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**TO:** Richard Koubek, President

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

**COPIES:** Andrew Storer, Dean, College of Forest Resources & Environmental Science

**DATE:** October 27, 2020

**SUBJECT:** Charter, College of Forest Resources & Environmental Science

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Attached is the Charter for the College of Forest Resources & Environmental Science (Senate proposal 63-20). I have reviewed and endorse the revisions.

I concur   X   do not concur        with this recommendation.

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Richard Koubek, President

10/28/20

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Date

The University Senate of Michigan  
Technological University

Proposal 63-20

Academic Unit Charter for  
College of Forest Resources and  
Environmental Science

# College of Forest Resources and Environmental Science Charter

## **1. Approving and Amending the Charter and Voting**

### **1.a Charter Voting Members**

Voting members consist of:

- 1) Tenured, tenure-track, and non-tenure-track faculty, with at least a 33% appointment within the College. Adjunct, affiliated, and visiting appointments are not voting eligible. Also excluded are the Dean, and other faculty who have a >50% time administrative appointment at MTU;
- 2) All professional staff and other non-faculty employees of the College who are benefit eligible and are employed at least 0.75 FTE.

### **1.b Process to Amend Charter**

Within two weeks of initiation of the Charter revision process, the Dean must oversee the formation of a Charter revision committee consisting of at least three members from the Charter-voting members of the College which will be approved by the College. A revised version of the Charter will be distributed to the Charter-voting members prior to a faculty meeting where changes will be discussed. Adoption of the revised charter requires a two-thirds affirmative vote by the Charter-voting members of the College. Charter amendments must be approved during the academic year.

### **1.c Updating Charter to Assure Compliance**

The Dean or their appointee will be responsible for reviewing the charter annually and proposing amendments to ensure compliance with university policies. These updates must be announced to charter-voting members during the academic year and approved by a simple majority. Substantial revisions may require the formation of a revision committee.

## **2. Duties and Responsibilities of the Dean.**

The Dean of the College of Forest Resources and Environmental Science is the principal academic and administrative officer of the College, who functions under the supervision of the Provost. The Dean's responsibilities include, but are not limited to:

- 1) Represent the College within and outside the University
- 2) Maintain a relationship with the College's alumni and friends
- 3) Assemble and communicate the leadership structure for the College
- 4) Develop and maintain the College's mission and strategic plan
- 5) Take overall responsibility for the College's budget and fundraising efforts
- 6) Manage the McIntire-Stennis Cooperative Forestry Research Program
- 7) Oversee faculty and student recruitment and retention
- 8) Promote diversity and inclusion within the College
- 9) Conduct or supervise performance evaluations of faculty and staff
- 10) Administer academic programs within the College, including accreditation and assessment
- 11) Recommend hiring, promotion, tenure, and termination actions of tenured/tenure-track and non-tenure-track faculty to the Provost
- 12) Manage computing and educational technology needs
- 13) Oversee the utilization of facilities and lands administered by the College
- 14) Present an annual review of the College with faculty and staff, including a review of the current year's budget
- 15) Coordinate College Advisory Board meetings
- 16) Allocate College fellowships and other graduate awards with guidance from faculty
- 17) Foster increased scholarly activity within the College

## **3. Guidelines for Tenure, Promotion, and Reappointment**

The tenure, promotion, and reappointment of faculty at Michigan Technological University is governed by the Board of Trustees Policy on Academic Tenure and Promotion, Chapter 6, Section 6.4, and within the current Faculty Handbook on Tenure, Promotion, and Reappointment Procedures, Appendix I.

### **3.1. Appointment, Reappointment, and Promotion of Tenured and tenure-track faculty**

#### **3.1.a Tenure, Promotion, and Reappointment Committee**

**3.1.a.1 Purpose** - TPR is the sole committee in the College that oversees the process for evaluation and promotion of faculty and makes recommendations to the Dean on promotion, tenure, and reappointment of tenured and tenure-track faculty within the College. Non-tenure-track faculty promotion may be reviewed by the committee at the request of the Dean. The committee also participates in the

reappointment evaluations of the Dean.

