

**DEPARTMENT OF CHEMISTRY**  
**WESTERN MICHIGAN UNIVERSITY**

**POLICY STATEMENT**

**(Version 12-15-2011)**

## **POLICY STATEMENT OF THE DEPARTMENT OF CHEMISTRY WESTERN MICHIGAN UNIVERSITY**

It is the right, the responsibility, and the privilege of university faculties to participate in the governance of their departments. Fundamentally, what is desirable and intended by the Department Policy Statement is to ensure meaningful participation by department faculties and procedural regularity within departments. It is understood that the ultimate power of decision-making resides with the administration. This Policy Statement is one means by which the faculty of this department make recommendations to Western Michigan University.

### **ARTICLE I: DEPARTMENT FACULTY**

Section 1: The faculty of the Department of Chemistry, henceforth referred to as the faculty, are all ranked faculty of the Department appointed by the Board of Trustees. Each member of the faculty excluding adjunct professors has equal vote in all department decisions and all recommendations that require joint action by the faculty. The Department Chair has voting privileges except where prohibited by this Policy Statement or by the current agreement between Western Michigan University and the W.M.U. Chapter of the American Association of University Professors (AAUP).

For curricular purposes, each member of the faculty will be assigned to one or more instructional divisions: Analytical, Biochemistry, Inorganic, Organic or Physical. These divisions mirror the curricular structure by the American Chemical Society.

Section 2: Graduate Faculty. Only graduate faculty may direct graduate research or chair a graduate student's committee. Faculty members must apply to the Graduate College for graduate faculty status. Criteria normally to be applied are: Ph.D. degree in Chemistry, high level of proficiency in research and the publication of research results. For continuation on the Graduate Faculty, the faculty member must have published a paper in a refereed journal within the last five years.

Section 3: Associate Graduate Faculty. The department Personnel Committee may recommend that a faculty member, not designated as graduate faculty, but who has expertise in a certain field of chemistry, be appointed as an associate member of the graduate faculty. Associate members may teach graduate courses or serve on thesis committees.

Section 4: Adjunct Faculty are appointed by the Board of Trustees and do not receive compensation, according to the Western/WMU-AAUP contract, as their professional affiliation is outside of Western. The normal procedure for approval of adjunct faculty appointments involves the candidate submission of a letter of application and a professional resume. The candidate will be asked to present a seminar and the faculty members must recommend the appointment. The department chair will then inform the candidate and Dean of the faculty recommendation. The appointment is for a specified number of years and takes effect after approval by the Dean, Provost and Board of Trustees. Adjunct faculty are expected to perform at least ten hours of student mentoring in each year of their appointment.

When an adjunct candidate requests an accelerated appointment, submission of an application letter and professional resume is followed by a vote of faculty by electronic mail or voice-vote. A majority of voting faculty must recommend the appointment. If adjunct status is granted then the candidate must both present a research seminar in that year and agree to perform at least ten hours of student mentoring. The term of this accelerated appointment is one year, renewable at the discretion of the faculty.

Section 5: Deliberation of the faculty will be at closed meetings for the faculty and invited guests. Faculty meetings are normally convened and conducted by the department chair and should be scheduled at approximately monthly intervals during the academic year. The department chair prepares the agenda for each meeting and distributes it to the faculty at least one week prior to the meeting. Special or emergency meetings may be called by the department chair, as necessary, with as much prior notification as is reasonably possible. The faculty may also be called to a meeting by the consensus of five faculty members.

Section 6: At the first faculty meeting of each Fall Semester, the faculty will select a Secretary. The Secretary will record the proceedings and prepare the minutes of each meeting. The minutes of each meeting will be distributed to the faculty within one week of the conclusion of that meeting.

Section 7: Formal action and policy decisions appropriate for the faculty to make will be by majority vote of a quorum of the faculty as defined in Article I, Section I. A quorum is defined as at least half the number of board appointed faculty members plus one, excluding adjunct professors. However, curricular changes must be approved by two-thirds of the total faculty. Recommendations made by any of the various committees of the department (Articles IV and V) may be brought before the faculty by the department chair, the cognizant committee chair or by petition of two-thirds of the faculty.

## **ARTICLE II: POWERS AND FUNCTIONS OF THE DEPARTMENT FACULTY**

Section 1: Any policy proposed by a faculty member or committee must be voted on by the faculty, as described in Article I. Approved policy is then subject to the university's approval if needed.

Section 2: The faculty may review and recommend membership on all faculty committees of the department.

Section 3: The faculty may make recommendations to the dean in regard to the selection of the department chair and may initiate an evaluation of the chair as described in Article XV.

Section 4: The faculty will participate in and make recommendations in the selection of new faculty in the department as described in Article XIV, Section 1 and in the selection of Graduate Faculty in the department as described in Article XIV, Sections 6 and 7.

### **ARTICLE III: ADMINISTRATION OF THE DEPARTMENT**

Section 1: The affairs and business of the department are administered by the department chair.

Section 2: The faculty may make recommendations to the dean with regard to the temporary appointment of an interim or acting chair in the event of death, resignation, leave or inability of the chair to serve.

Section 3: The department chair is expected to adequately perform the duties as set forth in university policy.

Section 4: Provisions have been made for support (one course release per semester and professional development funds) for one or more tenured faculty member(s) to serve as associate chair(s) who will act on behalf of the department in the chair's absence. The associate chair(s) will be recommended by a majority approval of the faculty and then appointed by the chair at his/her discretion. The associate chair(s) will assist the chair with class scheduling, teaching assistant (TA) assignments, and course assignments, with final decisions made by the department chair. In addition, the associate chair will assist with department business.

Section 5: There will be at least two faculty designated as undergraduate advisors and one as graduate advisor. They will assist students with program preparation and lead curriculum revision activities. The undergraduate advisors will evaluate courses of undergraduate transfer students, selecting and approving those to be used as transfer credit for department purposes and advising on waivers of department requirements for these students. The graduate advisor will evaluate graduate student progress according to criteria approved by the department's graduate faculty. The graduate advisor will also evaluate the courses of graduate transfer students, selecting and approving those to be used as transfer credit for department purposes and advising on waivers of department requirements for these students. The graduate advisor will also initiate and oversee the annual review of all graduate students in accord with Appendix C.

### **ARTICLE IV: DEPARTMENT STANDING COMMITTEES AND THEIR DUTIES**

Section 1: At the beginning of each fall semester, the department chair works with the faculty to propose membership and chairs of all committees (except the Personnel Committee) to be brought to the faculty for comment and approval. The chair of each committee is responsible for calling meetings at regular times (at least once per semester) during the academic year.

Section 2: Standing charges for all committees are listed in Appendix D. These charges are reviewed by the whole faculty before the start of the Fall Semester to evaluate priorities for the coming year. Committee reports also include a review of progress in the preceding year. Recommendations of each committee are made by a majority vote of the committee members present for the vote. A tie vote is not a majority. A quorum is at least half of the committee membership plus one. Each committee advises the department chair about expenditure of funds related to their charge as these funds are available.

