

CHARTER

Michigan Technological
Department of Chemical Engineering
(revised 5/20/96)

I. Mission Statement

The mission of the department is to develop, implement, and maintain high quality undergraduate and graduate programs. Goals include continued movement toward national and international research excellence in identified areas; movement toward greater diversity among students, staff and faculty; and the implementation of appropriate recognition for excellence of our faculty, staff, students and alumni.

II. Department Structure

The Department of Chemical Engineering consists of a team of faculty, staff, and students led by a Department Chair and a number of standing committees working together to achieve the mission of the Department. This section describes the structure of the Department and the responsibilities of the Chair and of the various standing committees. The term faculty used herein refers to full-time faculty with at least a 50% appointment in the Department holding the rank of Professor, Associate Professor, Assistant Professor, Lecturer, or Instructor. The term staff used herein refers to all regular staff.

A. Department Chair

1. Responsibilities - The Department Chair should demonstrate leadership and represent the faculty to the administration. The Chair has the primary responsibility for operating the Department in an efficient manner and is responsible for guidance in faculty development and promotion. This includes day-to-day operations and policy implementation. The Chair should also coordinate and maintain departmental relationships with alumni and industry.

Except where explicitly stated otherwise in this document, votes made by the faculty and decisions made by committee are advisory to the Department Chair. If the Chair makes a decision contrary to the opinion of a majority of the voting faculty, as expressed in a vote, the reason(s) for that decision must be explained verbally in a department meeting, in writing, or electronically. In the event that any of the committees described in this Charter do not perform their functions, the Department Chair may temporarily execute those functions as required.

2. Evaluation and Reappointment - The term of appointment for the Department Chair is three years. The Department Chair shall be evaluated each year according to the evaluation procedure given in section VI. If in any year, as a result of the annual evaluations, it becomes apparent to the Executive Committee that the faculty are not supportive of the Chair, the Executive Committee will conduct an early evaluation of the Chair by secret ballot. A mandatory reappointment vote will occur in the third year which will include a faculty vote by secret ballot on whether the present Chair should be re-appointed. The

departmental staff will take an advisory vote, which will be reported to the Chair of the Executive Committee for dissemination to the faculty before the formal faculty vote is taken. If a 50% majority or greater of the faculty vote to reappoint the Chair then that candidacy will be forwarded to the Dean of Engineering, the Provost and the President for a decision. If less than 50% vote to reappoint the Chair, then the external and internal search provisions of sections II.A.3 shall apply.

3. Search for a Chair

When a new Chair must be selected, the Executive Committee will approach the Dean of Engineering and the Provost seeking approval to begin an external search for a Department Chair. If approval for an external search is granted, then the search will be conducted in accordance with section II.A.3.a. If approval is not granted, then an internal search will be started in accordance with section II.A.3.b.

a. External Search: A search committee will be selected by vote of the faculty. The search committee will consist of three (3) faculty members representing each of the tenure-track ranks (one assistant professor, one associate professor, and one full professor), plus one representative from outside the department to be appointed by the Dean of Engineering. This committee will be responsible for conducting a national search, screening the applications, and inviting the top candidates to MTU for an on-campus interview. This committee would welcome the application of any internal candidates in the applicant pool. After the candidates are interviewed, the Chair of the search committee will be responsible for calling a meeting of the faculty and staff and conducting a vote. The staff vote will be advisory to the faculty vote. If a Department Chair candidate receives 50% majority vote of the faculty, their candidacy will be forwarded to the Dean of Engineering, the Provost, and the President for their approvals. If no candidate is found to be acceptable by 50% of the faculty, the search will be considered to have failed, in which case an interim chair will be appointed in accordance with section II.A.4. The search committee will then be reconstituted, and the search process will be repeated.

b. Internal Search: In the event that an internal search is to be conducted, the Executive Committee will poll the departmental faculty to identify suitable internal candidates. If no faculty member is willing to serve as Department Chair then, with the approval of the Dean of Engineering and the Provost, an external search will be started. When one or more faculty members are willing to be considered, the Executive Committee will coordinate the internal search process. Each internal candidate shall be interviewed by the faculty in preparation for an election by secret ballot. All candidates will appear on the ballot (along with a choice of "none of those listed"), and each faculty member will vote for no more than one candidate. The Executive Committee (with the exception of any members of the Executive Committee being considered in the search) will collect the sealed ballots and will open and count the ballots with all members present. If no candidate gets a majority, then the candidate with the lowest number of votes will be removed and another vote taken. This will continue until one candidate gets a majority of those voting, or until two candidates remain with neither having a majority. If a candidate receives a 2/3 majority or greater, the candidate shall be appointed subject to approval by the Dean of Engineering, the Provost and the President. If a candidate receives a simple majority but less than a 2/3 majority, then the candidate will be appointed after the Dean of Engineering, with the

approval of the Provost and the President, approves the appointment. In the event of a tie, with each candidate having 50%, the Dean will either appoint one of the candidates or begin an external search. If the internal search fails to result in the appointment of a Department Chair, an interim chair will be appointed according to section II.A.4.

