

**DEPARTMENTAL GOVERNANCE PROCEDURES**  
**DEPARTMENT OF CHEMISTRY**  
**VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY**  
**October 26, 1995**  
**Amended September 15, 1997**  
**Revised April 2, 2001**  
**Revised August 15, 2002**

**I. GENERAL**

**A. Mission Statement**

The Department of Chemistry occupies a central position in the instructional, research, and outreach missions of the College of Arts and Sciences. Our courses provide the chemical foundation of science and engineering curricula of all colleges in the University. These courses broaden the students' understanding of the structure and properties of matter. Our undergraduate and graduate degree programs prepare students for careers in chemistry and related disciplines. Our faculty's research and scholarship generate and disseminate knowledge to the Commonwealth, our nation, and the world. Through outreach programs, the Department frequently shares this knowledge with practicing professionals and with primary and secondary school children.

To achieve our mission, the Department will continue to pursue multi-disciplinary research within the University, to innovate in the instruction of students, to forge partnerships with industry and government, and to establish a program in the chemical sciences of the highest rank.

**B. College and University Policy**

The procedures and policies outlined herein are intended to supplement the College of Arts and Sciences "Procedural Guidelines for Departmental Governance," August 1992 version. The policies described herein are not intended to conflict in any way with University or College Policies. The chemistry faculty has chosen the word "Chair" to designate what the college document refers to as "Head."

**C. Balloting**

For the purpose of a) electing the Chair of the Department and b) electing members of the Executive and Personnel Committees, all balloting shall be conducted in secret as follows: Ballots shall be distributed to eligible faculty members and the deadline for returning the ballots shall be clearly stated (at least one week's notice). Faculty members shall return the ballot in two envelopes. The outer envelope shall contain the name and signature of the faculty member, and it shall be the responsibility of the individual(s) conducting the election to ensure that all those submitting ballots are eligible. The inner envelope should contain the ballot and shall not be signed. Subsequent to the deadline for submitting ballots, the outer envelopes shall be opened and discarded. Afterward, the inner envelopes from all eligible voters shall be opened and the ballots shall be counted. Ballots from ineligible voters shall be discarded.

**D. Confidentiality**

It is assumed that any faculty member serving in an administrative or evaluative capacity, or as a member of a Departmental committee will not violate confidentiality with regard to sensitive topics including, but not limited to, promotion and tenure, annual faculty and staff evaluations, etc. Breaches of confidentiality shall be treated as a breach of professional ethics. It shall be the responsibility of the Department Chair to take appropriate action in the such cases, i.e., by discussing the matter with the offending individual in minor cases or other appropriate administrative actions in accord with the policies outlined in the "Faculty Handbook."

## **II. DEPARTMENT CHAIR**

### **A. Qualifications and Term Limits**

1. The Chair must hold the rank of Full professor.
2. The Chair will serve for a five year, elected term (beginning on July 1, ending on June 30).
3. The Chair cannot serve more than two consecutive terms.

### **B. Election Procedures**

1. Approximately one year before the term of the current chair expires, the Executive Committee (with faculty input) may consider the option of an external search. If an external search is recommended by the Executive Committee, a faculty meeting shall be called for discussion and a vote. In the event that the faculty approves an external search, the Executive Committee shall notify the Dean and request that an external search be initiated in accordance with the procedures outlined in the College of Arts and Sciences "Procedural Guidelines for Departmental Governance" pertaining to national searches. Otherwise, the Executive Committee shall appoint individuals to serve on an Elections Committee to oversee and administer the election of a Department Chair. The Elections Committee shall solicit nominations from the faculty and staff. Any individual who receives two (or more nominations) shall be placed on the preliminary ballot. Before being placed on the preliminary ballot, the individual shall be notified by the Elections Committee. At this time, the nominee may formally request in writing to the Elections Committee that his/her name be withdrawn from consideration. In the spirit of shared governance, it is hoped that no faculty member will refuse the chairmanship more than once. Preliminary balloting shall be conducted anonymously, as outlined in Section I; all tenured and tenure-track faculty shall be eligible to vote. The results shall be announced to the faculty, and the names of the two individuals receiving the greatest number of votes shall be placed on the final ballot. The Chair-Elect shall then be elected by a simple majority of votes cast. (In the unlikely event that preliminary balloting results in a three-way or greater tie, a run-off shall be necessary. The names of individuals receiving the lowest number of votes shall be dropped from the ballot, and a second phase of preliminary balloting shall be initiated to identify the top two candidates for the final ballot.)

