

POLICIES AND PROCEDURES
DEPARTMENT OF CHEMISTRY
UWSP

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I. DEPARTMENTAL ORGANIZATION

The department shall be organized at seven main levels:

- A. General Membership - includes all members of the Department. They will meet at regular intervals, designated by the Department Chair, to act on general Department business.
- B. Tenured Members Committee - (TMC) - includes all tenured members of the Department, and those who have been given a tenure year appointment. The Department Chair shall be Chair of the TMC. They will meet at the request of the Chair of the committee.
- C. Full Professor Committee – (FPC) – includes all full professors of the Department. The Department Chair shall be Chair of the FPC. They will meet only to act on requests for promotion to full professor. If the Department Chair is not a member of the FPC, the FPC will elect the Chair.
- D. Executive Committee - consists of four members including the Department Chair, one member holding the rank of professor chosen in odd numbered years by the members holding that rank, one member holding the rank of associate professor chosen in even-numbered years by the members holding that rank, and one member holding the rank of assistant professor chosen in odd-numbered years by the members holding that rank. If no members hold any given rank, that representative will be chosen from the department at large. They will meet at the request of the Department Chair, who is also Chair of the committee.
- E. The Merit Recommendation Subcommittee - a permanent subcommittee of the Executive Committee. The membership of the subcommittee shall include the members of the Executive Committee and a Chair who may also be a member of the Executive Committee but who shall be chosen at large yearly by all members of the department. They will meet at the request of the Chair of the subcommittee. The Department Chair shall not serve on nor be Chair of the subcommittee.
- F. Curricular Affairs Committee - consists of four members including the Department Chair or the Chair's designate, who is also Chair of the committee, and three members chosen by all members of the department with two members chosen in even numbered years and one chosen in odd numbered years. They will meet at the request of the Chair of the committee.
- G. Assessment Committee - consists of four members, all of whom will be chosen by the voting membership of the Department as follows: an elected chair will serve a three year term, two elected members will each serve two year terms (one being elected in even number years and one being elected in odd number years)

II. GENERAL POLICIES AND PROCEDURES

- A. The date, time place and agenda for all departmental meetings will be published by the Department Chair and distributed to all members of the Department at least two working days prior to each meeting. The dates and meeting times for regular departmental meetings will be determined by the Department at the first meeting of each academic year.

- B. Minutes of departmental meetings shall be taken and published by the Department's Academic Department Associate. An official file of minutes shall be kept by the Department Chair in the Chemistry Department office.
- C. All department meetings and department committee meetings shall be conducted according to Robert's Rules of Order (revised) and according to the open meeting law of the State of Wisconsin. Consistent with the rules, a prevailing vote, unless specifically defined elsewhere, is a majority of those present and voting, with abstentions being counted as a not-present response.

III. VOTING MEMBERSHIP OF THE DEPARTMENT

A. General Provisions.

To qualify as a voting member at any level of the department in a given semester, a member must hold a 0.5 or larger FTE faculty or academic staff appointment in the Department of Chemistry.

B. Voting Bodies.

1. General Membership. Voting members in general Departmental meetings shall be those who meet the qualification in III.A. Members who are non-voting members are encouraged to attend and participate in Departmental meetings.
2. Tenured Members Committee (TMC). Voting members shall be those who meet the qualifications under III.A. and I.B.
3. Full Professor Committee (FPC). Voting members shall be the Department's full professors.
4. Executive Committee. Voting members shall be those who meet the qualifications under III.A.
5. Curricular Affairs Committee. Voting members shall be those who meet the qualifications under III.A.

C. Election and Appointment.

Election and appointment of members to departmental committees shall be conducted at the beginning of each Fall semester with the term of office beginning immediately.

IV. RETENTION, TENURE, AND PROMOTION OF RANKED FACULTY

A. Introduction

The University Handbook (UH) dictates that all retention, tenure and promotion decisions are based on evaluations of members' performance in three categories: teaching, scholarship and service. In the booklet, Teaching, Scholarship and Service (TSS), the Chancellor and Provost/Vice Chancellor interpret the UH for the university as a whole, setting minimum standards of performance in each of

the three categories. In these Policies and Procedures (P&P), the Chemistry Department, in accordance with the TSS, interprets these statements for its members. This interpretation serves as a guide to probationary faculty members as they seek retention, tenure and promotion; to tenured faculty as they advance towards Full Professor; to tenured faculty being reviewed and to those performing reviews or evaluations.

Faculty in the Chemistry Department are expected to devote most of their time and effort to effective teaching and to strive for excellence throughout their careers. Concurrently, they are expected to pursue their own professional development and scholarly interests. Service to the department, college, university, community and professional organizations is also valued and some service is necessary for continued retention, for the granting of tenure, for promotion through the ranks and for positive reviews. However, time is a limited resource and members must carefully allocate their time among their teaching, scholarship and service responsibilities keeping in mind that teaching is weighted more heavily than scholarship which, in turn, is weighted more heavily than service. Furthermore, service cannot compensate for a lack of scholarship and scholarship cannot compensate for ineffective teaching. The department recognizes the challenges inherent in this allocation process and it is committed to helping each member strike a reasonable and acceptable balance.

Personnel decisions involve evaluations as articulated by UH and TSS and as they are interpreted by the Chemistry Department. For each type of decision, the department establishes general criteria for the required evaluations in its policies and procedures. The member being evaluated must submit materials that are supportive of current professional activities and a written **self-assessment** that explains how these activities mesh with the candidate's teaching philosophy and long-range plans for scholarship and service. The committee performing the evaluations has the responsibility of weighing its observations of the candidate against the department's criteria and the candidate's submitted materials. The committee then reports its evaluation and recommendation to the appropriate departmental body for action. Finally, the Department Chairperson forwards the department's vote, a personal recommendation, and supporting documentation to the Dean of the College of Letters and Science.

The candidate's **self-assessment** plays a crucial role in the evaluation. This document contains the candidate's teaching philosophy, describes how this teaching philosophy has been implemented in the classroom and outlines future teaching plans. The self-assessment must also describe the candidate's scholarly accomplishments to date as well as plans for future scholarship. Finally, the self-assessment describes the candidate's service activities to date and intentions for future service. This document provides part of the context within which the candidate's performance in teaching, scholarship and service will be evaluated. It also sets goals that the department can respond to with advice and constructive criticism. Although the candidate's future goals may not be reached exactly as

proposed, the department will expect to see equivalent accomplishments, both in quantity and quality, in future evaluations.