Section 3: The **Personnel Committee** consists of all tenured faculty and tenured faculty specialists. A chair of the committee is selected by its members at the end of each spring term based on procedures established by the committee. This committee performs department chair evaluations, faculty tenure and promotion reviews, sabbatical application reviews, and review of part-time and term appointed faculty members. Tasks of this committee can be carried out by subcommittees. The department chair may be invited to participate in non-voting committee activities by a majority quorum of the Personnel Committee. This does not apply in instances when faculty tenure, promotion, or sabbatical leave are discussed, in accordance with current agreement.

Section 4: The **Undergraduate Studies Committee** consists of at least one member from each instructional division (Article I, Section I). The graduate recruitment chair, the freshman coordinator and laboratory coordinator will also be members (ex-officio if they are staff). One of the Undergraduate Advisors serves as the committee chair. This committee reviews the undergraduate chemistry curricula, chemistry degree requirements, and suggested changes in course structure in order to recommend to the faculty changes in course structure, new courses, course deletions, fees, and degree requirements. It reviews the chemistry sections of the university catalog and may recommend appropriate changes to the catalog for faculty approval. This committee also oversees ongoing assessment of the undergraduate chemistry programs.

Section 5: The **Graduate Studies Committee** consists of at least one graduate faculty member from each instructional division (Article I, Section I) and the chair of the Undergraduate Studies Committee or his/her designee. The Graduate Advisor will serve as the committee chair. This committee reviews the graduate chemistry curricula, chemistry degree requirements, and suggested changes in course structure in order to recommend to the graduate faculty changes in course structure, new courses, course deletions, fees, and degree requirements. It reviews the chemistry sections of the university catalog and may recommend appropriate changes to the catalog for graduate faculty approval. This committee administers cumulative examinations, qualifying examinations, and any issues of graduate degree requirements. The committee evaluates reappointment of graduate students supported by budget and grants. The graduate studies committee reviews annual evaluation of graduate student progress according to criteria approved by the department's graduate faculty.

Section 6: The **Student Recruitment Committee** is composed of at least three faculty members with the chairs of the Graduate and Undergraduate Studies Committees as members. This committee is responsible for recruiting students into the chemistry degree undergraduate and graduate programs. It reviews applications and selects graduate students for admission to the program.

Section 7: The **Visiting Lecturers Committee** consists of at least two faculty members. The committee solicits and recommends a yearly program of visiting speakers to department colloquia and other lectures, and recommends participants in any endowed lecture series. This committee also solicits contacts and recommends visits by faculty to other institutions.

Section 8: The **Equipment/Facilities Advisory Committee** consists of at least three faculty members with the department chair, and any other appropriate staff professionals as ex-officio

members. The duty of this committee is to provide advice to the department chair for the purchase and/or disposition of needed computing, networking, instructional and scientific equipment. This committee also recommends policy to the faculty about allocation of major department instrumentation and infrastructure. This committee also makes a survey of all department laboratories, shops, and storage rooms at least annually in order to make recommendations for removal, replacement or repair of department resources.

Section 9: The **Awards and Gifts Committee** consists of two faculty members. This committee solicits recommendations from the faculty to nominate students for recognition via department honor awards, and to recommend policy to the faculty and to the department chair with regard to gifts or awards from the department. The committee also recognizes staff at appropriate times.

Section 10: The **Safety, Ethics, and Compliance Committee** consists of the department chair, three faculty, the instrument manager, and stockroom manager. The safety committee exercises oversight of lab safety, coordinate with Environmental Safety and Emergency Management, and ensure compliance with University policy on these issues. The committee also insures that the department's faculty, staff, and students are made aware of ethical, human-subjects review and related policies of the university.

Section 11: The **Space Committee** attempts to ensure efficient utilization of research space. The Space committee consists of at least one faculty from each instructional division (Article 1). The Space Committee evaluates faculty requests and recommends allocation of space to the faculty. The department chair makes the final decision on space allocation.

## **ARTICLE V: DEPARTMENT *AD HOC* COMMITTEES**

*Ad hoc* committees are appointed as needed and selected from the faculty by the department chair. They are charged with specified tasks that can be completed in a reasonable time interval. These committees report to the faculty on policy matters requiring faculty action or when commitment of the faculty is involved. When the appropriate action has been completed, the *ad hoc* committees will be discharged. Should an *ad hoc* committee charge extend for multiple years, it may become a standing committee by policy amendment.

## **ARTICLE VI: TEACHING ASSIGNMENTS AND SCHEDULING OF CLASSES**

Section 1: The schedule of classes and teaching assignments are developed by the department chair with consultation from the faculty assigned to the classes. Faculty members have the right to appeal assignments as outlined in the current agreement.

Section 2: Summer session teaching assignments are made by the department chair after consultation with the faculty. No bargaining unit faculty on academic-year appointment will be required to teach during the summer sessions and thus instances of insufficient numbers of faculty desiring summer teaching assignments may arise. In these cases, the use of part-time faculty or other alternatives may be appropriate.

Section 3: The teaching load and other professional duties and activities will be in accordance with the current department policy. Workload equivalencies unique to the Department of Chemistry and its professional nature will be used in consultation with the department chair to document that the faculty meets the workload set by the current Agreement. Base class assignments are recommended to be at least 6 credit hours per academic year adjusted for junior faculty; further potential adjustments to the teaching load are described in Appendix A.

## **ARTICLE VII: SPACE AND FACILITIES**

Section 1: Specific assignment of office and research space to members of the faculty is made by the department chair in consultation with the faculty with recommendations from the space committee.

Section 2: Faculty may be moved from their assigned office and research space to another location when the duties of the faculty change. The decision for any change in location is recommended by the space committee, discussed by the faculty and made by the department chair.

Section 3: Teaching Assistants, Associates, Research Fellows and other full-time graduate students will be assigned desk facilities by the department chair or the chair's designee based on available facilities.

## **ARTICLE VIII: DISTRIBUTION OF FUNDS**

Section 1: The department chair should disclose regularly to the faculty current and projected budget developments that will affect department affairs.

Section 2: Department expenditures exceeding \$5,000 from any departmental discretionary or endowed funds will be recommended by the relevant committees or the Department Chair and approved by the faculty.

## **ARTICLE IX: FACULTY EVALUATION METHODS AND PROCEDURES**

Section 1: When a faculty member is evaluated for promotion, tenure or continuing appointment, the evaluation will be carried out in accordance with the criteria in the current Western/WMU-AAUP Agreement. The Personnel Committee will evaluate candidates in the area of professional competence, recognition and service as required by the current Western/WMU-AAUP Agreement. Faculty members have the right to appeal any decision as outlined in the current Agreement.

## **ARTICLE X: PROCEDURES AND CRITERIA IN DETERMINING MERIT-PAY**

Section 1: Recommendations of merit pay will be determined in accord with the provisions of the Western/WMU-AAUP agreement.

Section 2: If faculty input for the determination of merit pay is requested by the University then the evaluation procedure is as described in Article IX.

Section 3: The faculty will have the right to recommend to the department chair individuals who are deserving of merit pay.