2. The timing for the election process is outlined below.

By the end of May - Executive Committee meets to decide whether or not to recommend an external search for Department Chair

First week of October - Elections Committee shall be appointed

Second week of October - Elections Committee shall solicit nominations in writing from faculty and staff; closing date for nominations (two weeks after solicitation)

First week of November - Preliminary ballot distributed and due back in one week

Third week of November - Final ballot distributed and due back in one week

Elections Committee shall inform faculty and Dean of the results

3. The Elections Committee shall notify the Dean of the College in writing of the name of the individual that the Department has selected to be Chair (reviewing the procedures that were followed during the selection process) and request that the Dean appoint this individual to the position of Department Chair at the expiration of the current Chair's term.
4. For the balance of the year prior to becoming Chair, the Chair-Elect shall be a non-voting member of the Executive and Personnel Committees (unless the Chair-Elect is already a member of these Committees). During this period, the current Chair should attempt to include the Chair-Elect in as many aspects of Departmental operations and decision-making as is possible in order to facilitate a smooth transition.

### **C. Responsibilities**

The Department Chair shall assume all the administrative responsibilities outlined in the College of Arts and Sciences "Procedural Guidelines for Departmental Governance" (August 1992) for the position of Department Head. These duties and responsibilities include:

1. Serving as representative, advocate, and negotiator for the Department at all levels of the university and in the chemical community.
2. Serving as Chair of the Personnel Committee.
3. Preparing dossiers for promotion and tenure (in consultation with the Personnel Committee) in accordance with College and University Guidelines.
4. Supervising the preparation of an annual Departmental budget (in consultation with the Chief Administrative Officer) for consideration and approval by the Executive Committee.
5. Administering the Departmental budget.
6. Allocation of space and resources, in consultation with the Executive Committee; respond to faculty requests.
7. Oversee all administrative functions of the Department. With input from the Executive Committee, the Chair may make appropriate changes to the organizational hierarchy to improve operations. Positions with significant administrative authority (e.g., associate chair(s), financial officers, etc.) shall be filled by individuals nominated by the Department Chair and approved by the Executive Committee. These individuals serve at the pleasure of the Department Chair.
8. Requesting special meetings of the Executive Committee.
9. Calling meetings of the Personnel Committee.
10. Annual evaluation of Departmental faculty (in consultation with the Personnel Committee) and staff (advised by the Chief Administrative Officer with appropriate faculty input).
11. Calling and moderating faculty meetings (at least one per semester).
12. Formally charging all standing and ad hoc committees.
13. Ensuring equitable distribution of teaching loads, taking into account other responsibilities (research, service) and soliciting recommendations and advice from each division and the Personnel Committee.
14. Appointment of instructors and temporary faculty.
15. Appointment of one member of the Executive Committee and one member of the Personnel Committee to a one year term (optional)
16. Recruitment and evaluation of the clerical staff, and assignment of these individuals to appropriate administrative functions.
17. Providing leadership and executive authority as needed.
18. Making annual written evaluations of all assistant professors based upon discussions with the Personnel Committee.

### **D. Privileges**

It is fully expected that the Department Chair will remain active in all three components of the University's mission: teaching, research, and service. In order to minimize disruption to the chair's research program and to compensate for the added service load, the following amenities shall be provided to the Chair:

1. Twelve month appointment.
2. Department-funded postdoctoral position for research active faculty. (The salary provided for this position shall be consistent with Departmental norms.)
3. Reduced teaching load.

### **E. Early Termination**

In the event that the Chair resigns or is deemed unable to fulfill his/her duties by unanimous vote of the Executive Committee (excluding the Department Chair), the Executive Committee shall notify the Dean, explaining the circumstances, and request that the Chair-Elect be appointed to

the position of Chair immediately to serve the balance of the current Chair's term and his/her own full elected term. If there is no Chair-Elect, the Executive Committee shall request that the Chair of the Executive Committee be appointed to the position of Interim Department Chair for the remainder of the term of office, and the election procedures outlined above (Section II. B.) shall subsequently be followed.

### **III. EXECUTIVE COMMITTEE**

#### **A. Composition**

Three full professors; two associate professors; one assistant professor, all elected by the tenured and tenure-track faculty at large, and the Department Chair. The Department Chair may also appoint one additional voting member for a one-year term. The Department Chair-Elect will serve as a non-voting member, unless he/she was elected to the Executive Committee previously and his/her term had not expired; in the latter case he/she shall retain voting rights. Members of the Executive Committee who are promoted shall complete their elected term.

At the start of each year (in July), the committee shall elect a "Chair of the Executive Committee" from among the three elected full professors. The Chair of the Executive Committee shall call and moderate meetings of the Executive Committee, and designate a member of the Executive Committee to serve as his/her deputy during periods of absence.

During periods when there is no Chair-Elect, the Chair of the Executive Committee is next in the order of succession if the Department Chair is unable to execute his/her duties (Note: The Department Chair may not be Chair of the Executive Committee.)