In addition to acceptable performance in teaching, scholarship and service, the Chemistry Department expects collegial behavior from its members. In order to work as a unit, members are expected to cooperate with each other, carry their fair portion of the department's workload, prepare for and participate in departmental meetings, abide by decisions made during departmental meetings and work for the common good of the department. While differences of opinion are expected and votes may not be unanimous, members are expected to maintain professional behavior and show respect for others' ideas.

B. Policies and Procedures to be Used in Personnel Decisions.

Newly hired members in tenure-track positions in the Department of Chemistry will be governed by the Department's P&P that are in effect at the time their appointment begins and until their tenure decision has been made. Immediately after a positive tenure decision is made, a promotion occurs or a periodic review is concluded, the member becomes subject to the most current version of the P&P. Each member has the option to become subject to the most current version of the P&P earlier than would have occurred as a result of a personnel decision or periodic review.

In addition to the requirements for retention, tenure and promotion that are delineated in the following subsections of the Chemistry Department's P&P, a candidate must fulfill obligations that were specified in writing at the time of their hiring. Furthermore, if a candidate takes a tenure-track, faculty position in the department before earning their Ph.D. or equivalent degree, they must complete it before they start their second year at UWSP.

The policies and procedures described in the following subsections apply to typical faculty members in the Chemistry Department. Situations may arise in which the department seeks to hire a new faculty member with a job description that differs significantly from that of a typical member or in which an existing member wishes to dramatically change his or her duties. In the case of a new faculty member, individualized performance objectives and evaluation criteria must be developed by the Chemistry Department and approved by the Dean of the College before the new member is hired. In the case of an existing member, individualized performance objectives and evaluation criteria must be developed by the member and approved by the Chemistry Department and the Dean of the College before the member's duties change.

C. The Chemistry Department's Interpretations of Teaching, Scholarship and Service

1. Teaching

The UH describes teaching ability as “the success of the instructor, both in and out of the classroom, in securing the interest, effort and progress on the part of the student. The primary consideration is that students are stimulated to high standards of scholarship, to active interest in learning, and to effective effort toward self-improvement.” To this description, TSS requires that peer evaluation of teaching ability include evaluations of a candidate’s teaching materials, observations of teaching performance and consideration of student evaluation information. The Chemistry Department accepts the intentions of these statements and provides the following interpretation which it believes is consistent with the literature of faculty evaluations.

The department believes that a member who is striving to be an excellent teacher has a philosophy of teaching that is shaped by activities such as discussions with colleagues, reflection on their experiences, visits to another member's class and participation in teaching enhancement activities. In addition, the department believes that an effective teacher:

- a. presents an organized body of knowledge that conforms to the level of a course, its intended audience, its catalog description and its stated prerequisites,
- b. delivers lectures that hold students' attention,
- c. chooses a textbook or other appropriate resources that elucidate course topics,
- d. issues assignments that encompass the breadth and depth of course content,
- e. holds students accountable for the course content,
- f. selects laboratory exercises that develop skills and illustrate scientific principles,
- g. administers exams that probe students' command of the information and their understanding of the knowledge suffusing the course,
- h. evaluates students' performance against the expectations and demands of the course,
- i. employs a fair and objective grading scale that gives high marks to students who excel, intermediate marks to those who exhibit at least minimum competency and failing grades to those who fall below the minimum,

- j. supplies constructive feedback in a timely fashion,
- k. treats students with dignity and respect, and
- l. is available and willing to answer questions and provide additional direction

so that students:

- i) may have their interests secured,
- ii) have the opportunities to gain the education they need for their career goals,
- iii) receive challenges to grow intellectually, and
- iv) may develop habits conducive to being an independent learner.

2. Scholarship

The Chemistry Department recognizes that ongoing scholarly activity generates a vitality in its members, positively impacts their teaching effectiveness, provides opportunities for students, expands the department's capabilities and enhances the reputation of the department and university. The university, in TSS, has a very general definition of scholarship that encompasses a wide range of activities. The Chemistry Department interprets this definition to mean that its members are expected to be engaged in their specific discipline or in the educational endeavor, or both, at levels that are commensurate with their rank at UWSP. More specifically, the department believes that scholarly activity meets one or more of the following criteria:

- a. utilizes advanced chemical knowledge or expertise,
- b. develops a new area of chemical knowledge or expertise,
- c. requires a member's professional background and experience,
- d. directs undergraduate students in projects that develop their skills and knowledge over and above the typical chemistry curriculum offerings,
- e. seeks intramural or extramural support,
- f. extensively revises or develops a new course,

- g. expands a member's teaching repertoire, and
- h. impacts pedagogy at any grade level.

Furthermore, scholarly activity becomes scholarship when it culminates in a form (i.e., written, oral, electronic, and etc.) that is disseminated to an audience of peers outside of the department and receives favorable review.

3. Service

The UH and TSS describe service for UWSP as activities that use a member's disciplinary knowledge or professional standing as a faculty member to advance the mission of the department or university. The Chemistry Department interprets these descriptions to mean activities that are associated with, or connected to, any of the following bodies:

- a. entities within the University of Wisconsin System,
- b. educational institutions outside of the UW System,
- c. professional societies,
- d. profit and nonprofit organizations at the local, state, national and international level.

D. Departmental Obligations

The Chemistry Department places high expectations on its faculty. It is also committed to fostering each member's growth in teaching, scholarship and service. Consequently:

1. The chair will appoint a member of the department to serve as a mentor to each newly hired faculty member. The mentor will be chosen in consultation with the new faculty member, and with the consent of the mentor. The mentor's duties will include assisting the new faculty member's assimilation into the university and department, and acting as a resource for questions on teaching, scholarship and service activities. The mentor will be appointed for a one-year term, renewable with the approval of the new faculty member, mentor and chair of the department.
2. a committee, including the department chair, will be assigned to critique a newly hired faculty member's first self-assessment document before it is submitted for an evaluation,
3. probationary faculty will be encouraged to undergo informal evaluations,

4. the Department Chair will make teaching assignments that balance the needs of the department with the interests, expertise and experience of the faculty,
5. the scheduling committee will attempt to provide blocks of time that are conducive to a members' scholarly activities,
6. the departmental seminar schedule will provide regular opportunities for members to present their scholarly work,
7. probationary members may be invited to participate in grant-writing and other activities that support the department's teaching mission.