For new faculty hires to receive tenure on arrival, this committee will conduct a full evaluation as described in the faculty handbook.

**3.1.a.2 Membership** - The TPR committee is composed of five tenured faculty members of the College; if possible, at least three members of the committee should be full professors. In cases of promotion to full professor, only full professors can participate in the deliberations of the TPR committee, and only full professors may vote. Committee members must have a primary (greater than 50%) appointment in the College. The Dean, Associate Dean, and other College faculty who have a primarily (>50% time commitment) administrative appointment cannot serve on this committee. Each member is elected at a faculty meeting by a majority affirmative vote of the tenured/tenure-track faculty present, and serves a term of three academic years. A committee member cannot serve consecutive terms unless he/she was elected to complete another member's term. The committee elects its own chair from the members who have served at least one year.

In cases where the perception of a conflict of interest might exist, the Dean can substitute a faculty member for the committee member who might have a conflict of interest. If necessary, the determination of a conflict of interest must be made in consultation with the Michigan Tech Conflict of Interest Coordinator.

### **3.1.b Areas for Evaluation and Guidelines for Promotion**

The evaluation areas for promotion, tenure, and reappointment of tenured/tenure-track faculty within the College are:

1. Instructional quality and other contributions to the Michigan Tech educational mission.
2. Independent and collaborative research and other scholarly activities.
3. Professional service, both within and outside the University.
4. Academic responsibility and citizenship that are needed for instruction, research, and service.
5. Any administrative responsibilities.

### **3.1.c Guideline criteria for evaluation for promotion**

Additional contributions and accomplishments provided by the applicant will also be considered. These will include innovation and commercialization, and interdisciplinary scholarship and teaching.

*For promotion to Associate Professor, the following factors will be taken into consideration:*

1. Level of national recognition as judged by peers.
2. Research activities, particularly:
  - a. The ability to attract extramural (off-campus) funding, especially for the support of graduate students.
  - b. Publications. These include papers in peer-reviewed journals, books, book chapters, review articles, and patents.
  - c. Presentations at professional meetings.
  - d. Impact of scholarly works such as indexed citations.
3. Teaching activities:
  - a. Demonstrated ability to be an effective teacher.
  - b. The number of graduate students supervised that demonstrate good progress or successful completion of their degree requirements.
  - c. Other factors that may include awards for teaching, publications on university pedagogy, and instruction outside of typical teaching commitments.
4. Level of national recognition as demonstrated by off-campus invited seminars, review of grants and journal articles; service to national and regional societies or groups; and other relevant metrics.
5. Service on College and University committees.

*For promotion to Full Professor, the following factors will be taken into consideration:*

1. Level of international recognition as judged by peers.
2. Research activities, particularly:
  - a. The ability to attract extramural (off-campus) funding to support their research program, particularly multi-investigator grants where the candidate is the lead.
  - b. Publications. These include papers in peer-reviewed journals, books, book chapters, review articles, and patents.
  - c. Presentations at professional meetings.
  - d. Impact of scholarly works such as indexed citations.
3. Teaching activities:
  - a. Continued demonstrated ability to be an effective teacher.

- b. Invitations to give guest lectures at Michigan Tech or in other venues.
  - c. Participation in on- or off-campus short courses and workshops.
  - d. Other evidence of teaching ability such as awards and publications on university pedagogy.
  - e. The number of graduate students supervised that demonstrate good progress or successful completion of their degrees.
  - f. Regular service on graduate committees for College and non-College graduate students.
4. Level of national recognition as demonstrated by off-campus invited seminars; review of grants and journal articles; service to national and regional professional societies; editorship of books and journals; consulting activities; productive sabbatical leave; textbook authorship; or other relevant metrics.
  5. Service on College and University committees and/or the University Senate and its subcommittees.