## **ARTICLE XI: TENURE POLICY AND PROCEDURES**

Section 1: The department chair will provide a copy of the initial letter of hire to the Personnel Committee for each faculty member being evaluated. Evaluation of professional performance (competence, recognition and service as appropriate for the position being reviewed) is based on evaluation material collected as described in the current agreement and any specific criteria or expectations set forth in initial letters of hire. Tenure recommendations are based on the following three criteria, the first two are of primary significance while the last criterion is considered to a lesser extent.

- a. Professional competence: A high degree of competence in teaching, curriculum development, continuing self-education and research. Competence in the classroom will be based on the student ratings and classroom observations by faculty colleagues or an administrator in accord with the current Western/WMU-AAUP agreement. Competence in the supervision of master's thesis, doctoral dissertations and advising graduate students should also be considered.
- b. Professional recognition: Research publications and review articles in professional journals, monographs and books, organization of scientific symposia, research presentations at local, regional, national and international venues and invitations to speak at national and international agencies and institutions, professional awards and recognition by national and international associations. Preparation of proposals and acquisition of externally funded grants constitute forms of recognition.
- c. Professional service: Holding offices by appointment, election or voluntarily in the American Chemical Society, or other relevant professional organizations, and professional services related to chemistry and professional education, to the department, to the university and community.

Section 2: The Department Tenure Committee will consist of all tenured faculty members. While all contractually eligible faculty members are expected to participate in the tenure review process, the Department Tenure Committee shall consist of at least a majority, but in no case fewer than three, traditionally-ranked faculty.

Section 3: External review in the area of professional recognition may be initiated by the candidate, chair of the Department Tenure Committee, or department chair for a traditionally-ranked candidate's final review. At least four letters from external peers or experts in the candidate's field will be sought from a list that is mutually agreed upon by the tenure candidate and the tenure review committee chair. The process for obtaining the external recommendation will be as described in the current agreement. Although not required, non-tenured faculty members are strongly encouraged to include outside reviewers for their fourth year review, as early feedback will strengthen faculty development. However, any letters at the fourth year



review will be solicited by the faculty member under review and will not be considered external review letters as described in the current agreement.

Section 4: Recommendations for tenure will be made to the department chair by the Department Tenure Committee.

The department chair will notify those faculty who are scheduled for tenure reviews in writing according to the current agreement. The notification will request that all supporting materials be submitted to the Personnel Committee, which will forward the materials to the Department Tenure Committee for review.

The Department Tenure Committee will review all supporting material of each faculty member undergoing tenure review according to the current agreement. Each candidate will be notified of the Personnel Committee's recommendations in writing in ample time for appeal prior to the deadline for transmittal to the department chair. Reasons for the recommendation, both positive and negative, must be contained in the notification letter to the candidate. The applicant may appeal to the Personnel Committee through procedures of the current Agreement.

The Department Tenure Committee will submit a summary of all tenure reviews and recommendations to the department chair, consistent with the current Western/WMU-AAUP agreement.

Section 5: Unless otherwise stipulated by the Western/WMU-AAUP agreement, the award of tenure for a faculty member ranked as an Assistant Professor will automatically be coupled with the award of promotion to the rank of Associate Professor.

Section 6: Tenure procedures for faculty having joint fractional appointments shall be followed in accordance with the Western/WMU-AAUP agreement.

## **ARTICLE XII: PROMOTION POLICY AND PROCEDURES**

Section 1: The department chair will provide a copy of the initial letter of hire to the Personnel Committee for each faculty being evaluated. To be eligible for promotion to full professor, a faculty member must meet the criteria described in the Western/WMU-AAUP agreement.

Section 2: In considering faculty specialist candidates for promotion, professional competence and professional service are both important. Expectations relative to these two areas will be delineated in the letter of appointment.

Section 3: The Department Promotion Committee will consist of at least three faculty members holding the rank of Professor, although all full professors are expected to participate in the promotion review process. In the absence of at least three full professors from the department, constitution of the committee will be determined in accord with the current Western/WMU-AAUP agreement.

Section 4: External review in the area of professional recognition may be initiated by the candidate, chair of the Personnel Committee, or department chair for a candidate's promotion review. At least four letters from external peers or experts in the candidate's field will be

sought from a list that is mutually agreed upon by the tenure candidate and the promotion review committee chair. These letters should be elicited to comment on the candidate's attainment in the areas of professional recognition. The process for obtaining the external recommendation will be as described in the Western/WMU-AAUP agreement.

Section 5: Procedure: Recommendations for promotion will be made to the department chair and the College Promotion Committee (CPC) of the College of Arts and Sciences by the Department Promotion Committee.

The department chair will notify all eligible faculty of their eligibility for promotion, informing them of the deadline to apply for promotion. A copy of this notification will be given to the chair of the Personnel Committee. An application, including all supporting materials, should be submitted by the eligible faculty member to the Personnel Committee by the deadlines noted in the Western/WMU-AAUP Agreement.

The Department Promotion Committee will review all applications and will inform the CPC and the department chair of its recommendation in writing. Each candidate will be notified of the Personnel Committee's recommendations in writing in ample time for appeal prior to the deadline for transmittal to the department chair and the CPC. Reasons for the promotion recommendation, both positive and negative, must be contained in the notification letter to the candidate. The applicant may appeal to the Personnel Committee through procedures of the Western/WMU-AAUP Agreement.

Recommendations for promotion will be presented to the CPC. All procedural steps are to be acted upon within a time consistent with the Western/WMU-AAUP Agreement.

Section 6: The department chair will select a representative to the CPC in consultation with the Personnel Committee.

Section 7: Promotion procedures for faculty having joint fractional appointments shall be followed in accordance with the Western/WMU-AAUP agreement.

### **ARTICLE XIII: SABBATICAL LEAVE**

Section 1: Eligible applicants for sabbatical leave must apply for sabbatical leave to the Personnel Committee according to the current Agreement.

Section 2: The Personnel Committee will review all applications and make recommendations to the department chair. An applicant who is a member of the Personnel Committee will not participate in the review of his/her proposal. Each candidate will be notified by the Personnel Committee of its recommendation, in writing, in ample time for appeal prior to the deadline for transmittal to the department chair and the University Sabbatical Leave Committee.

Section 3: The Personnel Committee will elect a faculty member to serve on the University Sabbatical Leave Committee.

Section 4: Faculty with joint fractional appointments may request the participation of a representative from the department of lower fractional appointment to serve on the committee reviewing sabbatical leave applications in the home department.

**ARTICLE XIV: DEPARTMENT PARTICIPATION IN THE DECISIONS OF  
SELECTION AND CONTINUANCE OF DEPARTMENT FACULTY  
AND NON-FACULTY SUPPORT STAFF**

Section 1: When a new tenure-track faculty member is to be selected, the department chair, after consultation with the faculty, will determine the job description and qualifications for the person to be employed. A Search Committee for each position will be appointed by the department chair after consultation with the Personnel Committee. Applications should be screened by the Search Committee and any additional faculty who wish to participate. When the applicants have been approved for interview, these will then be reviewed by the faculty as a whole. After the faculty review, the candidates will be rank ordered by a secret ballot of the department faculty. The results of the vote will be given to the department chair in writing.

Section 2: It is recommended when a supporting staff position is to be filled; the department chair should notify and consult with the faculty.