E. Materials To Be Submitted By A Candidate For Retention, Tenure or Promotion

1. A **vita** listing education, experience, research and professional activities, recent teaching assignments, university and community service, and any other items deemed relevant by the evaluation committee and/or candidate.
2. A **self-assessment** that describes the candidate's current teaching philosophy and long range plans for scholarly activity and service. The self-assessment should also tie all of the submitted materials (see items 3, 4 and 5 below) together and explain their relationship to the candidate's teaching philosophy and long range plans for scholarly activity and service.
3. Additional documentation pertaining to teaching ability.
 - a. Documentation that demonstrates the candidate's endeavors towards excellence in teaching. This documentation may include, but is not limited to, letters from colleagues, references to educational literature that has been read, confirmation of attendance at educational workshops or conferences and evidence of attending classes taught by other faculty.
 - b. Samples of instructional materials that illustrate the candidate's efforts towards effective teaching. These samples may include, but are not limited to, syllabi, reading lists, study aids, problem assignments, laboratory exercises, quizzes and tests that can be submitted in hardcopy as well as computer programs and URLs for websites that can be submitted electronically.
 - c. Summaries of course grades that the candidate has assigned.
 - d. Summaries of results on standardized examinations for courses in which they are given.
 - e. University and/or department sponsored student evaluation results as required by policies of UWS, UWSP and/or the Chemistry Department.
 - f. Other items deemed appropriate by the candidate and/or the evaluation committee.
4. Additional documentation that pertains to scholarship by the candidate and/or students under her/his supervision which may include, but is not limited to:

- a. published works,
 - b. works submitted for publication,
 - c. visual aids used in talks and/or poster presentations,
 - d. grants submitted whether or not they were funded,
 - e. reviewers' comments for grant applications and papers that have been submitted for publication,
 - f. materials for newly developed or revised courses,
 - g. computer programs,
 - h. websites,
 - i. patents, and
 - j. letters of support, especially when clarification of the candidate's roles in collaborative projects is needed.
5. Additional documentation that pertains to service by the candidate which may include, but is not limited to:
- a. letters of support,
 - b. awards, commendations and other forms of recognition,
 - c. reports written by the candidate or reports describing the candidate's contributions,
 - d. minutes from meetings, and
 - e. contracts and other written agreements.
- F. Procedure for Retention and Tenure Decisions and Preparation of the CET Report
1. Procedural Steps Concerning Committees and Timelines:
- a. The Tenured Members Committee (TMC) shall make all decisions and recommendations relative to the retention of probationary faculty. The recommendation of the TMC on a particular matter shall become the recommendation of the Department in each case.
 - b. Even though the Department Chair will chair all TMC meetings, he or she shall abstain on all votes. The Department Chair shall

forward a personal recommendation in addition to that of the department.

- c. Non-tenured members will be reviewed as required by University policy. Due dates for departmental recommendations are determined by the Office of the Vice-Chancellor.
- d. When the TMC is expected to make a decision concerning a specific candidate, the Department Chair shall call a meeting of the committee as soon as possible, but at least eight weeks before its decision is due to the Dean, for the purpose of selecting the Colleague Evaluation Team (CET). Before this meeting is held, the candidate will be given a schedule outlining dates and procedures to be followed throughout this review process.
- e. At this meeting the TMC will select three of its members to become the CET. The CET members will be selected so that in each evaluation one of them will be replaced. The longest-serving member on the committee will be the Chair of this CET.
- f. Following the evaluation outlined in IV.F.2, the CET will prepare a draft report for the TMC. The chair of the CET will show this draft to the candidate prior to its formal presentation to the TMC so that the candidate can check it for accuracy.
- g. The CET will finalize its report and distribute it to the members of the TMC at least three days before the TMC meets to consider the retention of the candidate.
- h. At least five weeks before the report is due, the TMC will meet to consider the CET report. In fact, the CET report will serve as the basis for the discussion. **No votes will be taken at this meeting.**
- i. At least four weeks before the department decision is due to the Dean, the TMC will meet to decide whether to recommend retention (including tenure as appropriate) of the candidate. The candidate may submit to the TMC a written statement and/or may request that the portion of the meeting in which his or her retention is discussed be open. This request will be honored.
- j. A recommendation for action requires support from a majority of the membership of the TMC. The vote (Department Chair abstaining) shall be recorded. Appropriate records of all committee proceedings shall be kept in the Office of the Department Chair, and detailed minutes shall be taken at all meetings held for the purpose of reviewing a committee decision.
- k. The members of the TMC will review, and if deemed necessary, revise the CET report. This revised report becomes the TMC's report.
- l. As soon as possible the Department Chair shall notify the candidate of the decisions of the committee and of the Department

Chair, and shall, within one week, present the candidate with a copy of the TMC's report.

- m. If a non-renewal decision was made by the TMC, the candidate affected may, upon written request within two weeks, ask the reasons for non-renewal. The Department Chair shall give the candidate the reasons for non-renewal in writing within two weeks.
- n. If the decision is unfavorable to the candidate, he or she may ask that the case be reconsidered and may submit a written statement to the TMC or may ask to address a special session of the TMC. One request for reconsideration will be granted. The candidate shall be informed in writing of the decision of the TMC resulting from the reconsideration.
- o. The Department Chair forwards the TMC's report to the Dean along with his/her personal recommendation (see section IV. I.).
- p. Since the action of the TMC is advisory to the Offices of the Dean and the Chancellor, the file contents, including the results of all votes, any written arguments by the candidate concerned, and any written statements by the members of the designated committee, shall at the written request of the candidate concerned be forwarded, along with the action of the committee, to the appropriate administrative office.
- q. Final decisions concerning retention and tenure shall come from the Office of the Chancellor.