4. Appointment of Interim Chair

When it is evident that the Department Chair will be unable to perform his/her duties for more than one quarter, an Interim Chair will be selected. The Interim Chair will be selected using the same procedures outlined in section II.A.3.b for conducting an internal search. In the event that a Department Chair is not selected, the Interim Chair must be appointed annually by majority faculty vote. In the event that the faculty cannot agree on an Interim Chair, the Associate Chair will serve as the Interim Chair.

B. Committees

1. Standing committees - Governance of the Department of Chemical Engineering is the responsibility of the Department Chair, in consultation with the Executive Committee and the faculty and staff. The Department will have the following standing committees: Executive; Promotion & Tenure (P&T); Curriculum; Safety and Space; Computer, and Graduate. During the first week of Fall Quarter, the Executive Committee will be elected by the faculty and staff as outlined in section II.4.B.1.a. Following the election of the Executive Committee, written preferences will be solicited from faculty and staff regarding committee assignments. Each faculty member is expected to be an active participant on one or more standing committees but may not serve on any more than two standing committees. The preferences will be examined by the Executive Committee, and suggested committee assignments will be forwarded to the faculty for approval by a majority vote. The faculty will vote on the faculty assignments, and the staff will vote on the staff assignments. Except for the Executive Committee, the Department Chair is not eligible for membership on any standing committee except as an ex-officio member. Each standing committee will elect its own Chair unless specified differently below.

a. Executive Committee - The Executive Committee consists of the Department Chair, three additional faculty members elected by the faculty, and a staff representative elected by the staff. The Chair of the Executive Committee shall be appointed as the Associate Department Chair and will serve as Acting Departmental Chair in the short-term absence of the Department Chair. The Associate Department Chair must be tenured and may not be the Department Chair.

The Executive Committee considers fundamental policy not addressed by other standing committees and shall act as the department grievance committee, following University grievance procedures when dealing with grievances. The Executive Committee will also address financial policy issues and will consult with the Department Chair on fund-raising initiatives. This committee (minus the Department Chair) will be responsible for initiating the annual evaluation of the Department Chair and for maintaining the questionnaire used in that evaluation.

- b. Promotion & Tenure Committee (P&T)- This committee reviews and recommends on issues related to promotion, tenure, re-appointment, sabbaticals, and furloughs. This committee will consist of four tenured faculty in the department and shall be responsible for appointing one of the P&T committee members as the departmental representative on the College of Engineering Promotion and Tenure committee. This committee, in consultation with the Department Chair, will review annually the activities and accomplishments of untenured faculty. The P&T committee will provide written feedback to all faculty who are reviewed, indicating any actions that need to be taken by the faculty in order to obtain a favorable recommendation from the P&T committee at the time of reappointment or tenure.
- c. Computer Committee - This committee is responsible for the oversight of the computer resources in the Department, including both the faculty and staff network and the student network. The members of the Computer Committee will serve as the chemical engineering representatives on the CM/CH Computer Executive Committee, which manages the joint student network under the supervision of the department chairs of chemical engineering and chemistry. The Computer Committee will consist of three faculty and an elected staff representative. The Chair of the computer committee will serve as CM representative on the College of Engineering Computer Committee.
- d. Curriculum Committee - This committee reviews and makes recommendations on courses, curricula, and academic specialty programs affecting the Department. This committee will make recommendations to the Chair on the frequency of course offerings on the graduate and undergraduate levels and will suggest teaching assignments. The Curriculum Committee represents the faculty on all matters related to the undergraduate requirements including review of curriculum content with respect to ABET requirements, prerequisite/corequisite requirements, new courses/options, and all other matters which affect the curriculum. Policy related to these issues is also addressed by this Committee. The Curriculum Committee will also serve as the Department's assessment committee for planning, implementing, and acting on the results of assessment of student success in chemical engineering. This committee will consist of three faculty (one from each of the academic ranks if possible).
- e. Graduate Committee - The Graduate Committee reviews and ensures graduate program quality and makes recommendations to the faculty on policy related to graduate students and graduate programs. This committee recruits and tracks applications for graduate programs and is responsible for graduate admissions. It rates applicants for departmental fellowships and assistantships and makes recommendations to the Department Chair. This committee is also responsible for the chemical engineering seminar program and for coordinating fall orientation. It also is responsible for administering and grading of the doctoral qualifying examinations and makes recommendations to the departmental graduate faculty on passage or failure of students on the exams. This committee will consist of three graduate faculty serving three-year staggered terms. The Chair will be the person serving his or her second year on the committee. The departmental graduate coordinator will serve as an ex-officio member of this committee.

