet with the faculty member, provide a copy of his or her recommendation 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 an annual evaluation of lecturers. At least once every four years, and prior to promotion, the TPR Committee will review the teaching of lecturers according to section 2.3. The Department Chair or lecturer may request such a review at any time.

The TPR Committee will guide candidates for tenure and/or promotion in the preparation of their F-form, 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. For those applying for promotion, the committee will prepare a list of six external reviewers, to be contacted by the Department Chair. 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 TPR Committee for interim reviews. Letters are addressed to the Department Chair; the TPR 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. Major reviews with reappointment at the current rank: Recommendation letters for reappointment are prepared by the TPR 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 letter is prepared by the Department Chair. The Department Chair includes both recommendations with the accompanying documentation in the tenure and promotion 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 committee. Committee recommendations regarding promotion are strictly confidential. Committee recommendations are addressed to the Chair and given to the Chair. An independent recommendation 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 TPR 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 TPR recommendation letter, to the Dean.
 6. Promotion within lecturer ranks: The TPR 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 TPR recommendation letter, to the Dean.

The formal outcome of the review process is two independent letters to the College Dean, one from the TPR Committee and one from the Department Chair, recommending:

1. Reappointment at the current rank: if the TPR Committee and Department Chair deem that the candidate is making appropriate progress (toward achieving tenure for pre-tenured faculty).
2. Termination of appointment: if the TPR 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 for tenure-track faculty). 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 in Section 3.3.1.
4. Promotion to full professor rank: based on criteria in Section 3.3.3.

3.3.1 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. The TPR Committee and Chair should recommend steps for each candidate that will increase her or his prospects for success.

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. The evaluation process should include recommended steps to help the candidate achieve those goals.

3.3.2 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, and other efforts at commercialization of research products
- Serving as advisory committee member for graduate students.
- Evidence of impact of research as indicated by citations in listings such as 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.
- Participation in assessment of student learning outcomes
- Participation in accreditation activities

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

3.3.3 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 3.3.2. 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, journal articles and successful degree completion
- 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
- Evaluation of teaching as described in section 2.3.
- 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.
- Demonstrated leadership in assessment of student learning outcomes
- Demonstrated leadership in accreditation activities

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

Criteria for appointment of instructors, lecturers, senior lecturers, and professors of practice and promotion to senior lecturer will follow the university guidelines in the Academic Personnel 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 assist with providing a high quality academic program in the department that cannot be met by tenured or tenure-track 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.

4.1 Instructors

Instructors are employed with temporary, one-semester, or semester-by-semester appointments, 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.

4.2 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 he or she is teaching, the experience should be significant in duration, and require an appropriate level of responsibility.

4.2.1 Responsibilities of Lecturers:

1. Deliver existing course material in their area of expertise.
2. Develop new teaching materials and pedagogical approaches.
3. Supervise undergraduate and graduate students (lab and recitation instructors).
4. Serve on department and university committees.
5. Participate in assessment of student learning outcomes.
6. Participate in accreditation activities.

4.2.2 Criteria for Continued Appointment as Lecturer:

Lecturers should:

1. Demonstrate continued quality teaching.

2. Maintain effective participation in department and university service.

4.3 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.

4.3.1 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 within the department and across the University.
3. Maintained effective participation in professional activities in the area they are teaching.
4. Demonstrated leadership in assessment of student learning outcomes.
5. Demonstrated leadership in accreditation activities.

4.4 Principal Lecturer:

The position of principal lecturer is a continuing appointment. Minimum qualifications for a principal lecturer include a Master's degree or equivalent professional qualifications.

4.4.1 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

The Chair will solicit the advice of the Advisory Committee and other appropriate faculty before making a recommendation for a sabbatical leave. The Chair may consider teaching requirements and budget issues before supporting sabbatical leave.

6 Emeritus/Emerita Recommendations

The faculty will vote on applications for Emeritus/Emerita status. Upon approval by the faculty, the recommendation will be sent to the President through the departmental Chair. The role of the Chair's signature on the university recommendation form is to certify that the application review and approval process was in compliance with the departmental charter.

7 Grievance Procedure

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 with the Department Chair within thirty (30) work days of the discovery of the event, action or omission. 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 grievance materials must be sent to this Ad Hoc 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 Affiliate or Adjunct Faculty

Qualified persons may be appointed as adjunct or affiliate faculty. These positions are intended to facilitate mutually beneficial interactions in research, teaching, and/or service.

Any faculty member may recommend a person for adjunct or affiliate 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 or affiliate 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.