2. Procedural Steps for the Evaluation of the Candidate and Preparation of the CET Report:

- a. Each member of the CET will perform an individual evaluation of the candidate's teaching, scholarship and service. These evaluations will be based on:
 - i. materials submitted by the candidate,
 - ii. two or more direct classroom observations by each evaluator (see item 2.b. below),
 - iii. professional interactions with the candidate,
 - iv. the experience of the candidate, and
 - v. written input from other sources.
- b. For each classroom observation, the evaluator should:
 - i. notify the candidate of the date for the classroom observation,
 - ii. meet with the candidate before the visit to learn what will be done during that class period, and

- iii. meet with the candidate shortly afterward to discuss the observations.
- c. For each performance category, the evaluator will judge whether the quantity and quality of the candidate's accomplishments, taken as a whole and compared to departmental expectations (see IV.H) and the candidate's self-assessment document, are acceptable or unacceptable. Evaluators must comment on items they believe need improvement as well as those they believe are exemplary. The absence of comments will be taken to mean that items are entirely satisfactory.
- d. The CET will then meet and the members will combine their individual evaluations to create the CET's evaluation.
- e. The CET will draft a report that contains important biographical information, its evaluation, student evaluation data as required by UWSP (candidate's values compared to departmental averages), comments concerning items that either need improvement or are exemplary and its recommendation regarding retention or tenure. In addition, each member's classroom observations will be attached as an appendix to the report.

G. Procedure for Promotion Decisions and Preparation of the CET Report

1. Procedural Steps Concerning Committees and Timelines

- a. The Department Chair shall inform each candidate of his or her eligibility for promotion and of the required supporting documentation at least twelve calendar weeks before departmental recommendations on promotion are due to the Dean. Final notification dates pertaining to promotion are specified in Section II of the University Handbook. Due dates for departmental recommendations are determined by the Office of the Vice-Chancellor.
- b. The department shall recommend promotion of a candidate to the next highest rank when the appropriate departmental promotion committee, as indicated below, so recommends. The first meeting of any promotion committee in any academic year will be called by the Department Chair.
 - i. Voting members of the Department with the rank of professor shall constitute the promotion committee for promotion to the rank of professor.
 - ii. Voting members of the Department with the rank of professor and associate professor shall constitute the promotion committee for promotion to the rank of associate professor.

- iii. Voting members of the Department with (i) the rank of professor or associate professor or (ii) the rank of assistant professor and two years of service in the department shall constitute the promotion committee for promotion to the rank of assistant professor.
- iv. The Department Chair shall be Chair of any departmental promotion committee of which he or she is a member. If the Chair is not a member, the following procedure will apply: At the first meeting of any academic year, the ranking member present shall preside to elect the committee Chair. The committee Chair's term of office shall be the balance of that academic year.
- c. A written letter of application for promotion and all requested supporting documentation must be submitted to the Department Chair at least ten weeks before departmental recommendations on promotion are due to the Dean.
- d. When the Promotion Committee is to make a recommendation concerning a specific candidate, the Department Chair shall call a meeting of the committee at least three weeks before its recommendation is due for the purpose of selecting three of its members to serve as the CET. The Department Chair will appoint one of the three as its Chair.
- e. Following the evaluation outlined in IV.G.2, the CET will prepare a draft report for the Promotion Committee. The chair of the CET will show this draft to the candidate prior to its formal presentation to the Promotion Committee so that the candidate can check it for accuracy.
- f. The CET will finalize its report and present it to the members of the Promotion Committee at least three days before it meets to consider the promotion of the candidate.
- g. At least six weeks before the report is due, the Promotion Committee will meet to consider the CET report. In fact, the CET report will serve as the basis for the discussion. **No votes will be taken at this meeting.**
- h. At least five weeks before the department decision is due to the Dean, the Promotion Committee will meet to decide whether to recommend promotion of the candidate. The candidate may submit to the Committee a written statement and/or may request that the portion of the meeting in which his or her promotion is discussed be open. This request will be honored.
- i. A recommendation for action requires support from a majority of the membership of the Promotion Committee. The vote (Department Chair abstaining) shall be recorded. Appropriate records of all committee proceedings shall be kept in the Office of the Department Chair, and detailed minutes shall be taken at all meetings held for the purpose of reviewing a committee decision.

- j. The Committee Chair shall also notify the candidate in writing at least four weeks prior to the decision and, if the candidate requests it, the name and vote of each member.
 - k. If the decision is unfavorable to the candidate, he or she may ask that his case be reconsidered and may submit a written statement to the committee or may ask to address a special session of the committee. Any request for reconsideration will be granted.
 - l. The Department Chair sends a report (see IV.I) to the Dean.
 - m. Since the action of the committee is advisory to the Office of the Dean and Chancellor, the file content, including the results of all votes, any written arguments by the candidate, and any written statements by the members of the designated committee, shall at the written request of the candidate be forwarded, along with the action of the committee, to the appropriate administrative office.
 - n. Final decisions concerning promotion shall come from the Office of the Chancellor.
2. Procedural Steps for the Evaluation of the Candidate and Preparation of the CET Report
- a. Each member of the CET will perform an individual evaluation of the candidate's teaching, scholarship and service. These evaluations will be based on:
 - i. materials submitted by the candidate,
 - ii. two or more direct classroom observations by each evaluator (see item 2.b. below),
 - iii. professional interactions with the candidate,
 - iv. the experience of the candidate, and
 - v. written input from other sources.
 - b. For each classroom observation, the evaluator should:
 - i. notify the candidate of the date for the classroom observation,
 - ii. meet with the candidate before the visit to learn what will be done during that class period, and
 - iii. meet with the candidate shortly afterward to discuss the observations.
 - c. For each performance category, the evaluator will judge whether the quantity and quality of the candidate's accomplishments, taken

as a whole and compared to departmental expectations (see IV.H), are acceptable or unacceptable. Evaluators must comment on items they believe need improvement as well as those they believe are exemplary. The absence of comments will be taken to mean that items are entirely satisfactory.

- d. The CET will then meet and the members will combine their individual evaluations to create the CET's evaluation.
- e. The CET will draft a report that contains important biographical information, its evaluation, student evaluation data as required by UWSP (candidate's compared to departmental averages), comments concerning items that either need improvement or are exemplary and its recommendation regarding retention or tenure. In addition, each member's classroom observations will be attached as an appendix to the report.

H. Evaluation of Teaching, Scholarship and Service for Personnel Decisions.

In general, satisfactory performance, in each performance category, is required for a positive personnel decision. This section enumerates the criteria that will be used by the CET, TMC or Promotion Committee when it makes a recommendation for a personnel decision.

