

POLICY MANUAL  
DEPARTMENT OF CHEMISTRY  
UNIVERSITY OF ILLINOIS AT URBANA-CHAMPAIGN

TABLE OF CONTENTS

I. BYLAWS

Bylaws of the Department of Chemistry . . . . .	2
Excerpts from the University Statutes . . . . .	5
Bylaws of the School of Chemical Sciences . . . . .	7
Excerpts from the University Statutes . . . . .	12

II. FACULTY

Promotion and Tenure . . . . .	13
Annual Faculty Reviews and Grievance Policy . . . . .	15
Emeritus Faculty . . . . .	17
Research Professors . . . . .	18
Joint Appointees . . . . .	19

III. STAFF

Hiring of Staff and Administrative Secretaries . . . . .	21
----------------------------------------------------------	----

IV. STUDENTS

Supervision of Undergraduate Students . . . . .	22
Final Examinations . . . . .	23

V. SPACE

Maintenance and Renovation . . . . .	24
--------------------------------------	----

BYLAWS  
OF THE  
DEPARTMENT OF CHEMISTRY

February 17, 1978  
(Revised November 5, 2001)

I. General Organization

A. The Department is organized with a Head as chief executive officer. The Head's responsibilities and authority are as defined in the University of Illinois Statutes, with the provision that the ordinary channel for formal communications beyond the Department shall be via the Director of the School of Chemical Sciences.

B. The Voting Faculty of the Department consists of those full-time and part-time members of the academic staff with the rank or title of professor, associate professor, or assistant professor who are tenured or receiving probationary credit toward tenure; emeritus professors and lecturers are also Voting Faculty of the Department. Other members of the academic staff with titles listed in Article II, Section 3, paragraph a2, of the University of Illinois Statutes shall have no vote, but they shall otherwise be extended all faculty privileges.

II. The Advisory Committee

A. The size of the Advisory Committee shall be six.

B. The Advisory Committee shall consist of Voting Faculty members of the Department elected for staggered terms of up to two years and any additional time required for their successors to be elected. At its annual meeting for consideration of departmental governance, the Department shall hold an election for Advisory Committee members according to Article IV, Section 3f of the University of Illinois Statutes. All Voting Faculty shall first be polled to determine if they are unwilling to serve; failure to respond shall be deemed as indicating a willingness to serve. Each Voting Faculty member shall vote for a single candidate from the list of those willing to serve and the candidates receiving the largest number of votes shall be elected. When appropriate, longer terms shall be assigned to those candidates receiving more votes. In the case of ties, a second ballot shall be taken for those tied. A vacancy on the Committee shall be filled by election at the next meeting of the faculty in the manner just described for annual elections. The Advisory Committee shall elect a chairperson at its first meeting following the first faculty meeting of each academic year.

C. The Advisory Committee shall work with the Head to fulfill those responsibilities specified in Article IV, Section 3, of the University of Illinois Statutes.

### III. Other Committees

A. Committees other than the Advisory Committee and the Capricious Grading Committee are appointed by the Head. The standing committees are the Committee on Courses and Curricula, the Committee on Undergraduate Advising, the Budget and Operations Committee, the Graduate Admissions and Appointments Committee, the Committee on General Chemistry, the Staff Committee, and the Graduate Fellowships/Progress Committee.

B. The Head may create special committees for matters outside the scope of the standing committees, the Advisory Committee, and the Capricious Grading Committee, without the need to revise these Bylaws.

C. The Head may appoint students to the committees or arrange for the election of students to committees. The Staff Committee is limited in membership to those members of the academic staff with the rank or title of professor who are tenured.

### IV. Meetings of the Department

A. Meetings of the Department may be called by the Head when the Head considers them necessary, but at least two meetings shall be held in each academic year. The first of these shall be for consideration of departmental governance and educational policy. The head or the Head's designee will preside over meetings.

B. Meetings of the Department may be conducted informally, but if formal motions are under consideration, the most recent edition of Robert's Rules of Order Newly Revised shall apply. For purposes of voting, a quorum shall consist of a majority of the full-time members of the Department with the rank or title of professor, associate professor, or assistant professor who are tenured or receiving probationary credit toward tenure.

C. Meetings to consider revision of these Bylaws are governed by Sections VII and IV B but not by Section IV A of these Bylaws.

### V. Promotion and Tenure Decisions

A. The Staff Committee reviews annually the records of all faculty members of rank below professor. Decisions to recommend or not to recommend faculty members for promotion are made in accordance with the promotion and tenure policies of the College of Liberal Arts and Sciences.