#### **B. Terms of Office**

Full professors: three years; associate professors: two years; assistant professors: one year. Terms shall begin on July 1 and end on June 30 of the appropriate year. One individual at each academic rank shall be elected every year. One individual may be appointed by the Department Chair for a one-year term. No individual may serve for more than two consecutive terms.

#### **C. Selection Process**

Each division (analytical, inorganic, organic, and physical) shall nominate one individual at each academic rank. (Nominees shall not necessarily have to be members of the nominating division). The names of all nominees shall be placed on a preliminary ballot; the names of the two individuals receiving the most votes at each academic rank shall be placed on the final ballot. (Faculty shall be given at least one week's notice prior to the deadline to submit ballots). Election to the Executive Committee shall be accomplished by simple majority vote of the tenured and tenure-track faculty (final ballot). The Chair shall be responsible for coordinating the election of the Executive Committee. This task may be delegated to other responsible individuals (faculty or staff) provided that these individuals are neither members of nor candidates for the Executive Committee. Nominations and elections shall be conducted before the end of the each academic year so that the Committee can be constituted on July 1; these processes shall coincide with the nomination and election of the Personnel Committee. A suggested schedule is outlined below.

By the end of April - Divisions shall submit Executive Committee nominations to Chair  
First week in May - Preliminary Ballots shall be distributed and are due back in a week  
Third week in May - Final ballots shall be distributed and are due back in a week

In the event that a member of the Executive Committee is unable to complete his/her term or in the event that the Chair of the Executive Committee assumes the duties of Department Chair, a special election shall be called by the Department Chair in accordance with the procedures outlined above, and the elected individual should be seated as soon as possible. In the event that this is necessitated by the Executive Committee Chair assuming the Departmental

Chairmanship, a new Chair of the Executive Committee shall be chosen at its first meeting following the election.

#### **D. Meetings**

The Executive Committee shall meet on a monthly basis. The agenda shall be set by the Chair of the Executive Committee in consultation with the Department Chair. Additional meetings shall be called by the Chair of the Executive Committee at the request of either the Department Chair or of at least two Executive Committee members. The meetings shall be open to the tenured and tenure-track faculty; the meeting agenda should be made available to the faculty in a reasonable time in advance of the meeting. However, at its discretion, the committee may meet in closed session in order to discuss sensitive issues.

#### **E. Responsibilities/Procedures**

1. Approve department budget (submitted by Department Chair).
2. Plan for the future (i.e., development of Departmental demographic analyses and hiring strategies; rational, integrated and early planning for use of SCHEV funds; planning of other facilities upgrades or construction; development of improved interactions with industry in terms of positioning our graduates and obtaining funds for scholarships, fellowships and chairs; outreach; organization of faculty retreats for discussion of these and other issues. Although planning shall not be limited to these areas, each of these items shall be part of the agenda of the Committee each year and shall be addressed in the annual report. The results of the analyses, plans developed and progress toward the end goals shall be reported explicitly in the annual report of the Committee).
3. Advise Chair on all Departmental matters.
4. Appoint standing committees and committee chairs.
5. Appoint ad hoc committees and committee chairs.
6. Approval of appointment of individuals nominated by the Department Chair for administrative positions with significant authority (e.g., associate chair(s), financial officers, etc.)
7. Distribute minutes of all meetings to faculty (excluding only personnel-related items which are confidential).
8. Call closed sessions (as needed) when the issues under consideration are highly sensitive.

#### **F. Mechanisms for Faculty Input**

Individual faculty members may ask to address the Executive Committee or request items to be added to the agenda. This shall be accomplished via a petition which contains the signature of at least three faculty members submitted to the Chair of the Executive Committee.

### **IV. PERSONNEL COMMITTEE**

#### **A. Composition**

1. Department Chair.
2. Four full professors (one representative of each the four divisions, elected by the tenured and tenure-track faculty at large).
3. Two associate professors (elected by the tenured and tenure-track faculty at large).
4. One additional voting member appointed by the Department Chair (optional).
5. The Chair-Elect as a non-voting member (unless already an elected or appointed member of the committee).

#### **B. Term of Office**

Elected members: Two years beginning on July 1 and ending June 30.

Appointed member: One year beginning on July 1 and ending June 30.

### **C. Selection Process**

Each division shall nominate two of its full professors in the second year of the term of its representative and one associate professor (who may or may not be a member of the division) for the at-large position. If a division cannot nominate two of its full professors, individual(s) from other divisions shall be nominated (i.e., a division cannot nominate only one individual at the full professor level). These nominations shall be placed on a ballot and distributed to the tenured and tenure-track faculty. Election to the committee shall require a simple majority of votes cast. (A run-off election may be needed for the at-large associate professor position.) The timing of the Personnel Committee election shall coincide with that of the Executive Committee (i.e., the Personnel Committee ballot shall be distributed with the final ballot for the Executive Committee). In the event that a member of the Personnel Committee is unable to complete his/her term, a special election shall be called by the Department Chair in accordance with the procedures outlined above, and the elected individual should be seated as soon as possible.