Section 3: The Personnel Committee may, given cause, recommend to the administration that a tenured faculty member be reviewed for disciplinary action.

Section 4: Layoffs for economic reasons, or programmatic changes, will follow the order and process outlined in the Western/WMU-AAUP Agreement.

Section 5: The Personnel Committee may make recommendations to the department chair in the evaluation of the non-faculty staff members (excluding non-board appointed part-time instructors) prior to the end of their probationary period and in line with deadlines determined by the office of the provost.

**ARTICLE XV: FACULTY PARTICIPATION IN DECISION OF EVALUATION,  
SELECTION AND POSSIBLE REMOVAL OF DEPARTMENT CHAIR**

Section 1: The evaluation procedure will be conducted by the Personnel Committee. All faculty members, including term and part-time instructors past (during the chair's appointment) and present, and all professional staff will be invited to participate in the chair evaluation. Administrators whose home department is Chemistry do not participate.

Section 2: The Personnel Committee oversees the design of a questionnaire, its distribution and the compilation of all data. Faculty members fill out a questionnaire that merges recommended questions published by the College of Arts & Sciences (Appendix E, Questions 1-22) and the Provost (Appendix E, Questions 23-27) in addition to criteria that were outlined in the Chair's letter of offer and the Chair's narrative (Appendix E, Questions C1-C12). Respondents have an opportunity to answer open-ended questions as well. The Chair agrees to the content of the questionnaire before it is distributed to the faculty. As a guideline for future reviews a blank

form of the questionnaire that was last used has been attached in Appendix E. Staff members fill out forms that are based on the questions recommended by the College of Arts and Sciences. A blank form is included in Appendix E. The completed forms will be submitted to the Personnel Committee, which will collate all data, draft a summary statement and transmit all information together with the original data to the College of Arts and Sciences.

Section 3: When a new department chair is to be selected, the Personnel Committee will consult with the Dean or his/her designee regarding the search for candidates, the constitution of a search committee, and the initial evaluation of applicants. It is recommended that the search committee composition include a staff person as well as a graduate student in addition to faculty members. The faculty will then, by secret ballot, rank-order all candidates on the short list identified by the search committee after interviews of the candidates. An external chair or director may be consulted during the search process. The search committee will tally the results and send the summary to the Dean's office.

Section 4: The Personnel Committee may recommend, for just cause, the removal of the department chair. A three-quarters vote of the entire faculty will be necessary to recommend termination of the chair's administrative appointment. If termination is to be recommended, the Personnel Committee will confer with the dean's office and present a written rationale.

#### **ARTICLE XVI: AVAILABILITY OF DEPARTMENT POLICIES**

Hard copies and electronic records of all department policies that have been approved will be made accessible to the faculty by the department chair.

#### **ARTICLE XVII: FACULTY PARTICIPATION IN AMENDMENTS TO DEPARTMENT POLICY STATEMENT**

Amendment to this policy statement may be developed by any committee of the department or by any five faculty members. Endorsement of the amendment by a two-thirds vote of the entire faculty is required before it is submitted to the university administration and the WMU-AAUP Chapter for final approval.

## **APPENDICES**

- APPENDIX A      FACULTY WORKLOAD POLICY**
- APPENDIX B      WORKLOAD POLICY**
- APPENDIX C      ANNUAL REVIEW OF GRADUATE STUDENTS**
- APPENDIX D      DEPARTMENT STANDING COMMITTEES AND THEIR DUTIES**
- APPENDIX E      CHAIR EVALUATION:  
OUTLINE OF SPRING 2011 CHAIR EVALUATION REPORT**

## Appendix A

### **FACULTY WORKLOAD POLICY DEPARTMENT OF CHEMISTRY**

#### **Preamble**

The Department of Chemistry has the following tripartite mission.

1. To teach students the principles of chemistry in the area of analytical, inorganic, organic, physical and biochemistry in addition to related emerging fields.
2. To add to the body of knowledge in chemistry and related areas through high scholarly work.
3. To prepare undergraduate and graduate students for careers in chemistry and interdisciplinary sciences.

To ensure that we, as a faculty, serve this mission effectively, we have established two goals:

1. The continuation and enhancement of this Department's longstanding reputation for excellent undergraduate education.
2. The continuation and enhancement of this Department's status as a center of excellence in graduate education and research, such that knowledgeable persons in the community of scientific professionals recognize it as comparable to departments of other universities where outstanding research and graduate education in chemistry are conducted.

To achieve these goals, each tenure-track faculty member is expected to contribute to the teaching, scholarly work and administration of the department. The workload distribution of each faculty member must appropriately reflect the time spent in each effort. The current full-time workload for bargaining unit faculty is specified in the Agreement. Workloads are assigned by the chair, following consultation with individual faculty. The responsibility of the chair is to ensure that the total workload is administered appropriately and equitably, taking into account the needs of the department and its faculty.

## Guidelines

**General Philosophy:** Tenure-track faculty of the Department of Chemistry have responsibilities in the three areas of teaching, research/scholarly activity and service. In addition to teaching, tenure-track faculty will be involved in scholarly activity, actively pursue and garner appropriate external research funding, advise undergraduate majors and serve on department, college and/or University committees, as these activities are necessary to the function of the department as a whole. Specific assignments are determined by the chair in consultation with the faculty member and will take into consideration this Workload Policy and the Western/WMU-AAUP Agreement. An individual's workload will be determined with the expectation that the faculty member will have the opportunity to meet the criteria for promotion and satisfactory peer review.

We briefly note examples of teaching, research/scholarly and service activities below. These specific activities correspond to professional competence, recognition and service attributes of department faculty.

### Teaching Activities:

- Undergraduate and graduate classroom teaching.
- Instruction in regularly scheduled teaching laboratories.
- Individual research instruction of: high-school outreach students, undergraduate students, graduate students, postdoctoral fellows, and visiting scholars.
- Other instructional activities, including: curriculum and course development, laboratory supervision, and developing grant proposals for instructional initiatives.
- Advising of undergraduate and graduate students.
- Review and evaluation of theses and dissertation toward the awarding of degrees.

### Research and Scholarly Activities:

- Individual and collaborative research.
- Other scholarly activity such as the preparation of textbooks, monographs, book chapters and literature reviews.
- Supervision of undergraduate, graduate, postdoctoral and visiting scholar research.
- Regularly seeking and receiving external support for research.
- Publication in peer-reviewed journals.
- Presentation of research at scholarly meetings and publication in related proceedings; colloquia and seminars at other universities and research organizations.

### Service and Professional Activities:

- Membership on department, college and University committees.
- Service to government and professional societies including committee assignments, elected positions, and conference organization.
- Editorial and reviewing activities for professional journals, governmental and granting agencies.

- Public and community outreach.
- Consulting activities.

The faculty recognizes that all of these activities take time and that the workload stipulated in the Agreement is necessary in order to sustain one's scholarly development. Accordingly, Appendix B of this document contains itemized apportioned credit hours for specific teaching, research and service activities.

**Administering the Teaching Load:** It is the department policy that teaching, as described above, is the central responsibility of a faculty member. It is also department policy that the classroom teaching load be equitably shared.