B. Promotion or non-promotion recommendations go from the Staff Committee to the

Head. The Head, before making a recommendation, shall consult with the Advisory Committee according to Article IV, Section 3b, of the University of Illinois Statutes. The Head's recommendations are then transmitted to the Director of the School.

C. When the Head makes a decision not to recommend a tenured appointment for a non-tenured member of the faculty, that faculty member shall be informed promptly of the adverse decision. The faculty member will then have the opportunity to be informed by the Head and/or the Chair of the Staff Committee of the general reasons for the decision, but the confidentiality of the statements of evaluation shall be preserved. The faculty member may then request reconsideration from the Head or Staff Committee, stating the reasons why reconsideration seems to be in order and supplying whatever new information the Head or Staff Committee should have.

#### VI. Relationship of these Bylaws to the University of Illinois Statutes

A. These Bylaws are intended to be in compliance with the University of Illinois Statutes in all respects. Should any conflict arise, the University of Illinois Statutes shall prevail.

#### VII. Amendment and Revision of the Bylaws

A. Upon receipt of a petition signed by ten or more members of the Department, the Head shall schedule a meeting of the Department to act upon amendments or revisions of these Bylaws as specified in the petition. There shall be at least ten calendar days notice of the meeting, and the notice shall include the exact amendments or revisions proposed.

B. During the meeting, the proposed Bylaw amendments or revisions shall be presented as formal, main motions and will be subject to further amendment from the floor. Amendments to a main motion will require a majority vote for passage, while each main motion will require the affirmative vote of two-thirds of those present and voting.

C. If the Head wishes to initiate amendments or revisions of the Bylaws, the Head may act without a petition, but otherwise in accordance with Sections VII A and VII B. In this event, the Head may either preside over the meeting while another faculty member handles the matter from the floor or appoint a delegate to preside while the motions are being made and considered.

Approved by the Chemistry Faculty  
November 5, 2001

EXCERPTS FROM THE  
UNIVERSITY OF ILLINOIS STATUTES

Article IV, Section 3. Department Organized with a Head

a. The head of a department shall be appointed without specified term by the Board of Trustees on recommendation by the chancellor and the president after consultation with the dean of the college and all members of the department faculty. The head may be relieved of title and duties as head of the department by the chancellor on the recommendation of the dean of the college. The performance of the head shall be evaluated at least once every five years. As one component of this evaluation, views shall be solicited from the entire department faculty.

b. In each department organized with a head, the head in consultation with the advisory committee shall recommend individuals for academic appointment in the department. In consultation with the advisory committee or as specified in the department bylaws, the head may invite other persons who are not members of the department faculty to attend meetings of the department faculty, but such persons shall have no vote.

c. The head of the department shall have the power to determine such matters as do not affect other departments or properly come under the supervision of larger administrative units.

d. In each department organized with a head, the head shall have general direction of the work of the department. The head shall (1) consult with the departmental advisory committee in regard to departmental policy; (2) consult with each member of the department regarding the nature and scope of the work in the charge of that member; (3) call and preside at meetings of the departmental faculty for explanation and discussion of departmental policies, educational procedure, and research, of which there shall be at least one in each academic year for consideration of departmental governance and educational policy; (4) be responsible for the organization of the work of the department, for the quality and efficient progress of that work, for the formulation and execution of departmental policies, and for the execution of University and college policies insofar as they affect the department; (5) report on the teaching and research of the department; (6) have general supervision of the work of students in the department; (7) prepare the departmental budget in consultation with the departmental advisory committee; and (8) be responsible for the distribution and expenditure of departmental funds and for the care of departmental property.

e. In the administration of the office, the head shall recognize the individual responsibility of other members of the department for the discharge of the duties committed to them by their appointments and shall allow proper scope to the ability and initiative of all members of the department.

f. In each department organized with a head, there shall be an advisory committee elected annually by and from the faculty of the department by secret written ballot. The department faculty may

choose to elect members of the advisory committee for staggered two- or three-year terms. In a department which has a faculty of not more than five members, the advisory committee shall consist of the entire faculty. In all other cases, the size of the advisory committee shall be determined by the faculty of the department. The functions of the committee shall be to provide for the orderly voicing of suggestions for the good of the department, to recommend procedures and committees that will encourage faculty participation in formulating policy, and to perform such other tasks as may be assigned to it. Any faculty member shall be entitled to a conference with the committee or with any member of it on any matter properly within the purview of the committee. If the advisory committee is in session to evaluate the head's performance, the head shall not be a member, and the committee shall be chaired by a committee member elected by the committee for that purpose.