### **D. Responsibilities**

1. Faculty evaluation. The Personnel Committee shall evaluate annual Faculty Activity Reports, and in conjunction with the Department Chair, assign faculty evaluations (high, normal, low, and unsatisfactory) and make recommendations for merit raises. If based upon an individual faculty member's faculty activity report, a majority of the committee believes that an unsatisfactory rating may be appropriate, a special meeting of the committee shall be scheduled to discuss the case. An Unsatisfactory rating is not intended to be automatically assigned when a faculty member's performance is deemed to be deficient and in need of improvement in one or more areas, or when the faculty member's annual evaluation is among the lowest in the department. An unsatisfactory rating must be based on more than the annual faculty activity report. The Personnel Committee should consult the complete personnel file of the individual, and pursue further investigation (interviews, classroom visitation, etc.). In all cases where a faculty member's performance is considered deficient to the point that an unsatisfactory rating is viewed as a realistic possibility, the faculty member shall be notified in writing of the perceived deficiencies and their seriousness. A unanimous vote of the personnel committee is required for the assignment of an unsatisfactory rating.
2. Evaluation and advising of assistant professors. The Committee shall be responsible for the annual evaluation of all assistant professors. In this capacity, the committee shall monitor the progress of all assistant professors in the areas of teaching, research, and service and provide appropriate comments, suggestions, and criticisms to be transmitted to these individuals. The Department Chair shall then provide written evaluations and reports to these individuals. An especially important duty of this committee shall be to accumulate all necessary documentation for promotion and tenure (i.e., student evaluations, peer evaluations, etc.) well before a candidate is to be considered for promotion and tenure.
3. Promotion and tenure. (NOTE: Consistent with regulations of the College of Arts and Sciences, only full professors may evaluate candidates for promotion to full professor. Both full and associate professors may evaluate candidates for promotion to associate professor.) The Department Chair shall be responsible for coordinating all aspects of the promotion and tenure process. Based upon suggestions from the candidate and its own discussions, the Personnel Committee shall be responsible for identifying individuals outside the Department and University from whom to solicit letters for promotion and tenure. The Department Chair shall be responsible for contacting these individuals and making appropriate arrangements, although these responsibilities may be delegated to members of the Personnel Committee. In addition, the Chair should solicit letters from faculty members at large which shall be made available to the Committee. For the purposes of evaluating candidates for tenure and/or promotion, the committee shall review the candidate's file (including internal and external letters) and meet to discuss the case. Afterward, a vote shall be taken. In its letter to the Dean, the Personnel Committee shall summarize the substance of this discussion and report the results of the vote and their recommendation. (See the College of Arts and Sciences

“Procedural Guidelines for Departmental Governance” for further details pertaining to the promotion and tenure. At his/her discretion, the chair may make the full dossier available to the Personnel Committee for suggestions before it is forwarded to the College Personnel Committee.

4. Faculty Development. In conjunction with the Department Chair, the Personnel Committee shall be responsible for the nominations of faculty for university, national and international awards. The Committee shall provide recommendations to the Chair concerning faculty development activities such as, but not limited to, participation in short courses and workshops, educational or research leaves, or field studies. The committee should also respond to the Chair’s request regarding recommendations for teaching loads and assignments.

## **V. BUDGET PROCEDURES**

Annually, the Chair shall solicit budget requests from all operational units (e.g., shops, stockroom, committees, instructional labs, etc.) Special requests may also be submitted (by individuals or groups) if the request does not fall within the purview of any existing unit. Any budget request shall include both a justification and a report of the previous year’s expenditures, if any. The chair shall oversee the preparation of a preliminary budget for the next academic year. The preliminary budget shall be submitted to the Executive Committee for approval.

The Chair shall oversee the preparation of a detailed, written year-end financial report, identifying all Departmental sources of revenue and expenditures (Education Foundation account and all the state & overhead accounts). This report is to be distributed to the faculty by August 15.

## **VI. ROLE OF THE FACULTY**

### **A. Actions Requiring a Faculty Vote (Tenured and Tenure-Track)**

1. Faculty hiring (2/3 majority vote of the tenured and tenure-track faculty required to authorize chair to make an offer to a candidate via closed ballot); Instructors and temporary faculty are appointed by the Department Chair.
2. Changes in curriculum.
3. Changes in governance document (2/3 majority vote).
4. Election of Department Chair and members of the Executive and Personnel Committees.