1. Retention Before Tenure

A completed Ph. D. in chemistry or a closely allied field, or an equivalent degree, is required before a candidate starts the second year of employment.

a. Teaching

- i. Examples of teaching-related activities that the committee judges to be noteworthy help demonstrate that a candidate has the potential to become an excellent teacher and will be highlighted in the CET report.
- ii. If the CET finds aspects of the candidate's teaching that require improvement, these deficiencies will be noted in their report. For continued retention, these deficiencies must decrease in number and severity with time. Furthermore, these deficiencies cannot be offset by scholarship or service.
- iii. A candidate's response to CET evaluations and the steps they take to improve their teaching will also be considered in future deliberations.

b. Scholarship

Some level of scholarly activity such as: equipping laboratory space, applying for UWSP funds, starting a grant application, recruiting students for undergraduate research projects, acquiring resources for computational projects, generating preliminary results, applying for a summer research program or other endeavor should be evident during the first year. Continued retention requires that the scholarly activity described in the candidate's self-assessment, or equivalent endeavors, should continue and culminate in peer-reviewed scholarship.

c. Service

A newly-hired member is expected to attend departmental meetings and seminars during their first year. The member will be assigned to departmental committees starting in their second year. By the fifth year a member should add service outside of the department and chair a departmental committee.

2. Tenure

a. Teaching

The candidate must be an effective teacher as evaluated by the TMC. Any deficiencies noted in previous TMC reports will have been addressed to the satisfaction of the TMC.

b. Scholarship

One or more cases of scholarship that has received favorable peer review outside of the department are required. The number of cases needed depends on the quality of the projects and amount of effort needed for each accomplishment. Previous CET evaluations will have communicated this information to the candidate.

c. Service

The candidate should have demonstrated an ability to work effectively with other members of the department on committees. They should also have demonstrated an ability to chair a departmental committee and have participated in service outside of the department.

3. Promotion to Associate Professor

The criteria for this decision are the same as that for tenure and this decision is usually made at the same time. However, promotion to Associate Professor can occur prior to a tenure decision. In the case of early promotion, the tenure criteria (IV.H.2) are used.

4. Promotion to Professor

a. Teaching

- i. The CET should not find weaknesses that require improvement although they may suggest areas where improvement is possible. The CET should also find examples of exemplary performance in one or more aspects of a candidate's teaching.
- ii. The candidate should have demonstrated the ability to teach courses at three of the four levels present in an undergraduate program. They should have experience in at least one laboratory intensive course.

b. Scholarship

The criteria for promotion to professor are more demanding than those for promotion to associate professor: specifically, the candidate must have made contributions since obtaining tenure that have received favorable peer review outside of the department. In addition, evidence of the candidate's plans to continue professional activities beyond the attainment of this rank must be presented.

c. Service

Continuous service is expected in the department and is encouraged outside of the department. This service should be related to our vocation as faculty. Exemplary performance in the two preceding categories may offset limited contributions in this category.

I. Department Chair's Report to the Dean

The Department Chair will assemble the following evaluation materials and forward them to the Dean.

1. A summary of all action taken by the Department in this matter, including appropriate votes.
2. Current vita of candidate.
3. Summary of student evaluation data, including written student comments.

4. Appropriate Committee Report (TMC or Promotion) including the Committee vote. Previous reports for the past two evaluations should also be included, if available.
5. Department Chair's letters of recommendation.
6. Any prepared statements desired by the candidate regarding responses to evaluation reports.
7. A representative selection of instructional materials and any proposals, grants, and publications, etc.

V. REVIEW OF TENURED FACULTY

A. Who Is to Be Reviewed

1. Tenured faculty will be reviewed at least once every five years for the purpose of general review, development, recognition and merit.
2. Tenured faculty who apply for promotion will have the promotion review substituted for their next scheduled tenured faculty review and will then be rescheduled for a tenured faculty review in four years.

B. Review Committees

1. The Department chair will designate as needed 3-4 tenured faculty members of the Department to be reviewed. Each Review Committee for each member will consist of the remaining members of the group selected for review.
2. When designating faculty members to be reviewed, the chair of the Department will make every effort to ensure that each review committee is composed of at least two peers acceptable to the reviewee.

C. Review Process

1. Performance Objectives

The criteria for performance review of tenured faculty are basically the same as outlined in the Faculty Handbook for purposes of evaluation of faculty for retention, tenure, and promotion. These are (1) teaching ability, (2) professional disciplinary growth, and (3) general education service. In addition, individual faculty and the Department of Chemistry may agree on additional or alternative performance objectives.

2. Required Materials

Each faculty member being reviewed should present a "self-study" document, which is expected to include

- * Summary of future goals and aspirations, including support needed by reviewee from the Department or the University.
- * Guidelines for the review committee concerning the review, including suggestions for emphasis and review processes.
- * Summary of professional/service accomplishments.
- * Student evaluation data.

3. Conducting the Review

- a. After becoming familiar with the self-study, the Review Committee will conduct the review. The process shall include, but not be limited to, the following:
 - * Review of future goals and aspirations of reviewee.
 - * Review of any other materials submitted by reviewee.
 - * Review of professional/service accomplishments.
 - * Discussion of peer observation and evaluation of instruction.
 - * Discussion of student evaluations of instruction.
- b. Demonstrated teaching effectiveness is necessary for any positive review. Professional growth must be exhibited and it must be continuous. The quality of the activities is far more important than the number of activities. Continuous service is expected in the Department and is encouraged outside the Department.

4. Reporting the Results

- a. Following the review the Review Committee will notify the Department Chair of the results. If the review identifies significant problems, the Review Committee and the reviewee will develop a plan designed to address those problems.
- b. The Department Chair will submit an annual report to the dean listing the names of all faculty reviewed in that year and a statement that the reviews have been completed. If any of the reviews had identified significant problems, the Department Chair will also include a copy of the plan(s) designed to address those problems. If the Department chair is the reviewee, the Professor on the Executive Committee will assume this responsibility.
- c. Review materials, other than noted above, shall not be released outside of the Department, except when initiated by the reviewee for faculty personnel decisions. The written record of the review

shall be kept in the reviewee's personnel file in the Department office until the next review of the individual has been completed. All review materials will be returned to the reviewee following completion of the review.

5. Use of Results for Merit Purposes

Following the completion of the review, the review file may, at the discretion of the reviewee, serve as a merit file for her/him for that year only. The reviewee may elect to add additional information to the file for merit purposes.

VI. ACADEMIC STAFF PERSONNEL GUIDELINES

A. Recruitment

The TMC will determine whether or not a new academic staff member should be hired. As soon as that decision is made, the Department Chair will seek applicants for the position by writing an appropriate position description and advertising in appropriate publications. All recruiting shall be done according to State Statute and University policies.