**Tenured Faculty:** It is expected that a faculty member will maintain a productive and nationally recognized scholarly research program as measured by external funding (Federal, private, and/or industrial sources) and a publication record commensurate with maintaining stature in the discipline.

A tenured faculty member whose research activity does not include consistent efforts to secure external funding and consistent publication rates may be assigned additional courses per semester.

A tenured faculty member may ask to emphasize teaching in his or her workload and thereby request to teach additional courses during the year.

The scholarly excellence and national stature of the department rely on all faculty being fully engaged in teaching and scholarly work.

**Pre-tenure Faculty:** To achieve tenure, a faculty member must establish an active research group and gain external professional recognition. The department recognizes that the pre-tenure faculty member, faced with this necessity of establishing a research program in a short time, carries a particularly heavy workload. The department chair will administer the workload of pre-tenure faculty so as to maximize their opportunities to establish a vigorous research program as evidenced by external funding and peer-reviewed publications, provided the faculty member's research productivity is consistent with the expected progress towards promotion and tenure. While an expected component of the workload, service should generally be limited for pre-tenure faculty. For example, pre-tenure faculty will generally not be assigned to be chairs of department committees nor will there be an expectation of extensive service on college or University committees.

**Service:** The tenured faculty member is expected to devote at least 15 percent of his or her workload to service. The department chair may assign a reduced workload in teaching or research for a faculty member who has significant service responsibilities within or outside the department that are beyond the normal expectations of a faculty member and that clearly enhance the visibility of the department and/or the ability to meet the department's mission.



**Workload Percentages:** The workload percentages will reflect each faculty member's administered workload, as described above.

**Buyout:** It is a general expectation that all faculty will contribute in a significant way to teaching and will conduct externally funded research. Such research activity is not a justification for further reduction in teaching workload. However, faculty may buy out of instructional time through salary release as delineated by College of Arts and Sciences practice.

**Revision of Workload Policy:** This policy will be reassessed every three to five years or when requested by the department chair or a majority of the department faculty. Major curricular changes or academic program reviews may necessitate modification of this policy. Changes instituted through the current Agreement may also require reassessment of this policy. Modifications to this workload policy must be approved as described in the current Agreement.

## Appendix B

### **WORKLOAD POLICY**

The workload of each faculty member shall be evaluated on an annual basis taking into account the quantitative criteria provided in this appendix. According to the current Agreement, academic year full-time faculty are expected to carry a workload of 24 credit hour equivalents per year (fall & spring semesters). This workload is specified in the Agreement to include professional activities in research, teaching and service. Faculty Specialists have maximum workloads of 30 credit hour equivalents in the academic year and their work assignments may be determined by their letter of appointment.

The department chair will compile individual workload reports and make them available on an annual basis to each faculty member. The credit hour equivalents of the work assignments for individual faculty members will be made based on the workload reports in consultation with the faculty member. Workload reports will be developed using the table of credit hour equivalent values shown below. Faculty members are encouraged to evaluate their workload prior to meeting with the department chair.

#### **Lecture Teaching Support:**

Class level	Class size	Credit hrs
1000-4000	≤48	as listed
1000-4000	49-98	list + 1 hr
1000-4000	> 98	list + 2 hrs
1000-4000	lab administration of TAs, 1-4 labs	1 hr
1000-4000	lab administration of TAs, 5-8 labs	2hr
1000-4000	lab administration of TAs, >8 labs	3hr
5000-7000	≤10	list +1
5000-7000	>10	list + 2
5000-7000	lab instruction	list + 1
New course development		1-3 hrs
Writing intensive or Capstone		list+ 2

#### **RESEARCH/SCHOLARLY ACTIVITY**

(Evaluated on a Rolling 3 year Cycle)

Peer-Reviewed Publications, Book Chapters, Published Reports, or Formal Presentations

1-2 per year	3 CH/yr
>2 per year	6 CH/yr
Funded Projects	1-3 CH/yr (based on scope of the project)
Direct Student Supervision	
1-2 students	1 CH /yr
3-4 students	2 CH /yr
>4 students	3 CH /yr

## **SERVICE/ADMINISTRATION**

Associate Chair	6 CH/yr
Graduate Advising	3 CH/yr
Undergraduate Advising	3 CH/yr
Dept/College/University Committee Membership	1-2 committees, 1 CH/yr >2 committees, 2 CH/yr
National/Local Committee Membership	1-2 committees, 1 CH/yr >2 committees, 2 CH/yr
Chair of a Committee	plus 1 CH/yr
Internship Dir. (4950, 6950)	1 CH/yr

## Appendix C

### ANNUAL REVIEW OF GRADUATE STUDENTS DEPARTMENT OF CHEMISTRY

#### **Annual Review of Students in the Chemistry Ph.D. Program**

As required by Western Michigan University's Graduate College, all PhD students must undergo an annual review. The review will be conducted by the student's research advisor and reviewed by the Graduate Studies Committee. The Annual Review serves to provide feedback to doctoral students regarding progress in the program, performance, and professional accomplishments expected in the field of Chemistry. The review will result in one of three valuations: (i) continuation, (ii) continuation with reservations, or (iii) dismissal with the designation 'Continuing Status', 'Continuing with reservations status' or 'discontinuing status'. (Note: dismissal can occur as a result of this review only in accordance with the dismissal process stipulated by the Graduate College.) The Department of Chemistry holds no obligation to re-admit any student dismissed from the department program. All students enrolled in the Chemistry Ph.D. program are expected to maintain 'Good Standing' in the University and 'Continuing Status' in the department, meaning all coursework and department program requirements must be completed successfully and on time, and proper academic conduct and research progress must be maintained throughout the student's tenure in the department.

The annual review process is coterminous with the funding process, but is required of all PhD students (whether funded by the department or not). Each year students must fill out the "Annual Review of Doctoral Graduate Students" form found on the department website by the due date provided by the Graduate Advisor. The form is cumulative; students will add to it each year. Each student will be provided with written feedback from the Graduate Studies Committee, particularly in cases when the review results in a "continuation with reservations" valuation. The feedback will represent the judgment of the Review Committee, not just the Research Advisor, Graduate Advisor, or Department Chair, whose signatures will appear with the valuation and comments. All students must demonstrate satisfactory performance in all three areas listed below. Failure to demonstrate satisfactory performance in any one area and an evaluation of 'continue with reservation' can result in loss of student eligibility for continued funding.

#### **Lack of Satisfactory Performance in Coursework**

- Failure to complete the necessary courses with satisfactory grades in 3 years  
Students unable to complete the necessary coursework in 3 years with an overall grade average of B or better grade will receive a valuation of 'continue with reservation' or will be dismissed from the Graduate Program depending on the circumstances. Students who receive a valuation of 'continue with reservation' will be provided with specific conditions to meet and a timeline to bring their status to 'continuing status' in the department.