### **B. Faculty Meetings**

1. There shall be at least one general faculty meeting per semester, with additional meetings as needed. Meetings shall be called and moderated by the Department Chair and follow appropriate parliamentary procedures (Roberts rules of order). The agenda shall include reports from chairs of standing and ad hoc committees. Special meetings shall be called on the presentation of a request signed by ten or more tenured or tenure-track faculty to the Department Chair, or by a majority vote of the Executive Committee. Except for emergency situations, a prepared agenda shall be distributed 48 hours in advance. (Items may be placed on the agenda by the Department Chair or by majority vote of the Executive Committee. Items may also be added to the agenda by faculty at large by petition; five signatures of tenured/tenure-track faculty required). Minutes must be kept and distributed in a timely manner after the meeting.
2. For votes at faculty meetings, 2/3 of the eligible faculty shall constitute a quorum (proxies shall be permitted and counted toward the quorum); votes shall proceed via closed ballot if requested by any voting faculty member.
3. For votes occurring outside a faculty meeting (e.g., e-mail), both a simple and 2/3 majority vote shall be based upon the total faculty population (tenured and tenure-track).

### **C. Extended Faculty**

All faculty (including non-tenure-track, adjunct, visiting, etc.) are encouraged to participate in the affairs of the Department including committee membership and attending faculty meetings.

## **VII. STANDING COMMITTEES**

All committees shall keep (and distribute in a timely manner to the faculty) minutes of all meetings and provide year-end reports which shall be made available to the faculty in a timely manner. In the year-end report, the committee chair shall recommend faculty members to serve in the next academic year.

### **A. Graduate Education Committee**

- a) Advise and evaluate graduate students.
- b) Monitor graduate program.
- c) Prepare proposals to enhance the instructional effort (instrumental, faculty release time for course development, etc.)
- d) Recognize (via awards and scholarships) outstanding graduate students.

### **B. Graduate Recruiting Committee**

Responsible for all aspects of graduate student recruiting: Advertising, campus visits, evaluation of applications, etc.

### **C. Undergraduate Education Committee**

- a) Monitor undergraduate curriculum.
- b) Ensure that ACS standards are met.
- c) Develop and implement new instructional technologies.
- d) Prepare proposals to enhance the instructional effort (instrumental, faculty release time for course development, etc.)
- e) Recruit, retain and evaluate undergraduate students.
- f) Advise undergraduate students.
- g) Recognize (via awards and scholarships) outstanding undergraduate students.

## **VIII. ROLE OF DIVISIONS**

1. Through an appropriate democratic process, select one of its members to serve as Division Coordinator
2. Each division will be charged with the responsibility of developing proposed teaching schedules for courses in that division. The proposed teaching schedules shall be forwarded to the Department Chair who will make the final assignments based upon overall Department needs.
3. Oversee all aspects of curriculum for courses in the sub-discipline. Make recommendations for changes to graduate and undergraduate education committees.
4. Nominate individuals for service on the Executive and Personnel Committees.

## APPENDIX I

The following list of terms and definitions is not a formal part of the governance document, but is intended to clarify and amplify the document for the interested reader.

**Department Chair:** The Department Chair is a full professor serving a five-year term. The Chair is appointed by the Dean following a Departmental election.

**Division.** A division is a departmental sub-unit comprised of individuals with a common interest in a chemical sub-discipline. The duties and responsibilities of divisions are described in this document. The four divisions of the Chemistry Department are Analytical, Inorganic, Organic and Physical.

**Executive Committee:** A committee that serves as the primary governance vehicle for the Department. Six members of this committee are all elected by the faculty at large to serve as specified in this document; one member may be appointed by the Department Chair for a one-year term.

**Personnel Committee:** A committee composed of four full professors, two associate professors, and the Department Chair. The Department Chair may appoint one more individual for a one-year term. The committee is charged with the responsibility of evaluating candidates for promotion and tenure (according to the procedures outlined herein) and for the annual evaluation of all faculty members.

**Research Center:** An organized group of faculty members with a common interest in a particular area of research. The individual centers have a director and office staff which is funded primarily from outside sources. The research in centers is often multi-disciplinary, involving faculty members from other departments and colleges. Presently, faculty members in the Chemistry Department are involved with two centers: The Center for Adhesive and Sealant Science and the Harvey W. Peters Center.

## APPENDIX II

### POST-TENURE REVIEW POLICIES AND PROCEDURES AND STATEMENT OF FACULTY OBLIGATIONS AND STANDARDS DEPARTMENT OF CHEMISTRY

Effective September 15, 1997

#### I. Post-Tenure Review Policies and Procedures

##### A. General

University Policies and Procedures relating to Unsatisfactory Performance and Post-Tenure Review are contained in Section 2.9 of the Faculty Handbook. Nothing in this section should be interpreted as abridging those policies.