f. Space and Safety Committee -This committee is responsible for recommending to the faculty the equitable allocation of space within the department. In addition, the committee is responsible for developing and implementing policies which continue to keep research and teaching laboratories and classrooms safe for students, faculty, staff, and visitors. This committee is also responsible for the development and maintenance of a site-specific safety plan for the Department. This committee will consist of three faculty (one from each of the academic ranks if possible) plus an elected staff representative.

2. Ad Hoc Committees - It will be necessary at times to develop ad hoc committees to perform relatively short-term tasks. Ad hoc committees normally should not be in existence for more than one year. These committees will consist both of faculty and staff, depending on the purpose of the committee. If the task is likely to take longer than one year, it should be delegated to a standing committee. Ad hoc committees will be elected by a vote of the faculty (and staff, if appropriate). The Department Chair may not be a voting member of an ad hoc committee. The Department Chair or his/her representative may convene the first meeting of the committee and present the committee with its charge.

III. Hiring New Faculty

A. Tenure -Track Faculty

The decision to hire a new faculty member will be initiated by the Department Chair in consultation with the Executive Committee and the Dean of Engineering. Following the necessary approvals, an ad hoc search committee will be elected by the faculty. The search committee, in consultation with the Department Chair, will perform the search. The search will begin with the advertising of the open position in appropriate national and regional publications. The applications received will then be reviewed and ranked by the search committee. The top candidates will be invited to MTU for interviews with the faculty. The search committee will then conduct a vote of the faculty to make hiring recommendations to the Department Chair for full-time faculty. The Department Chair will perform the necessary negotiations with the candidate and negotiate with the university administration to obtain final approval to offer the candidate a position.

B. Non-Tenure-Track Faculty

The decision to hire a new non-tenure-track faculty member will be initiated by the Department Chair in consultation with the Executive Committee and the Dean of Engineering. The Executive Committee, in consultation with the Department Chair and faculty, will perform a search as appropriate for the position. The top candidates will be interviewed by the Executive Committee which will make a hiring recommendation to the Department Chair. The Department Chair will perform the necessary negotiations with the candidate and deal with the university administration to obtain final approval to offer the candidate the position.

IV. Promotion, Tenure and Re-appointment

A. Criteria - The University has established certain criteria for the various academic ranks. This Charter clarifies the relative significance to be given to various factors in making Department recommendations on tenure, promotion, and re-appointments.

1. Background

Since a university can be no stronger than its faculty and faculty members are generally appointed not only for the present but for many years into the future, it is important that appointments of faculty members be given very careful consideration. The statements which follow have been prepared for the use of the faculty, the Department Chair and the Dean who have the responsibilities for the appointment of faculty members. All recommendations for promotion, tenure, and reappointment will require the approval of the Provost, President and the Board of Control.

2. Common Considerations for Appointment

There are some common elements to be considered in appointments, differing in degree depending upon the rank.

- a. Teaching: This fundamental aspect of an appointment is commonly considered to include knowledge of the field, awareness of developments in the field, skill in arousing interest and evoking responses in students, skill in stimulating students to think critically, to understand the interrelationship of the field of knowledge and the application of knowledge to human problems, and skill in awakening students to the realization of the social political, economic, and ethical implications of their study. Teaching is the central mission of the university and, as such, is a necessary element of any faculty appointment.
- b. Creative Activity: This element is composed, in part, of the person's research or other creative work that indicates professional merit and interest. The results of this activity will find expression normally through accepted channels and professional media such as presentations, publications, books, patents, software and reports and in the person's teaching. Teaching and research are ordinarily closely related; it is difficult to comprehend how a person can teach well without having firsthand understanding of how the knowledge of the field is discovered.
- c. Service: This element includes the individual's general contributions to the mission of the Department and the University, contributions to the development of the profession, and services to any agency or institution needing the specific benefits to be derived from the individual's professional knowledge and skills.

The relative importance of these elements in any given appointment should reflect the mission of the Department, the University and the profession. It is normally considered that the importance of teaching and research, in the broadest sense as defined above, are comparable in importance, with the service element, by comparison, being of somewhat lesser importance.