- Failure to maintain a 3.0 GPA  
Students who fail to maintain a GPA of 3.0 at the end of any given semester or summer session will be placed on academic probation by the University. Any student on academic probation will be ineligible to hold a GA, RA or DA position in the Department of Chemistry. Students on academic probation will receive a valuation of ‘continue with reservation,’ and will have up to one semester to bring their GPA back to a 3.0. Failure to meet the GPA requirement will result in dismissal from the department program.
- Failure to comply with matters related to proper academic conduct.  
All matters related to student misconduct as defined in the Graduate Student Handbook will be handled by the Western Michigan University Office of Student Conduct. Students who are found responsible for academic misconduct may receive a valuation of ‘continue with reservation’ or may be dismissed from the Graduate Program, depending on the circumstance. The Department of Chemistry reserves the right to decide on whether a student should remain in the program or be dismissed from the program given the nature of the misconduct. Each circumstance will be handled individually by the Graduate Studies Committee and brought to the department faculty if deemed necessary.

#### **Lack of Satisfactory Performance in Meeting Department Requirements**

- Failure to complete the *Literature Seminar* by Year 2 of the program will result in a valuation of ‘continuation with reservation’. A student will be required to apply for a request for an extension. Extension will only be granted under extreme circumstances, for example, medical illness. Proof for the extreme circumstances must be provided. The Graduate Studies Committee will decide whether a student should be granted an extension. If the committee agrees to provide the student with an extension, the student will not be in Continuing status within the department during the period of extension, until the specific requirement is met. If the committee decides that the student cannot be granted an extension, the committee reserves the right to make recommendations to the student’s program of study, which could include dismissal from the program or applying to the Chemistry M.S. or M.A. program.
- Failure to complete the *Research Proposal* by Year 3 of the program will result in a valuation of ‘continuation with reservation’. A student will be required to apply for a request for an extension. Extension will only be granted under extreme circumstances. Proof for the extreme circumstances must be provided. The Graduate Studies Committee will decide whether a student should be granted an extension. If the committee agrees to provide the student with an extension, the student will not be in Continuing status within the department during the period of extension, until the requirement is met. If the committee decides that the student cannot be granted an extension, the committee reserves the right to make recommendations to the student’s program of study, which could include dismissal from the program or applying to the Chemistry M.S. or M.A. program.

- Failure to pass 2 CUME exams by the end of Year 1 and a total of 6 CUME exams by the end of Year 2 of the program will result in a valuation of ‘continuation with reservation’. A student will be required to apply for a request for an extension. The Graduate Studies Committee will decide whether a student should be granted an extension. If the committee agrees to provide the student with an extension, the student will not be in ‘Continuing status’ during the period of extension, until the requirement is met. If the committee decides that the student cannot be granted an extension, the committee reserves the right to make recommendations to the student’s program of study, which could include dismissal from the program or applying to the Chemistry M.S. or M.A. program.

### **Lack of Satisfactory Performance in Research**

Students are encouraged to meet regularly with their research advisors to ensure that they are making satisfactory progress toward their dissertation research. If a research advisor determines that a student is not making satisfactory progress, the student will receive a warning in writing. The student will have two weeks to schedule a committee meeting and meet with his/her dissertation committee members to determine what must be done to remedy the problem. The student will need to submit to the Thesis/Dissertation committee and the Graduate Studies Committee a plan of action. The Graduate Studies Committee will determine what length of time is permissible for a re-evaluation. If the problem is not remedied within the given time, the dissertation committee will make a decision to discontinue support and/or dismiss the student from the program.

*According to University policy students must complete all requirements for the Doctorate Program within 7 years. Continuation toward degree after failure to meet this requirement requires approval by the Western Michigan University Graduate College. Adjustments for students on part-time status will be accommodated in accord with University policy.*

## Annual Review of Students in the Chemistry M.S. Program

As required by Western Michigan University's Graduate College, all M.S. students must undergo an annual review. The review will be conducted by the student's research advisor and reviewed by the Graduate Studies Committee. The Annual Review serves to provide feedback to M.S. students regarding progress in the program, performance, and professional accomplishments expected in the field of Chemistry. The review will result in one of three valuations: (i) continuation, (ii) continuation with reservations, or (iii) dismissal with the designation 'Continuing Status', 'Continuing with reservations status' or 'discontinuing status'. (Note: dismissal can occur as a result of this review only in accordance with the dismissal process stipulated by the Graduate College.) The Department of Chemistry holds no obligation to re-admit any student dismissed from the departmental program. All students enrolled in the Chemistry M.S. program are expected to maintain 'Good Standing' in the University and 'Continuing Status' in the department, meaning all coursework and department program requirements must be completed successfully and on time, and proper academic conduct and research progress must be maintained throughout the student's tenure in the department.

The annual review process is coterminous with the funding process, but is required of all M.S. students (whether funded by the department or not). Each year students must fill out the "Annual Review of M.S. Graduate Students" form found on the department website by the due date provided by the Graduate Advisor. The form is cumulative; students will add to it each year. Each student will be provided with written feedback, particularly in cases when the review results in a "continuation with reservations" valuation. The feedback will represent the judgment of the Review Committee, not just the Research Advisor, Graduate Advisor, or Department Chair, whose signature will appear with the valuation and comments. All students must demonstrate satisfactory performance in all three areas as shown below. Failure to demonstrate satisfactory performance in any one area and an evaluation of 'continue with reservation' will lead to a student losing eligibility for continued funding.

### **Lack of Satisfactory Performance in Coursework**

- Failure to complete the necessary courses in 2 years  
Students unable to complete the necessary coursework in 2 years, with an overall grade average of B or better grade will receive a valuation of 'Continue with Reservation' or will be dismissed from the Graduate Program depending on the circumstances. Students who receive a valuation of 'continue with reservation' will be provided with specific conditions to meet and a timeline to bring their status to 'continuing status' in the department.
  
- Failure to maintain a 3.0 GPA  
Students who fail to maintain a GPA of 3.0 at the end of any given semester or summer session will be placed on academic probation by the University. Any student on academic probation will be ineligible to hold a GA or RA position in the Department of Chemistry. Students on academic probation will receive a valuation of 'Continue with Reservation,' and will have up to one semester to bring their GPA back to a 3.0. Failure to meet the GPA requirement will result in

dismissal from the University. The Department of Chemistry holds no obligation to re-admit any student dismissed from the departmental program.

- Failure to comply with matters related to proper academic conduct in the classroom or in courses.

All matters related to student misconduct as defined in the Graduate Student Handbook will be handled by the Western Michigan University Office of Student Conduct. Students who are found responsible of academic misconduct may receive a valuation of 'Continue with Reservation' or may be dismissed from the Graduate Program, depending on the circumstance. The Department of Chemistry reserves the right to decide whether a student should remain in the program or be dismissed from the program given the nature of the misconduct. Each circumstance will be handled individually by the Graduate Studies Committee and brought to the department faculty if deemed necessary.

#### **Lack of Satisfactory Performance in Meeting Department Requirements**

Failure to complete the *Literature Seminar* by Year 2 of the program will result in a valuation of 'continuation with reservation'. A student will be required to apply for a request for an extension. Extension will only be granted under extreme circumstances, for example, medical illness. Proof for the extreme circumstances must be provided. The Graduate Studies Committee will decide whether a student should be granted an extension. If the committee agrees to provide the student with an extension, the student will not be in 'continuing status' within the department during the period of extension, until the specific requirement is met. If the committee decides that the student cannot be granted an extension, the committee reserves the right to make recommendations to the student's program of study, which could include dismissal from the program or applying to the Chemistry M.A. program.