During the annual evaluation of faculty, the Department Head (Chair after 1998) in consultation with the departmental Personnel Committee may choose to assign a rating of "Unsatisfactory" to a faculty member. There are four ratings -- high, normal, low, and unsatisfactory -- that are assigned in the three areas for evaluation - - instruction, scholarship, and service. The rating of "Unsatisfactory" is the lowest rating that can be assigned to a faculty member and is defined to mean failure to meet the minimal expectations of the Chemistry Department, as set forth in this document. In particular, an Unsatisfactory rating is not intended to be automatically assigned when a faculty member's performance is deemed to be deficient and in need of improvement in one or more areas, or when the faculty member's annual evaluation is among the lowest in the department. An unsatisfactory rating must be based on more than the annual faculty activity report. The Personnel Committee should consult the complete personnel file of the individual, and pursue further investigation (interviews, classroom visitation, etc.) as needed. In all cases where a faculty member's performance is considered deficient to the point that an Unsatisfactory rating is viewed as a realistic possibility, the faculty member shall be notified in writing of the perceived deficiencies and their seriousness.

As stipulated in Section 2.9.2 of the Faculty Handbook, a faculty member who receives an Unsatisfactory rating shall be given written notification of that rating and the considerations upon which it is based. In addition, the faculty member shall be notified in writing of specific actions that may be taken to avoid a further Unsatisfactory rating. The faculty member will then be provided a reasonable opportunity (30 days) to respond to the stated reasons for the Unsatisfactory rating. This response must include a written statement to be included in the faculty member's personnel file or the faculty member may seek redress through the grievance procedures outlined in the Faculty Handbook, section 2.12.

Faculty members have a right to review their departmental personnel file at any time, including letters or documentation of complaints contained therein which may be or have been used in the evaluation process. If student complaints or other sensitive material are to become part of the personnel file, they should be handled in a timely manner, but one that is respectful of the rights of those involved. (Confidential letters of reference which may be contained in the file will not be released). Faculty members have a right to respond to negative material and to have their responses included in their personnel file.

##### B. The Post-Tenure Review Committee

Whenever a faculty member with tenure or continued appointment receives two consecutive annual evaluations of Unsatisfactory performance, a post-tenure review is mandatory. The review shall be conducted by a Post-Tenure Review Committee selected as follows:

1. The Post-Tenure Review Committee shall consist of five members selected from the tenured faculty of the Department of Chemistry. When an individual receives two consecutive ratings of

Unsatisfactory, no member of the departmental Personnel Committees that assigned those ratings may serve on the resulting Post-Tenure Review Committee. Further, no faculty member is to serve simultaneously on the departmental Personnel Committee and a Post-Tenure Review Committee. The election of a Post-Tenure Review Committee member to the departmental Personnel Committee creates a vacancy on the Post-Tenure Review Committee. Faculty excluded from membership on a Post-Tenure Review Committee by virtue of their membership on a departmental Personnel Committee are permitted to vote in the election of a Post-Tenure Review Committee.

2. The Department Head, in consultation with the departmental Personnel Committee, and the faculty member undergoing the review shall initially attempt to identify a panel that is mutually acceptable. If such a panel can be identified and is willing to serve, it shall constitute the Post-Tenure Review Committee. In this event the faculty member undergoing review must waive (in writing) the right to an elected committee. Such a procedure has the advantage of preserving a measure of privacy and confidentiality. If, however, in the judgment of either the Department Head or the faculty member under review, this procedure cannot be successfully implemented, the Post-Tenure Review Committee will be elected by the department as described in (3) below.

3. The tenured faculty of the Department of Chemistry will vote (by ballot) to select candidates for the Post-Tenure Review Committee. Faculty members not wishing to serve may, with the consent of the Department Head, remove their name from the ballot prior to the vote. A list of the seven members of the department who receive the most votes will be presented to the faculty member under review. (In the event of a tie vote for the seventh candidate, a larger list will be presented.) From the list, the faculty member under review will select five individuals who will constitute the Post-Tenure Review Committee.

4. In the event that a vacancy occurs on an existing Post-Tenure Review Committee, the Department Head, in consultation with the departmental Personnel Committee, and the faculty member undergoing the review shall initially attempt to identify a mutually acceptable replacement for each vacancy. If, in the judgment of either the Department Head or the faculty member under review, this procedure cannot be successfully implemented, the tenured faculty of the Department of Chemistry will vote (by ballot) to select candidates to fill the existing vacancies. The number of candidates elected will be the number of vacancies plus one and the elected candidates will be those who receive the most votes. In the event that a tie vote prevents election of the exact number of candidates, a larger list of candidates will be presented to the faculty member under review. From the list, the faculty member will select one individual for each vacancy.