B. Initial Appointment

1. The TMC will participate in the hiring process and will develop all procedures necessary to screen and rank the applicants. Decisions to hire will be based upon procedures agreed to by the TMC.
2. The initial appointment will be for one semester or one year as determined by the TMC at the time an offer to hire is made.

C. Reappointment

Members who have served the Department for more than one year on a fixed-term appointment may be reappointed for a longer fixed-term if recommended by the appropriate committee (Department or TMC), the Department Chair, and the Vice-Chancellor for Academic Affairs.

1. Criteria for Retention of Fixed-Term Academic Staff

The following criteria will be used for making reappointment decisions for members on fixed-term:

- a. Teaching effectiveness must be demonstrated for a positive reappointment decision. The member is encouraged to strive toward constant growth.
- b. The member should also demonstrate professionalism by such actions as grading student assignments in a timely fashion, posting and keeping office hours, and showing flexibility when accepting course schedules.

- c. Voting members should also participate in Departmental governance, by attending Department meetings and serving on established Department committees.

2. Criteria for Promotion and Attaining Indefinite Appointment.

For the purposes of promotion and indefinite appointment, one year of service in the Department consists of two semesters of teaching at a minimum of 0.5 FTE appointment per semester.

A member who has served the Department for 5 years or longer may request and shall receive review for a promotion in rank. After this initial promotion, and after an additional 5 years of service in the Department, a member may request and shall receive review for the next promotion in rank. A member who has served the Department for ten years or longer on fixed-term appointment may request and shall receive review for an indefinite appointment. If this review ultimately leads to a negative decision, the member may still be retained on a fixed-term contract. The following criteria will be used for making decisions regarding a request for promotion or indefinite appointment.

- a. A member must have had a fixed-term academic staff appointment in the Chemistry Department for at least five years for a promotion in rank and at least ten years for attaining an indefinite appointment.
- b. Teaching - Teaching effectiveness must be demonstrated for a positive decision. The member is encouraged to strive toward constant growth.
- c. Professional Growth - The member should strive toward continuous professional development. This growth may take the form of, but is not limited to: contributions in the development and revision of courses and teaching methods and materials; attendance at workshops, institutes and seminars; continuing formal education; publications, including manuals and teaching aids.
- d. General Education Service - The member should participate in Departmental and University affairs. Service may be demonstrated by activities such as, but not limited to, active participation in Departmental committees and in the faculty governance system of the University.
- e. The effect of this promotion or appointment on the tenure density of the Department will be considered.

D. General Procedure

- 1. The recommendation of the committee (TMC or Department) on a particular matter shall become the recommendation of the Department. In the case of promotions or indefinite appointments, the Department Chair shall forward a personal recommendation in addition to that of the Department.

2. When a committee (TMC or Department) is to conduct an evaluation of a specific member, the Department Chair shall call a meeting of the committee at least three weeks prior to this evaluation for the purpose of electing the CET (See paragraph VI.E.1.b.). The Chair shall notify the member in writing at least three weeks prior to the evaluation. The member may submit to the committee a written or oral statement and may ask that the pertinent portion of any subsequent meeting be open.
3. The Department Chair shall, within three weeks, notify said specific member in writing of the recommendations of the committee and of the Department Chair.
4. A recommendation for action requires support from a majority of the eligible voting members. The vote shall be recorded. Appropriate records of all committee proceedings shall be kept in the Office of the Department Chair, and detailed minutes shall be taken at all meetings held for the purpose of reviewing a committee decision.
5. The committee shall keep the above records in a file along with the results of all votes, any written arguments by the member concerned, and any written statements by the members of the designated committee. A member being considered for promotion or indefinite appointment may request that this information be forwarded, along with the action of the committee, to the appropriate administrative office.
6. Final decisions concerning reappointment of fixed-term academic staff shall come from the Department. Reappointments will be based on a favorable recommendation and the curricular needs of the Department. Final decisions concerning promotion or indefinite appointments shall come from the Office of the Chancellor.

E. Evaluation Procedure

1. Personnel and Committees
 - a. The evaluation of academic staff on fixed-term appointment shall be conducted in the first semester of appointment, and at least biannually thereafter by the Department, following the procedure listed in VI.D.2. above. More frequent evaluations may be instituted by a majority vote of the committee (Department or TMC).
 - b. For reappointment of fixed-term academic staff the Department will elect one of its members to serve on a committee with the Department Chair. These two individuals will comprise the Colleague Evaluation Team (CET) with the Department Chair serving as the Chair. For promotion of fixed-term academic staff or indefinite appointment the TMC will elect three of its members to become the CET. The Department Chair will appoint one of the three members as its Chair.
 - c. The CET will prepare a comprehensive report for presentation to the appropriate committee. See VI.E.2 for details.

- d. This report will be shown to the member by the CET Chair prior to its formal presentation to the committee (Department or TMC).
- e. The members of the appropriate committee (Department or TMC) will review, and if deemed necessary, revise the CET report. This will become the report of the committee and will be submitted to the Department Chair along with its recommendation and vote. The report will be shown to the member by the Department Chair.
- f. For promotions or indefinite appointments, the Department Chair will not vote. However, the Chair will prepare a report evaluating the member's performance in the areas of teaching, professional development and general education service. The Chair will also include comments regarding personal direct classroom observations. The Department Chair's report will be reviewed by the member.
- g. If an unfavorable evaluation is made by the Department, the member may, upon written request within two weeks, ask for the reasons involved. The Department Chair shall give the member these reasons in writing within two weeks.

2. Evaluation Report - Content and Guidelines

The CET will prepare a comprehensive report that evaluates the member's ongoing efforts and effectiveness in the areas of teaching, professional development, and general education service. The committee will look especially at the quality of the efforts presented. It will use the following evaluation process.

- a. A vita listing education, experience, professional activities, recent teaching assignments, general education service and other matters deemed relevant will be maintained and updated yearly.
- b. Direct classroom observations. Each CET member will visit the classroom two times for the first personnel decision, and once for each subsequent evaluation, except for years in which promotion or indefinite appointment is requested, when two visits by each CET member will be made. Evaluation will be based on such things as preparation, organization, delivery, accuracy and rapport with students. The candidate must be notified prior to an observation by a member of the CET.
- c. Instructional materials including syllabi, reading lists, aids, tests, and other appropriate materials.
- d. University and/or Department sponsored student evaluations.
- e. Information pertaining to professional growth and service in particular as they relate to service to the Department.
- f. Reviews from faculty with whom the academic staff member has taught within the period under review.