#### **Lack of Satisfactory Performance in Research**

Students are encouraged to meet regularly with their research advisor to ensure that they are making satisfactory progress toward their thesis research. If a research advisor determines that a student is not making satisfactory progress, the student will receive a warning in writing. The student will have two weeks to schedule a committee meeting and meet with his/her committee members to determine what must be done to remedy the problem. The student will need to submit to the Thesis committee and the Graduate Studies Committee a plan of action. The Graduate Studies Committee will determine what length of time is permissible for a re-evaluation. If the problem is not remedied within the given time, the committee will make a decision to discontinue support and/or dismiss the student from the program.

*According to University policy students must complete all requirements for the Masters Program within 6 years. Continuation toward degree after failure to meet this requirement requires approval by the Western Michigan University Graduate College. Adjustments for students on part-time status will be accommodated in accord with University policy.*



## Annual Review of Students in the Chemistry M.A. Program

As required by Western Michigan University's Graduate College, all M.A. students must undergo an annual review. The review will be conducted by the Graduate Advisor and reviewed by the Graduate Studies Committee. All students enrolled in the Chemistry M.A. program are expected to maintain 'Good Standing' with the University and 'Continuing status' with the department, meaning all coursework and department program requirements must be completed successfully and on time. In addition, proper academic conduct and progress toward completion of a *Special Project* must be maintained throughout the student's tenure in the department. The Annual Review serves to provide feedback to M.A. students regarding progress in the program, performance, and professional accomplishments expected in the field of Chemistry. The review will result in one of three valuations: (i) continuation, (ii) continuation with reservations, or (iii) dismissal with the designation 'Continuing Status', 'Continuing with reservations status' or 'discontinuing status'. (Note: dismissal can occur as a result of this review only in accordance with the dismissal process stipulated by the Graduate College.) The Department of Chemistry holds no obligation to re-admit any student dismissed from the department program.

While the Department of Chemistry does not offer GA or RA positions to M.A. students, the annual review process is required of all M.A. students. Each year students must fill out the "Annual Review of M.A. Graduate Students" form found on the department website by the due date provided by the Graduate Advisor. The form is cumulative; students will add to it each year. Each student will be provided with written feedback, particularly in cases when the review results in a "continuation with reservations" valuation. The feedback will represent the judgment of the Review Committee, not just the Research Advisor, Graduate Advisor, or Department Chair, whose signature will appear with the valuation and comments. All students must demonstrate satisfactory performance in all areas as shown below. Failure to demonstrate satisfactory performance in any area and an evaluation of 'continue with reservation' may lead to a student's ineligibility to continue in the program.

### **Lack of Satisfactory Performance in Coursework**

- Failure to complete the necessary courses with satisfactory grades in 5 years  
Students unable to complete the necessary coursework in 5 years will receive a valuation of 'Continue with Reservation' or will be dismissed from the Graduate Program depending on the circumstances. Students who receive a valuation of 'continue with reservation' will be provided with specific conditions to meet and a timeline to bring their status to 'continuing status' in the department.
  
- Failure to maintain a 3.0 GPA  
Students who fail to maintain a GPA of 3.0 at the end of any given semester or summer session will be placed on academic probation by the University. Any student on academic probation will be ineligible to hold a GA or RA position in the Department of Chemistry. Students on academic probation will receive a valuation of 'Continue with Reservation,' and will have up to one semester to bring their GPA back to a 3.0. Failure to meet the GPA requirement will result in dismissal from the University. The Department of Chemistry holds no obligation to re-admit any student dismissed from the department program.

- Failure to comply with matters related to proper academic conduct in the classroom or in courses.

All matters related to student misconduct as defined in the Graduate Student Handbook will be handled by the Western Michigan University Office of Student Conduct. Students who are found responsible of academic misconduct may receive a valuation of 'Continue with Reservation' or may be dismissed from the Graduate Program, depending on the circumstance. The Department of Chemistry reserves the right to decide on whether a student should remain in the program or be dismissed from the program given the nature of the misconduct. Each circumstance will be handled individually by the Graduate Studies Committee and brought to the department faculty if deemed necessary.

### **Lack of Satisfactory Performance in Readings, Independent Study, and Special Projects**

Students are required to select an advisor for their Readings, Independent Study and Special Project, no later than their first year in the program. All M.A. students must meet regularly with their selected advisor to ensure that they are making satisfactory progress toward their Readings, Independent Study and/or Special research projects. If an advisor determines that a student is not making satisfactory progress, the student will receive a warning in writing. The student will have up to six weeks to submit a plan of action to the Graduate Studies Committee indicating how the problem will be remedied. The Graduate Studies Committee will determine what length of time is permissible for a re-evaluation. If the problem is not remedied within the given time, the committee reserves the right to make a recommendation on whether a student should continue in the program.

*According to University policy students must complete all requirements for the Masters Program within 6 years. Continuation toward degree after failure to meet this requirement requires approval by the Western Michigan University Graduate College. Adjustments for students on part-time status will be accommodated in accord with University policy.*

## Appendix D

### **DEPARTMENT STANDING COMMITTEES AND THEIR DUTIES**

Below are specific responsibilities of each standing committee described in ARTICLE IV:

#### **Personnel Committee**

- Review faculty for tenure and promotion
- Review sabbatical applications
- Review performance of part-time and term faculty
- Conduct chair evaluation when needed

#### **Undergraduate Studies Committee**

- Review curricula on annual basis for changes in courses or requirements
- Process any curricular changes by completing necessary paperwork for CAS and WMU approval
- Review Undergraduate Catalog and write changes when needed
- Oversee assessment of undergraduate courses, collect data each semester and present a summary to the faculty.

#### **Graduate Studies Committee**

- Review curricula on annual basis for changes in courses or requirements
- Process any curricular changes by completing necessary paperwork for CAS and WMU approval
- Review Graduate Catalog and draft changes when needed
- Administer and organize cumulative exams, placement exams, and other issues related to degree requirement
- Conduct annual review of graduate student performance based on approved procedures.