### **C. Conducting the Post-Tenure Review**

The Post-Tenure Review Committee shall conduct its review in accordance with the procedures specified in Section 2.9.4 of the Faculty Handbook. A majority vote of the committee is sufficient to carry its recommendation. Membership on the Post-Tenure Review Committee implies a responsibility to vote on the issues that come before the committee.

If a faculty member is either under review by a Post-Tenure Review Committee or in a period of remediation specified by the committee, the departmental Personnel Committee may continue to evaluate the individual for purposes of salary increases, but further ratings of Unsatisfactory may not be assigned to that individual until the Post-Tenure Review Committee submits its final recommendation.

## **II. Statement of Faculty Obligations and Standards**

### **A. Introduction**

Sections D - E of this document outline the "normal" standards and obligations of the tenured faculty of the Department of Chemistry in the areas of Instructional Activities, Research and

Scholarly Activity, and Service and Outreach. The “normal” standards included in this document, the standards of conduct and ethical behavior as stated in the Faculty Handbook (see section 2.7 “Statement of Professional Ethics and Responsibilities”) or promulgated through other channels or both, the statement in Section B on failure to meet minimal expectations, and the statement in Section C regarding an Unsatisfactory rating shall provide a basis for the Department Head and the departmental Personnel Committee to assign an annual rating of “Unsatisfactory” to a faculty member.

These standards are not intended and shall not be used to violate the principles of academic freedom nor to discourage the expression of minority opinions, dissent from professional orthodoxies, and honest and civil disagreement.

An integral part of the department’s annual evaluation of a faculty member is a consideration of the duties assigned to that faculty member. Depending on available resources, departmental needs, changing interests, and the performance of duties, the annual evaluation may result in a reassignment of duties (quite often an increase in teaching duties for an individual whose research activity has waned). A reassignment of duties does not typically imply a failure to meet minimal expectations; it typically represents a workload adjustment to better utilize existing skills. It must be emphasized that an evaluation of Unsatisfactory is to be based on the performance of those duties and responsibilities that have been explicitly assigned to the faculty member.

Throughout this document the word deficiency is interpreted to mean a failure to meet normal standards and obligations.

## **B. Failure to Meet Minimal Expectations**

A faculty member fails to meet the minimal expectations of the Department of Chemistry in one of the areas of Instructional Activity, Research and Scholarly Activity, and Service and Outreach provided the faculty member has assigned responsibilities in that area and either

1. demonstrates a consistent, serious, and willful disregard of the standards for that area, or
2. through diminished capacities becomes substantially unable to meet those standards even with reasonable accommodation, or
3. fails, over the course of a reasonable, preassigned period of time, to remedy identified, serious, and chronic deficiencies in that area.

Further, a faculty member fails to meet minimal expectations in the area of Instructional Activity provided

4. that faculty member’s demeanor, policies, presentation of material, or other behavior when teaching, so negatively impacts the learning environment that students’ performance in the faculty member’s sections chronically, consistently, and demonstrably fall substantially below the department’s expectations for students in that course.

## **C. Unsatisfactory Rating**

Before the beginning of each academic year, it is expected that the department, through the action of the Head or other agency, will inform each faculty member of the percentage of total workload to be allocated to each of the three areas of Instructional Activity, Research and Scholarship, and Service and Outreach. An overall rating of Unsatisfactory is appropriate when:

1. a faculty member fails to meet minimal expectations in one or more of these three areas, and
2. those areas in which the faculty member’s performance fails to meet minimal expectations comprise the majority of the individual’s assigned workload, and

3. when
  - (a) a previous reassignment of duties has not yielded sufficient improvement, or
  - (b) a reassignment of duties would fail to meet the department's needs or be contrary to departmental policy or offer little expectation of remediating the identified, serious deficiencies.

#### **D. Faculty Standards in Instructional Activities**

Before the beginning of each academic year, it is expected that the department, through the action of the Head or other agency, will define the responsibilities of each faculty member in the area of Instructional Activities. As part of this process, the faculty member's expected course load and the percentage of the faculty member's total workload devoted to Instructional Activities will be established. In making instructional-related assignments, a conscientious effort to balance the abilities and interests of the faculty member against the needs of the department, college, and university is presupposed.