3. Specific Qualifications for Appointment to the Academic Ranks

As a guide to faculty appointments in the Department, the following specific qualifications are outlined. It is the responsibility of the faculty and the Department Chair to interpret detailed measures of performance against the expectations of the Department, the University, and the larger measures of the profession.

a. Junior Ranks

(1) Non-Tenure-Track Appointments: Under MTU policy "The ranks of faculty assistant, lecturer, and instructor as well as all positions denominated as adjunct, visiting, or part-time are non-tenured positions; such non-tenured appointments are considered annual appointments. MTU Handbook For Academic Faculty (October 16, 1989), p. 57.

Instructor: An appointment requiring a master's degree, or a bachelor's degree and professional qualifications. An instructor must have knowledge of the course materials and some intellectual vision, but they need not have acquired a mature understanding of the discipline. Such appointments entail full responsibility for teaching undergraduate courses, with limited or no responsibility for advising, research and service. Appointments shall be for no more than one year, with possible subsequent appointments of up to one year at a time, depending on the University's instructional needs.

Lecturer: An appointment requiring at least a master's degree or equivalent professional qualifications. This rank will normally require demonstrated scholarly or creative ability and a significant understanding of the discipline. This position entails full responsibility for teaching courses, advising students, serving on committees, and being active in professional societies. It may also have limited research responsibilities. Appointments are for up to three years followed by possible subsequent appointments of up to three years at a time.

(2) Tenure-track Appointments: MTU policy states "The ranks of professor, associate professor and assistant professor are the regular tenure-accumulating faculty ranks; full-time service in these ranks is counted towards the acquisition of tenure - MTU Handbook For Academic Faculty (October 16, 1989), p. 57.

Assistant Professor - To be considered for this rank, an individual must have demonstrated ability in the field. An assistant professor is expected to have a thorough command of the subject matter of some segment of the general field of chemical engineering in addition to a comprehension of the whole. Additionally, it is expected that an Assistant Professor will constantly remold the course materials in light of new knowledge derived from the person's own creative scholarship as well as from that of others.

In addition to such general considerations as stated above, specific degree requirements for appointment or promotion to the rank of assistant professor and to the senior ranks normally will be the doctoral degree. Outstanding experience and recognition in the profession outside academia may be considered as the equivalent of the degree requirement.

b. Senior Ranks

Appointment or promotion to either senior rank should represent an implicit prediction on the part of the Department, the College and the University that the individual will make sound contributions to teaching and learning during the remainder of the candidate's career. This appointment should be made only after careful investigation of the candidate's promise in scholarship, teaching, research, leadership, and learning. By this statement it is meant that serious attention must be given to the caliber of the candidate's intellectual and moral stature, for this will probably be the key factor in determining the extent to which past performance in teaching and creative work may be expected to carry on through continuing and enlarged contributions. Services rendered to communities and agencies or organizations in the person's professional capacity shall be considered in assessing qualifications for advancement to senior ranks.

Associate Professor - An associate professor occupies a position adjunct to that of the professor. It must be assumed that the candidate has competence and mature outlook over a fairly large part of the whole field. A candidate for an associate professorship is expected to have demonstrated capabilities in the lower rank(s) and should offer evidence that teaching and research have kept abreast of times in method and subject matter; that a greater degree of maturity has been attained and that there has been a retention of interest in competent teaching and research. Furthermore, there must be evidence of productivity and competent scholarship beyond that completed for the doctorate degree.

Professor - Appointment of individuals to a professorship is the most critical step in determining the future of the academic caliber of the Department and University. There should, therefore, be clear understanding of the functions and qualifications in this rank through teaching, research and service measures. Promotion to professor should not be considered forthcoming merely because of years of service to the University. A person being considered for a professorship is expected to have maintained all of the qualities and conditions required for tenure and the associate professor rank. In addition, a professor should exhibit special stature in the discipline and substantial strength in all areas: teaching, creative activity, and professional service.

Special Stature in the Discipline - In the recommending procedures for the senior ranks, the department chair and the faculty member shall submit additional evidence as to the faculty member's special stature in the discipline as follows:

Teaching Performance: Objective data is required indicating teaching performance, including innovation, enthusiasm, and contributions to activities designed for the improvement of instruction. Peer and student evaluation are essential ingredients in determining teaching performance. Alumni evaluation as reflected in the area of the faculty member will serve as an additional important measure of teaching effectiveness. External awards or recognition may also help to establish teaching performance.

Creative Activity: Research grants and contracts as awarded through peer review, publications, presentations, books, patents, software, and reports in professional media, students directed in graduate degrees and in special projects shall all be considered as data to evaluate creative activity. Peer evaluation in the context of the mission of the Department and the University from both on and off campus shall be considered as important information.