#### **Student Recruitment Committee**

- Review graduate admissions applications and recommend students for admission to program
- Organize recruitment activities to include but not limited to: student visits, promotional materials, communication with local schools

#### **Visiting Lecturers Committee**

- Develop and revise annually speaker's bureau of WMU faculty and send invitation letter to local schools by July 1
- Solicit speakers for department colloquia and provide schedule by Aug 15 of each year.
- Recommend participants for endowed lectureships

**Equipment/facilities advisory committee**

- Survey department resources annually
- Recommend purchase of new equipment
- Before the start of the fall semester, evaluate need for instructional equipment and make sure it is ordered

**Awards and gifts**

- Solicit nominations for student awards at the end of spring term
- Organize staff gifts at holiday time

**Safety, ethics, compliance Committee**

- Review safety policy/procedures each year and report changes to faculty meeting by the start of fall semester

**Space Committee**

- Make recommendations about allocation of space when a request is made from a specific faculty member.
- Oversee approved changes and report status to faculty meeting

## Appendix E

### **CHAIR EVALUATION DEPARTMENT OF CHEMISTRY**

#### **TEMPLATE FORM FOR CHAIR EVALUATION BASED ON PROCESS USED IN SPRING 2011**

#### **College of Arts & Sciences**

On a scale of 1 to 5 with 1 = poor and 5 = outstanding, rate the performance of the Chair for questions 1-27 and C1-C12. Enter 'NO' if there was 'No opportunity' to evaluate:

<b>Characteristics or Performance</b>	<b>IMPORTANCE</b>	<b>PERFORMANCE</b>
1. Helps the department create a shared vision of its future.		
2. Provides leadership to meet the objectives of the department.		
3. Encourages and facilitates faculty productivity.		
4. Promotes high academic standards for the department.		
5. Promotes a supportive communication climate.		
6. Provides leadership in promoting curriculum development.		
7. Encourages and facilitates effective teaching.		
8. Arranges appropriate faculty workload.		
9. Encourages and facilitates excellence in research, scholarship, and other professional accomplishment.		
10. Facilitates obtaining grants and contracts from external sources.		
11. Encourage and facilitates faculty service within and beyond the University.		
12. Accepts and utilizes faculty feedback and suggestions.		
13. Allocates department resources effectively.		
14. Completes administrative tasks in a timely and efficient manner.		
15. Develops and maintains positive relationships with alumni.		
16. Exhibits fairness in dealing with faculty members.		
17. Facilitates appropriate mentoring of faculty.		
18. Facilitates recruitment of new faculty.		
19. Interacts effectively with students to promote the department's interests.		
20. Manages conflict effectively.		
21. Provides faculty with useful evaluation and feedback.		
22. Represents the department's interests effectively.		
		###

**Provost**

<b>Characteristics or Performance</b>	<b>IMPORTANCE</b>	<b>PERFORMANCE</b>
23. Provides leadership by maintaining academic standards through ongoing activities related to the development of academic programs and curriculum.		
24. Provides leadership by maintaining academic standards through ongoing activities related to the use of assessment findings for program and curriculum revision.		
25. Facilitates recruitment and retention of graduate students where applicable.		
26. Exhibits fairness in dealing with students.		
27. Facilitates appropriate mentoring of students.		
		###

**Chemistry**

<b>Performance in achieving goals from the Chair's document and carrying out leadership responsibilities from letter of hire</b>	<b>IMPORTANCE</b>	<b>PERFORMANCE</b>
C1. Increase faculty numbers		
C2. Stop faculty attrition		
C3. Increased faculty research		
C4. More graduate and undergraduate researchers		
C5. Increased technology in teaching		
C6. Program planning, implementation, and assessment		
C7. Fostering scholarship and externally funded research		
C8. Hiring, development and review of staff		
C9. Budget and other resource planning and management		
C10. Student enrollment and retention with an emphasis on academic excellence		
C11. Fundraising and the development of pertinent external constituencies		
C12. Representing the accomplishments and the needs of the Department of Chemistry		
		###

<i>Average on all available questions</i>	###
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**Note regarding data collection**

*Numerical values are entered as indicated, non-responses are left blank, "NO" responses are left blank. Additional statistical analysis is included in the Appendix.*

**Faculty Feedback Form (continued)**  
**Department Chair Evaluation**

**1. In recent years, the department has been**

- \_#\_ getting better
- \_#\_ remaining stable
- \_#\_ getting weaker

**2. In your view, what are the greatest strengths of the chairperson?**

*The comments of each respondent are separated by an extra line.*

XXXX  
XXXX

**3. In your view, what are the greatest weaknesses of the chairperson?**

*The comments of each respondent are separated by an extra line.*

XXXX  
XXXX

**4. Overall, how would you rate the chairperson's performance?**

- \_#\_ Excellent
- \_#\_ Good
- \_#\_ Adequate
- \_#\_ Weak
- \_#\_ Very poor

**5. Which of the following actions would better serve the department's future?**

- \_#\_ Continuing the current chair for another term
- \_#\_ Making a change in departmental leadership

**Faculty Feedback Form (continued)**  
**Department Chair Evaluation**

**Please add additional comments on any of the items above.**

*(Please refer to the item number)*

**Respondent #1**

XXXXX

**Respondent #2**

XXXX

**Staff Feedback Form**

**Department Chair Evaluation**

*A total of x out of x evaluations were returned.*

**Administrative/Professional Feedback Form for Department Chair Evaluation College of Arts and Sciences**

**Department:** \_\_\_\_\_

**Name (Optional):** \_\_\_\_\_

**Rank (Optional):** \_\_\_\_\_

**Instructions:** For the following items, indicate 1.) how important each responsibility or performance item should be for your chairperson on a 1 (least important) to 5 (most important) scale. Then rate the performance of your chairperson on a 1 (poor) to 5 (outstanding) scale. If you are unable to rate an area of performance because you have not had the opportunity to observe relevant performance, please circle **NO** (not observed).

<b>Importance</b> (1=least important; 5=most important)	<b>Characteristics or Performance</b>	<b>Performance</b> (1=Poor; 5=Outstanding, NO=no opportunity)
1 2 3 4 5	Provides leadership to meet the objectives of the department.	1 2 3 4 5 NO
1 2 3 4 5	Encourages and facilitates administrative and professional activity.	1 2 3 4 5 NO
1 2 3 4 5	Promotes high standards for the department.	1 2 3 4 5 NO
1 2 3 4 5	Creates a supportive communication climate.	1 2 3 4 5 NO
1 2 3 4 5	Provides leadership in innovation and change.	1 2 3 4 5 NO
1 2 3 4 5	Arranges appropriate assignment of duties.	1 2 3 4 5 NO
1 2 3 4 5	Accepts, encourages, and utilizes feedback and suggestions.	1 2 3 4 5 NO
1 2 3 4 5	Completes administrative tasks in a timely and efficient manner.	1 2 3 4 5 NO
1 2 3 4 5	Exhibits fairness in dealing with staff members.	1 2 3 4 5 NO
1 2 3 4 5	Interacts effectively with students to promote the department's interests.	1 2 3 4 5 NO
1 2 3 4 5	Manages conflict effectively.	1 2 3 4 5 NO
1 2 3 4 5	Provides staff with useful evaluation and feedback.	1 2 3 4 5 NO
1 2 3 4 5	Effectively manages the performance appraisal process.	1 2 3 4 5 NO
1 2 3 4 5	Optional: Department may add additional items.	1 2 3 4 5 NO



**Summary Items:**

1. In recent years, the department has been
  - a. getting better
  - b. remaining stable
  - c. getting weaker
  
2. In your view, what are the greatest strengths of the chairperson?
  
  
  
  
  
  
  
  
  
  
3. In your view, what are the greatest weaknesses of the chairperson?

4. Overall, how would you rate the chairperson's performance?

Excellent  
Good  
Adequate  
Weak  
Very Poor

5. Which of the following actions would better serve the department's future?
  - i. Continuing the current chair for another term
  
  
  
  
  
  
  
  
  
  
  - ii. Making a change in departmental leadership