BYLAWS  
FOR THE  
SCHOOL OF CHEMICAL SCIENCES

I. FACULTY

A. Membership and Voting Rights

1. Membership of the Faculty shall consist of all tenure track or non-tenure track academic staff recognized as faculty in the Department of Chemistry or Chemical Engineering.
2. Voting rights shall be vested only with academic staff having tenure or tenure track status and having a professorial appointment in the Department of Chemical Engineering or the Department of Chemistry.

B. Meetings

1. Purpose - The purpose of the Faculty in assembly shall be to act on matters of educational policy of the School of Chemical Sciences. Such matters will be presented to it by the Director, by standing and ad hoc committees of the School, or by members of the Faculty.
2. Presiding officer - The presiding officer shall be the Director of the School of Chemical Sciences or, if absent, the Director's designee.
3. Calling of Meetings - Meetings of the Faculty shall be called at least once a year by the Director. A written notice and agenda of each meeting shall be provided at least one week prior to the meeting. Also, meetings may be called by resolution in a scheduled meeting of the Faculty, upon request of the Executive Committee or of the Executive Office of a Department of the School, or upon written petition of five members of the Faculty. In such special events, written notice and agenda of the meeting shall be furnished to members of the Faculty by the Director at least one week prior to the meeting, which shall be held within a period of two weeks following the receipt of a request or petition.
4. Voting - The right to vote shall be limited to members present with voting rights as defined in Section I.A.2. Voting shall ordinarily be by voice or hand.
5. Quorum - A quorum at meetings of the faculty shall consist of at least half of its members with voting rights.
6. Procedures - Meetings of the Faculty shall be governed by Robert 's Rules of Order Revised in all cases in which they are applicable and not in conflict with these Bylaws.

## II. OFFICERS

### A. Director of the School

1. Appointment - Each new Director of the School shall be appointed upon recommendation of the Dean of the College of Liberal Arts and Sciences with the advice of a committee, the majority of whom shall be faculty of the School. The committee shall be selected by the Dean after consultation with the Executive Committee of the School.
2. Duties - The Director shall be the chief executive officer of the School. Also, the Director shall be directly responsible for facilities, functions, and personnel of the School, i.e., for those activities which extend clearly beyond a single department, such as the Business and Placement Offices and the various technical shops and service laboratories and interdepartmental courses and curricula. The specific duties of the Director are defined in Article III, Section 5b, of the 1997 Statutes of the University of Illinois.
  - a) The Director shall consult with the Executive Committee on all significant space proposals, independent of their origin, and on all significant (>1% of the Wage, Equipment and Expense budget in the relevant fiscal year, or >\$40,000 in 1998 dollars) School financial commitments. The Director shall obtain an advisory vote from the Executive Committee before making such commitments.
  - b) The Director shall consult annually with the Executive Committee on the appointment of standing and ad hoc committees.
  - c) The Director shall report annually to the Executive Committee on expenditures of endowment funds.
3. Evaluation - An evaluation of the performance of the Director will be made every fifth year or at the request of the Dean of the College. The committee shall consult with employees and faculty of the School. The evaluation of the performance of the Director shall be conducted as specified by the statutes of the University of Illinois and the adopted policies of the College of Liberal Arts and Sciences.

### B. Executive Officers of Departments in the School

1. Appointment - The chief executive officer of each department shall be a Head. The Head shall be appointed upon the recommendation of the Director and the Dean, with the advice of an advisory committee, a majority of whom shall be members of the Department.
2. Duties - The duties of a Head of a Department and the prerogatives of each Department shall be as set forth in the University Statutes, with the provision that the ordinary channel for formal communications beyond the School shall be via the Director.