### **3.1.d. Application and progress evaluation for promotion and tenure.**

The following section covers steps taken by and visible to a tenured or tenure-track faculty member in typical promotion, tenure, and evaluation situations. Procedures specific to the College are stipulated. This does not cover all situations and options available to the faculty member. Important documents relating to promotion and tenure at Michigan Tech are Chapter 6, Section 6.4 Academic Tenure and Promotion of the Board of Control Bylaws and Policies and Appendix I, Tenure, Promotion, and Reappointment Procedures in the Tenured/Tenure-Track Faculty Handbook. Appendix I has a section (5.5.2) specifically describing the tenure recommendation sequence for the College.

#### **3.1.d.1 Progress Evaluations**

Each non-tenured, tenure-track faculty member of the College will be evaluated annually on their performance and progress towards tenure. This evaluation takes two forms – evaluation by the Dean as described in Section 8.a. of this Charter and by the TPR committee as described below.

**Step 1:** The faculty member prepares a University evaluation form (i.e. FAR report) and submits it to the Chair of the TPR committee by the date set annually by the Dean. Additional supporting documents may be attached to the evaluation form.

**Step 2:** After reviewing the faculty member's file and other submitted materials, the TPR committee prepares a candid letter that summarizes the faculty member's progress and whether they are making sufficient progress towards the tenure decision year. The letter is given to the Dean.

**Step 3:** The Dean will meet with the faculty member to review the TPR committee's letter. The faculty member will be given a copy of the letter for their records.

#### **3.1.d.2 Application for Promotion and/or Tenure**

**Step 1:** Each candidate prepares a tenure/promotion packet which includes their position description or role statement; a self-assessment in each of the evaluation areas listed in the Areas for Evaluation and Guidelines for Performance Section 3.c of this Charter; other self-assessment information deemed important by the candidate; a completed University evaluation form (i.e. FAR report); a full vitae (this includes everything the candidate has done in their academic career); reprints of recent publications as requested; and a list of eight possible external experts from whom evaluations could be obtained (noting all relationships or contacts with the persons suggested). No external evaluation letters should come from former major professors or students or others with obvious conflicts of interest. This tenure/promotion packet will be made available to the Chair of the TPR committee by the date set by the provost. The candidate must also provide the TPR committee with a list of individuals who may have a conflict of interest with the candidate.

**Step 2:** The College TPR committee chooses eight external experts (including some from the candidate's list and some from the list that they prepare) and then requests the Dean to obtain at least five letters from the pool of eight external experts. External experts specific to the field of the candidate are appropriate, and should include at least four experts from top-tier universities across the country with rigorous academic promotion/tenure procedures. For promotion to full professor, all external evaluators must be full professors at other universities or equivalent rank in organizations other than universities. The Dean's request to external experts must be based on the standardized letter and must enclose the position description or role statement, the self-assessment, full vitae, and copies of at least four relevant publications and/or manuscripts. In no case should the candidates themselves request letters of evaluation or communicate with potential referees about the content of their evaluation letter. When the file is compiled and submitted, it must be affirmed that all of the letters received are included (to avoid less complementary ones being omitted). Evaluation letters are available to the TPR committee, the Dean, the intercollege committee, the Provost, and the President. The University will hold such letters in confidence to the fullest

extent consistent with law.

**Step 3:** All Charter-eligible tenured faculty members in the College should review the tenure/promotion packet (excluding any external evaluations) submitted by the candidate and respond to a secret ballot for or against promotion and/or tenure. In the case of promotion to professor, only full professors are eligible to vote.

**Step 4:** After reviewing the candidate's file, results of the secret ballot vote, the external evaluation letters and any other materials, the TPR committee makes their recommendation to the Dean. The Dean forwards the TPR recommendation, evaluation letters, and the candidate's complete package to the Intercollege Promotion and Tenure Committee (IPTC) without comment.

**Step 5:** The IPTC reviews the complete package and formulates a recommendation. No member of the IPTC may concurrently serve on both the College TPR committee and the IPTC. No CFRES member on the IPTC will participate in the College secret ballot described in Step 3, above. The IPTC's written recommendation indicating whether promotion and/or tenure is recommended for each tenure application is added to the candidate's application file and forwarded to the Dean.