Faculty with teaching-related duties are expected to exhibit the competence and to maintain the skills necessary to carry out those duties normally assigned. They are further expected to perform those duties in a responsible and professional manner while adhering to departmental and university policies and procedures. Specifically, faculty are expected to:

1. Accept assigned duties. This is not intended to prevent faculty from questioning the appropriateness of an assignment. However, once an assignment is determined by the Department Head in consultation with the faculty member in question, or, if necessary to resolve persistent disagreement, the Personnel Committee, to be reasonable and to have been made following proper procedures, the faculty member does not then have the prerogative to refuse the assignment.
2. Provide students in each course with a course syllabus substantially as described in paragraph 4.6.1 of the Faculty Handbook. In particular, students are to be informed of the expected performance for which grades will be assigned, the instructor's attendance policy (if any), how the Honor System is to be applied, the instructor's office hours and how he or she can be reached, and the prerequisites for the course. In those courses where a departmental syllabus is provided, the instructor is expected to cover the essential elements of that syllabus.
3. Meet all scheduled classes except for university-wide cancellations, absences sanctioned by the department and/or university, or absences related to illness or emergencies. When faculty cannot meet a class, it is their responsibility to follow departmental procedures so that appropriate measures can be taken to deal with the situation.
4. Deliver lectures or present material in a well-prepared, professional, and competent manner.
5. Provide regularly scheduled office hours each week and be available during those times for consultation with students. With reasonable effort a student should be able confer with the teacher in a timely manner, either at scheduled office hours or by other arrangement. (In applying this standard it must be recognized that other professional duties, emergencies, travel, etc. will sometimes conflict with scheduled office hours. In such events, alternate arrangements should be made.)
6. Adhere to principles of appropriateness, fairness, and clear communication in the assignment of grades.
7. Maintain a good learning environment in the classroom, an environment that is inclusive and accepting of students without regard to race, color, sex, sexual orientation, disability, age, veteran status, national origin, religion, or political affiliation and an environment that promotes mutual respect, honesty, and integrity.

## **E. Faculty Standards in Research and Scholarly Activity**

Before the beginning of each academic year, it is expected that the department, through the action of the Head or other agency, will define the responsibilities of each faculty member in the area of Research and Scholarly Activity. Typically this will entail specifying the percentage of the total workload assigned to Research and Scholarly Activity. The individual faculty member is expected to:

1. Pursue scholarly activity in a competent and intellectually honest manner, including appropriate citation of existing, closely related work known to the researcher, and acknowledging substantial contributions from colleagues and/or students.
2. Be visible and active professionally, disseminating the results of research and scholarly activity in an appropriate manner (e.g. journal articles, books, presentations, etc.).
3. Make a conscious effort to remain vital and grow intellectually in the chosen area of scholarship.
4. Participate, to an appropriate degree and as opportunities arise, in the scholarly training of typically qualified graduate students, assisting them in the pursuit of their professional and degree objectives, and in no way inappropriately taking personal or professional advantage of their efforts.

## **F. Faculty Standards in Service and Outreach**

Before the beginning of each academic year, it is expected that the department, through the action of the Head or other agency, will define the responsibilities of each faculty member in the area of Service and Outreach. As part of this process, the percentage of the faculty member's total workload devoted to Service and Outreach will be established. In making assignments in the area of Service and Outreach, a conscientious effort to balance the abilities and interests of the faculty member against the needs of the department, college, and university is presupposed. It is assumed, moreover, that the department, college, or university has committed itself to providing the faculty member with the information and resources required to effectively discharge the assigned duties.

It is clear that new tasks, involving service/outreach and requiring additional, prompt faculty involvement, will typically arise during the course of an academic year. Similarly, service assignments may prove to be more burdensome than initially anticipated. It is expected that both the department administration and individual faculty will exercise reasonableness and flexibility in making the necessary adjustments to address these matters.

The individual faculty member is expected to:

1. Obtain a clear understanding of the expectations and responsibilities inherent in each assigned duty.
2. Acquire the information and resources needed to perform these duties.
3. Perform the assigned duties in a timely, effective, and collegial manner. Serious difficulties and/or impediments that arise in the performance of these duties must be reported to the Head or other relevant agency so that the problems can be addressed in a timely manner.
4. Provide in a timely and accurate manner any required documentation or report.

## Appendix III

### VARIABLE TEACHING LOAD POLICY

Tenure-track faculty members in the Department of Chemistry hold appointments that are designated as dual teaching and research, with a smaller service component. The standard teaching load each semester for a tenure-track faculty member in the department is at least a three-hour lecture course or an equivalent laboratory courses or a combination of both. All faculty will regularly contribute to the undergraduate teaching program. In addition, faculty members teach CHEM 4994 Undergraduate Research, CHEM 5995 Research and Thesis, and CHEM 7994 Dissertation Research. The teaching load for tenured faculty members who do not teach CHEM 5994 and CHEM 7994 or do not direct a funded research program with postdoctoral students is at least three courses per semester. Variations from the policy occur to allow faculty members to renew their efforts in graduate and undergraduate research, to serve in administrative roles, and to pursue other scholarly activities.

For purposes of merit evaluation, faculty members with the standard teaching load are considered as 50% research & scholarship, 40% instruction, & 10% service. Faculty members who have increased teaching or service or both may request to increase the percentages in these categories while decreasing the percentages in others.