3. For indefinite appointment the Department Chair will assemble the following evaluation materials and forward them to the Dean.
 - a. Current vita of member.
 - b. Pertinent support materials presented to the CET.
 - c. TMC Report, including the vote.
 - d. Department Chair's report and recommendation.
 - e. Any prepared statements desired by the member regarding responses to the evaluation reports

F. Adjunct Members

As the demand for courses in the Department changes, and as a result of other unanticipated occurrences, the Department may need to request authorization to hire adjunct members on a fixed-term appointment. Such adjunct members of the Department shall:

1. Be recruited locally when possible for a fixed term of employment.
 - a. A list of adjunct members will be maintained by the Department and reviewed periodically for additions and removals. Adjunct members will be identified through advertising, networking and from the ranks of retired faculty members.
 - b. If adjunct members are needed for a semester, the pool of adjunct members and their qualifications will be reviewed by the Department Executive Committee and a choice forwarded to the college dean. If no one in the adjunct members pool is qualified and available, the Executive Committee will conduct a search for that position.
 - c. Minimum qualification:
 - i. Generally, a Ph.D. in chemistry or a related field is expected. For laboratory instruction a bachelor's degree in chemistry or a related field is required.
 - ii. For those members of the adjunct members pool who have not previously taught in the Department, a review of their current resume and an interview will be conducted to establish suitability for the assignment. The Executive Committee will undertake these tasks.
2. Not be expected to perform academic advising.
3. Be subject to the Academic Staff Personnel Guidelines given in Section VI.C – VI.E of the Chemistry Department Policies and Procedures.

4. Have their salaries determined by the Dean, in consultation with the Department chair.
5. Be subject to the policies and procedures defined for part-time employees in the University Handbook.

VII. HIRING AND PERMANENT APPOINTMENT FOR CLASSIFIED EMPLOYEES

A. Hiring

All pertinent general procedures for classified employees developed by the State of Wisconsin will be followed. New employees will be hired on a six month probationary contract. At the end of that time, the Department must vote whether to retain or dismiss. All voting members of the Department are eligible to participate.

1. Committees necessary to implement the search will be appointed by the Chair in consultation with the Executive Committee.
2. The Department Chair will serve as Chair of all committees constituted for the hiring process.
3. Specific procedures necessary to screen and rank the applicants will be developed by the participating members.
4. Based upon the voting procedures agreed to, decisions to hire will be based upon the results of that vote.

B. Performance Evaluation

This procedure will be used to determine whether or not to offer permanent status.

1. The Executive Committee will prepare a report on the performance of the probationary classified employee. This report will compare the employee's performance with the job description. Input to the Committee will be obtained by:
 - a. solicitations from all faculty members and others who have worked with the employee.
 - b. a meeting between the Committee and the employee.
 - c. other methods deemed appropriate by the Committee.
2. The report will be distributed to all voting members of the Department.
3. The decision to retain or dismiss will be made by a majority vote of those present at a meeting called for the purpose of making this determination. The name and vote will be recorded.

VIII. RECRUITMENT AND RECOMMENDATION FOR APPOINTMENT

- A. The Department Chair in conjunction with the TMC will determine the number and the nature of the positions in the department that will likely need to be filled for the following year. The Department Chair will then proceed to solicit applications for the positions.
- B. The Department Chair, taking into account the nature of a particular position, shall appoint a sub-committee from the TMC to screen the applications for a given position. The sub-committee will select the most desirable candidates for the position. Members of the department shall have access to the full credentials of the selected candidates.
- C. After department members have had an opportunity to review the credentials of the selected candidates, the tenure-track and tenured members of the Department in a general meeting shall rank the candidates in order of preference. The Department Chair shall then negotiate with the selected candidates, and in these negotiations the Chair is encouraged to consult members of the sub-committee involved, and of the department.
- D. The Department Chair is encouraged to notify a candidate of the proposed approximate salary, start-up package, and teaching load prior to an interview.
- E. Candidates to be interviewed will be scheduled to meet formally with the members of the sub-committee involved and with as many other members of the Department as possible. When feasible, an informal meeting will be arranged so that all members will have an opportunity to meet the candidate.
- F. After interviews are completed tenure-track and tenured members will meet to advise the Department Chair who shall make recommendations to the Dean concerning negotiations with the candidate

IX. DEPARTMENT CHAIRPERSON SELECTION PROCEDURE

- A. Eligibility Criteria.
 - 1. Eligibility criteria are outlined in Chapter 2, Section 1 of the University Handbook under the heading "Selection and Evaluation of Chairperson." To be considered as a candidate for Department Chair, an individual must be a tenured member (or a member recommended for tenure by the Chancellor & Provost) of the Department of Chemistry.
 - 2. An individual who has served two consecutive three year terms as Department Chair may not be a candidate for a third consecutive term.
- B. General Guidelines and Procedures.
 - 1. The TMC will initiate and supervise the selection procedure and it will prepare and distribute ballots. The Department Chair will not be included as a member of the TMC during this process. The TMC will select a member to serve as its chair.
 - 2. Voting will be done by secret ballot, and eligible voters will be supplied with a ballot and an envelope for forwarding the ballot to the appropriate person or place.

3. Ballots will be counted by either the TMC or the Dean of the College, as indicated in the selection procedures below.
4. One 'eligible to vote' is a regular voting member of the department who has been on the staff for at least one semester and who has teaching responsibilities within the department.
5. When tallying votes, the Dean will be requested to do so in the presence of a designated member of the TMC. That member shall be chosen by majority vote of the TMC.
6. Those involved in counting votes will be asked to hold the numerical details of the results in strict confidence, except that the person ultimately named as Department Chair should be advised of the extent of his support within the department.
7. The department will request that the Dean give maximum consideration to the wishes of the department.