**Step 6:** After reviewing input from previous steps in the process, the Dean will prepare a separate written statement on each tenure and/or promotion application. The statement is added to the candidate's application file and presented to the Provost. In formulating a recommendation, the Dean may seek clarification of issues and advice only from the candidate, members of the College TPR committee, members of the IPTC, external referees, the University bodies charged with investigation of misconduct, or legal counsel. The Dean's statement must indicate whether the granting of tenure to the candidate and/or promotion is recommended. Simultaneously, the Dean is to inform the candidate, in writing, whether or not the granting of tenure and/or promotion was recommended. In cases where the recommendation is against the granting of tenure and/or promotion, the Dean may, upon the request of the candidate, provide a written statement of the reason(s) for the negative recommendation, specifying areas where the candidate's performance is deficient.

### **3.2 Appointment, Reappointment, and Promotion of Non-Tenure-Track Faculty**

For position definitions and policies related to non-tenure-track faculty, see section 1.5.5 of the Faculty Handbook.

#### **3.2.a Adjunct Faculty Appointments**

**Appointment Process:** Recommendations, including at least a letter of support by the nominator and the CV of the nominee, for appointment as adjunct faculty are forwarded to the chair of TPR committee. Recommendations may be made by all charter-eligible faculty and College administrators. After review by the committee it is brought to a faculty meeting for discussion. A majority affirmative vote by charter-eligible faculty constitutes approval. The appointment also requires approval from the Dean of the College and Provost.

**Reappointment** - The TPR Committee annually reviews the pool of Adjunct Faculty and identifies appointments that are due to expire at a faculty meeting. If no faculty member requests re-appointment, those appointments will be discontinued.

**Promotion** – For promotion, the process outlined above for initial appointments will be followed.

#### **3.2.b Affiliated Faculty Appointments**

**Appointment Process:** Recommendations, including at least a letter of support by the nominator and the CV of the nominee, for appointment as affiliated faculty are forwarded to the chair of TPR committee. Recommendations may be made by all charter-eligible faculty and College administrators. After review by the committee it is brought to a faculty meeting for discussion and vote of all faculty. A majority affirmative vote by charter eligible faculty constitutes approval. See Faculty Handbook Section 1.5.5 for necessary appointment approvals.

**Reappointment:** The affiliated faculty member must be reviewed by the Dean and the TPR committee every three years to determine if their appointment should be continued.

**Evaluation and Promotion:** Evaluation and promotion will be the responsibility of the affiliated faculty member's primary academic unit.

#### **3.2.c Research Faculty Appointments**

**Appointment Process:** Recommendations, including at least a letter of support by the nominator and the CV of the nominee, for appointment as research faculty are forwarded to the chair of TPR committee. Recommendations may be made by all charter-eligible faculty and College administrators. Initial appointment and promotion or change in rank will be based on research qualifications commensurate with the level of accomplishment of a regular tenure-track faculty of the same rank. After review by the committee it is brought to a faculty meeting for discussion. A majority affirmative vote by charter-eligible faculty constitutes approval. The appointment also requires approval from the Dean of the College and Provost.

**Evaluation and Reappointment** - Each research faculty member will be evaluated annually by the Dean according

to their role statement or letter of appointment. Recommendations for reappointment are at the discretion of the Dean and must be approved by the Provost. The research faculty member may also request a performance review by the TPR Committee.

**Promotion** - For promotion, the process outlined above for initial appointments will be followed. The research faculty member may self-nominate.

#### **3.2.d Other Non-Tenure-Track Appointments**

For Instructors, Lecturers (all ranks), Professor of Practice, and Visiting faculty (all ranks), see Faculty Handbook Appendix L for appointment, promotion and termination policies.

**Evaluation and Reappointment** - Each of these non-tenure-track faculty member categories will be evaluated annually by the Dean according to their role statement or letter of appointment. Recommendations for appointment and reappointment will be made to the Provost at the discretion of the Dean.