Professional Service: Information showing involvement in state, regional, national and international groups within the field, as well as contributions to the University, shall be considered as important, as shall objective data showing prestige and recognition among the respected practitioners of the discipline.

Leadership: Information showing initiative, perseverance, originality, and skills in human relations shall be considered as important.

4. Adjunct, Visiting and Part-Time Appointments

Persons holding adjunct visiting and part-time appointments in any of the ranks listed above are expected to have qualifications appropriate to the title granted. Adjunct faculty must be approved annually (both appointment and rank) by a majority of the faculty in the department.

B. Reviews

1. Review Materials - The basic yardsticks and criteria for professional growth are embodied in the F10 form which is required for promotion and tenure. To help faculty prepare for promotion and tenure, the University and CM Department require that our faculty up for major review or promotion complete F10 forms. In this way, the Promotion & Tenure Committee and faculty can compare achievements of candidates for promotion and tenure with those of colleagues who have been promoted or tenured.

2. Tenure-Track Appointments (Professor/Associate Professor/Assistant Professor)

Untenured, tenure-track faculty are appointed for two years at a time. During each year in a tenure-track appointment, the appointee undergoes an interim review conducted by the P&T committee in conjunction with the Department Chair. Written feedback will be given to the appointees of their progress towards receiving a positive tenure decision. For untenured full professors, associate professors, and assistant professors, the mandatory tenure major review is at two years, four years, and six years, respectively. Successful completion of this review will result in the department advancing an appointee's candidacy to the College of Engineering P&T committee.

Any faculty member applying for tenure or promotion must submit a complete F10 form and associated materials to the Department Chair and P&T Committee. Normally the faculty member will have conferred with the Chair prior to this submission.

External evaluations (letters of recommendation) shall be sought from at least six eminent engineers or scientists conducting research in the candidate's field for all promotions, including tenure. All written evaluations that have been solicited and received will become part of the candidate's file. The committee should honor requests by the candidate to exclude certain individuals from writing an external evaluation. Preliminary contact with potential external evaluators by the P&T committee may be made in order to ensure that they are willing and able to write a fair evaluation; however, the failure of any reviewer to

respond with a written evaluation shall not be considered detrimental to the candidate. The file should contain at least six letters from external reviewers.

3. Non-Tenure-Track Reappointments Lecturer/Instructor/Adjunct/Visiting

Persons appointed in non-tenure-track positions (Lecturers/Instructors/Adjunct Faculty/Visiting Faculty) must be reviewed by the Promotion and Tenure Committee in consultation with the Chair for re-appointment one quarter before the end of their appointments. Lecturers, Instructors, and Visiting faculty members should also receive an annual review performed by the Department Chair in consultation with the Promotion and Tenure Committee.

V. Sabbaticals

A faculty member who wishes to take a sabbatical must apply for the sabbatical in compliance with the procedures described in the MTU Handbook For Academic Faculty. Departmental recommendation for approval must be obtained from the Promotion & Tenure Committee, with approval by the Department Chair.

VI. Evaluation of the Department Chair

The Executive Committee (minus the Department Chair) will develop, distribute, and administer the evaluation. They will be responsible for distribution and collection of the questionnaires as well as for tabulation of the results. A separate questionnaire will be made for faculty and for staff. Responses will be kept confidential in so far as possible, and after the results are summarized all questionnaires shall be destroyed. The summary of results shall be distributed to all faculty and staff and to the Dean of Engineering.

VII. Binding Decisions by Faculty

Certain decisions which affect the entire department as a whole are significant enough that the will of the majority of the faculty is paramount. The following decisions, made by a 2/3 majority faculty vote, are binding.

- A. Curriculum decisions on course additions or deletions.
- B. Passage or failure of doctoral students on departmental qualifying exams.
- C. Hiring of tenure-track faculty (subject to approval by the Dean of Engineering, the Provost and the President).

VIII. Amendments to the Charter

Amendments to the Charter may be proposed by Department faculty, staff, or any Departmental committee and must be discussed and voted on by the faculty. Approval of an amendment requires a 2/3 majority of the faculty.

The charter will be reviewed annually by the faculty in April of each year.

Adoption of the charter requires a 50% vote of the faculty, which will be taken by written, secret ballot to be supervised by the departmental coordinator. A staff advisory vote will be taken the results of which will I be communicated to the faculty prior to their voting on the charter.

IX. Quorum

At least 2/3 of the faculty must be present to conduct a departmental meeting.

X. Institutional Policies Governing Charter

In any event in which these precepts are in conflict with University Policies and Procedures, the University Policies and Procedures shall take precedence.

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