C. Selection Procedures

1. The TMC, in consultation with the Dean, will determine whether or not the new chair will (a) be hired from within the Department or (b) be hired from outside UW-SP. If the candidates will be from within the Department, procedures in this section apply. If candidates from outside UW-SP are to be considered, section VIII of these Policies and Procedures supersede those in this section.
2. The procedure below will be used to select a nominee for the chairmanship.
 - a. The TMC shall prepare ballots listing all eligible applicants from inside the Department.
 - b. Each member eligible to vote may vote for one or two candidates.
 - c. The ballots will be forwarded to the Dean for counting.
 - d. The nominee will be the person receiving a majority of the votes cast.
 - e. In the event that no nominee is selected under 'd' above, a new ballot shall be prepared listing those candidates receiving the largest number of votes as determined below.
 1. Two candidates if three were on the previous ballot.
 2. three candidates if four to six were on the previous ballot.
 3. Four candidates if more than six were on the previous ballot.
 - f. For each successive ballot, the conditions under b, c, and d above hold.

- g. In the event that the nominee declines the position or is not acceptable to the Dean, the Dean may request another vote and may design the ballot.

X. SALARY, MERIT AND INEQUITY ADJUSTMENTS

- A. Evaluation of members for the purpose of making recommendations concerning annual salary adjustments shall be conducted by the Executive Committee. The committee will base its recommendations primarily on the following:
 - 1. The nature of the type of recommendations requested or suggested by the Administration in a particular year.
 - 2. Section II of the University Handbook regarding Faculty Evaluation.
 - 3. The recommendations of the Merit Recommendation Subcommittee shall be followed by the Executive Committee.
- B. Merit recommendations shall be determined by the Merit Recommendation Subcommittee through the following procedures.
 - 1. The Subcommittee shall follow the Guidelines for Merit Procedures outlined in Section II of the University Handbook.
 - 2. Each year this Subcommittee shall prepare and submit for departmental consideration the procedures to be followed to comply with the Salary and Merit Policies and Procedures provided by the University Administration.
 - 3. Ballots will be prepared and tabulated by this subcommittee each year at such a date so that the subcommittee's recommendations will be available to the Executive Committee when it considers overall salary recommendations.
 - 4. In the event of tie votes, the subcommittee shall decide what recommendations are to be made for those members involved in the tie.
 - 5. The records of the Merit Recommendation Subcommittee shall be kept in the office of the Chair of the subcommittee and be passed on from one Chair to the next. These records shall be available for inspection by any member of the department.
- C. At least two weeks prior to submitting the annual salary adjustment recommendations to the Administration, the Department Chair shall notify each member of the recommendation to be made regarding the specific individual.
- D. If the intended recommendation is not acceptable to a member, the member may communicate either orally or in writing to the Executive Committee and ask that they reconsider the recommendation.

XI. PROCEDURE FOR NOMINATION FOR UNIVERSITY AWARDS.

- A. A preliminary secret ballot shall be prepared by the Department Chair. This ballot shall contain the names of faculty and academic staff as follows:
1. Excellence in Teaching: All faculty and academic staff with at least a 0.5 FTE teaching assignment.
 2. University Scholar: All faculty and academic staff with at least a 0.5 FTE Department of Chemistry assignment
 3. University Service: All faculty and academic staff with at least a 0.5 FTE Department of Chemistry appointment

Each member may vote for only one person for each award. For any of the above awards, University Award recipients may not be renominated for five years.

- B. The Department Chair will count and tabulate the results of this ballot. The Chair will then prepare a second ballot containing the names of the three members receiving the highest number of votes for each award on the first ballot. Each member shall vote for only one person for each award.
- C. The Department Chair, in conjunction with one other member, listed on the first ballot but not on the second, will count and tabulate the votes on that ballot. The members with the highest totals will be the departmental nominees for the respective university awards.
- D. In case of a tie, a third ballot, containing only the names of the tied members, will be circulated, counted, and tabulated in the same way as the second ballot.
- E. Members will be urged to review all evaluation data in arriving at their decision.

XII. CURRICULAR MATTERS.

A. Proposals for changes in the major, the minor, or existing courses and proposals for new courses shall be considered by the Curricular Affairs Committee. When a proposal is submitted to the Curricular Affairs Committee, the Committee has two weeks to respond to the proposal from the next scheduled meeting date. If feedback is positive, and the Committee decides the proposal is in the best interest of the department, the Committee will take action on the proposal and present it to the department. An affirmative vote by a majority of the tenure-track and tenured members of the Department shall be required for adoption.

B. The Department Chair shall approve or deny student appeals for exceptions to curricular matters. In exceptional cases the Department Chair may choose to seek the advice or convene a meeting of the Curricular Affairs Committee, in which case the request must receive support for approval from a majority of the Curricular Affairs Committee. In such exceptional cases, the Curricular Affairs Committee may choose to bring requests forward to the tenure-track and tenured members of the Department, in which case support from a majority of those tenure-track and tenured members is required for approval.

C. Each semester the Department Chair shall approve or deny all requests for chemistry majors and minors received from graduating seniors. The Department Chair shall also approve requests for exceptions to written requirements for a major or minor. In

exceptional cases the Department Chair may choose to seek the advice or convene a meeting of the Curricular Affairs committee, in which case the Curricular Affairs Committee shall establish guidelines for the waiving of prerequisites for courses in chemistry over those allowed by statements in the catalog and shall rule on all requests not covered in the guidelines. The Curricular Affairs Committee shall then empower the Chair to implement those guidelines. In such cases, an affirmative vote by a majority of the Curricular Affairs Committee shall be required for approval of exceptions to written requirements for a major or minor. The Curricular Affairs Committee may choose to bring requests for such exceptions forward to the tenure-track and tenured members of the Department, in which case support from a majority of those tenure-track and tenured members is required for approval.

XIII. DEVELOPMENT AND IMPROVEMENT FUNDS.

1. The Executive Committee shall prepare and submit for Departmental consideration guidelines to be followed regarding encumbrances from this Fund.
2. The Department Chair will receive proposals based upon approved guidelines.
3. The Executive Committee (less the Chair) will screen all requests and make recommendations to the Chair.
4. Final decisions on all requests will be made by the Department Chair.

XIV. MISCELLANEOUS.

- A. The Department Chair in consultation with the Executive Committee shall make appointments to departmental committees which are not discussed in this statement.
- B. The Executive Committee shall act as a Department Chair's advisory committee and consider department matters not specifically discussed in this statement.

XV. AMENDMENTS.

Amendments to departmental policies and procedures may be adopted at a regular departmental meeting by a two-thirds vote of the Voting Membership, provided that such amendments have been read at the preceding meeting.