#### **4. The Role of Professional Staff and Other Non-Tenured and Non-Tenure Track Faculty in College Governance**

Non-tenure-track faculty and all professional staff and other non-faculty employees, as defined in Section 1.a. of this Charter, are participants in governance of the College. They are voting constituents unless otherwise specified.

#### **5. Sabbatical Leave Recommendations**

Sabbatical leaves are encouraged. Applicants for sabbatical leave should inform the Dean as early as possible in the process. The Dean may solicit the advice of faculty before making a recommendation. For more information on how to apply for a sabbatical leave consult Senate Procedure 706.1.1 and <https://www.mtu.edu/provost/faculty/sabbatical-leave/>.

#### **6. Procedure for Recommending Emeritus/Emerita Status**

Following support of a majority of the ballots cast by the tenured faculty and upon approval by the dean, the recommendation for emeritus/emera status will be forwarded from the dean through the appropriate administrative channels to the president for presentation to the Board of Trustees, according to standard University policy. An appeal may be initiated by the retiree of the College (Senate Policy 703.1).

#### **7. Procedure for Grievance**

If the grievance cannot be reconciled by collegial discussions with the relevant supervisor, the grievant must file a grievance in writing with the Dean. The grievance must be filed within thirty (30) work days after discovery of the event, action, or omission that is the basis for the grievance.

Grievable issues of the faculty are covered by the University Faculty Grievance Policy and Procedures (Senate Procedures 704.1.1 or Section 8 of Faculty Handbook, Appendix C). In the event that a faculty member in the College files a formal grievance, the Dean must direct the chair of the TPR committee to form an Ad Hoc Grievance Committee to evaluate the complaint. All grievance committee members should be tenured. The grievance committee will contain at least five members of the College faculty. The committee must follow the University Grievance Policy and Procedure. The grievance committee must appoint a recorder who will maintain a copy of the written record. At a minimum, the recorder must document individuals present; dates, times, and locations of meetings; topics covered during discussion; and include a summary of statements made by the parties present.

Unrepresented staff must utilize the Employee Complaints and Grievance Policy (Human Resources Index Section 6.13).

#### **8. Additional College Policies and Practices**

##### **8.a. Ford Center and Forest**

The Ford Center and Forest (FCF), composed of the Ford Center and Ford Forest, and other lands and buildings managed by the College are facilities of the College of Forest Resources and Environmental Science and are used for education, outreach, and research. The FCF is comprised of the contiguous acreage and facilities (Conference Center, rental housing, sawmill, etc.) located in Alberta, MI. The Dean is the principal administrative officer of the FCF and is assisted in this role by the Director of the Ford Center and Forest and the FCF Advisory Committee.

##### **8.b Diversity and Inclusion**

The College will champion efforts dedicated to providing opportunities in natural resource science, appreciation, and stewardship for all people. These efforts will include identifying new ways to engage and retain an ever-increasing diversity of people in our programs; creating meaningful opportunities for diverse populations to interact with the natural world; promoting the importance of the natural world to the health and quality of life for all people; maintaining a Diversity and Inclusion Committee within the College.

##### **8.c CFRES Bylaws**

General operating procedures for the College are described in the CFRES bylaws. Items in the bylaws will include policies and procedures for evaluation of the Dean, formulation of committees, voting policies, guidelines for faculty hires, and other information. The CFRES bylaws should be viewed as a living internal document. All procedures found in the CFRES bylaws will carry the same weight as any found in the CFRES Charter.

##### **8.c.1 Process to Change the Bylaws**

Changing the bylaws will take place over at least two faculty meetings to allow bylaws flexibility yet sufficient consideration. An approved motion from a faculty meeting will be distributed to the Charter-voting members prior to a follow-up faculty meeting where changes will be discussed.

Adoption of the revised bylaws requires a simple majority affirmative vote by the Charter-voting members of the College. Bylaws amendments must be approved during the academic year.

**8.d** Search for new Dean.

CFRES will follow Senate Procedures 802.1.1 to search for a new Dean.