### III. COMMITTEES

#### A. Executive Committee

1. Ex officio Members - The Executive Committee of the School shall include an executive officer from each Department and the Director, who will serve as its Chair.
2. Elected Members - Two additional members are to be elected from each Department for staggered three-year terms. Eligible representatives must have voting rights as defined in Section I.A.2. Nomination of two candidates for each open position shall be conducted by referendum of the voting members of the Department represented and election of one shall be by the voting members of the School at large. Elected members who have served a full three-year term may not succeed themselves.
3. Meetings - The Executive Committee shall meet at least one per month during the academic year. An agenda must be posted prior to each meeting. Minutes of each meeting (except executive sessions used for the discussion of confidential personnel issues) shall be made available to the Faculty. Any faculty member shall be entitled to a conference with the executive committee or any member of it on any matter properly within the purview of the committee. The Director shall not have a vote in the recorded votes of the Executive Committee.
4. Quorum - No meeting of the Executive Committee shall be held absent a quorum of five members or more.
5. General Functions - The Executive Committee shall work with the Director to develop and execute policy and transact such business as may be delegated to it by the Faculty. It shall advise the Director on all significant space proposals, significant School financial commitments (as delineated in Section II.A.2a), and on the appointment of all standing and ad hoc committees.
6. Specific Responsibilities - The Executive Committee also has the following specific responsibilities.
  - a) The Executive Committee shall review departmental recommendations for promotions and appointments, when such recommendations involve tenured positions or standing on the Graduate Faculty. Only those members of the Executive Committee of rank equal to or higher than that being considered for the candidate shall participate in the review process. The appeal process, particularly for appeals in promotion decisions, shall follow the rules given in the Campus Administrative Manual (Section IX C).
  - b) The Executive Committee shall recommend to the Dean, through the Director, overall priorities for the School.

## B. Standing and ad Hoc Committees

1. Appointment - Standing and ad hoc committees of the School shall be appointed and charged annually by the Director after consultation with the Executive Committee.
2. Standing Committees - There shall be committees of the School to deal with matters delineated by the following areas:
  - a) Administrative Facilities  
(for example, Business Office, Library, Placement Office, Safety, Storerooms)
  - b) Shops and Fabrication Facilities  
(for example, Computer Center, Electronics, Glass, Graphics, Machine)
  - c) Instrumentation Facilities  
(for example, Mass Spectrometry, Microanalysis, NMR, X-Ray)
  - d) Courses and Curricula
  - e) Alumni Affairs and Development
3. Joint Committee Meetings - To facilitate communication, there shall be at least one joint meeting of the committees for Administrative Facilities, Shops and Fabrication Facilities, and Instrumentation Facilities prior to the annual budget process, with the chair of this meeting selected on a rotating basis. Separate reports from each committee shall be submitted for review by the Executive Committee and the Director.
4. Changes in Committees - Alteration of the standing committee structure shall be regarded as an amendment of the Bylaws, but constitution or dissolution of an ad hoc committee shall be regarded as an ordinary item of business for any meeting of the Executive Committee.
5. Review - The committee structure within the School will be reviewed every three years by an ad hoc committee in consultation with the faculty and the chairs of the standing committees.
6. Implementation - Articles B1, B2 and B3 will be implemented at the beginning of the academic year following the adoption of these Bylaws.

## IV. BYLAWS

### A. Amendments

1. Proposals for amendments of the Bylaws may be placed on the agenda of a meeting of the faculty by the Director, the Executive Committee or a Task Force appointed by the Director. Individual members may propose amendments at any meeting of the faculty, but no such resolution shall be debated or acted upon as indicated in Section IV.A.2 at the regular meeting at which it is introduced. Instead, after brief discussion it shall be referred to the Director or shall be scheduled for consideration at the next regular meeting of the faculty.
2. Proposals for amendments presented at a meeting of the faculty must receive a two-thirds vote of the faculty present and voting in order to be recommended to the

departments of the School for ratification. Ratification requires a majority vote of each department.

B. Review

The Bylaws will be reviewed every five years by an ad hoc committee appointed by the Director and in consultation with the faculty.

Approved by the SCS Faculty  
December 1998

EXCERPTS FROM THE  
UNIVERSITY OF ILLINOIS STATUTES

Article III, Section 5. The Dean or Director of a School or Similar Campus Unit

a. In a school or similar campus unit independent of a college, the chief executive officer shall be a dean or director appointed annually by the Board of Trustees on the recommendation of the chancellor and the president. On the occasion of each recommendation, the chancellor shall seek the prior advice of the executive committee of the faculty concerned. Within the school or similar campus unit, the duties of a director or a dean shall be the same as those of the dean of a college. The performance of the dean or director shall be evaluated at least once every five years in a manner to be determined by the faculty of the unit.

b. In a school or similar campus unit included within a college, the chief executive officer shall be a director appointed annually by the Board of Trustees on the recommendation of the dean of the college, the chancellor, and the president. On the occasion of each recommendation, the dean shall seek the prior advice of the executive committee of the unit. The director shall (1) call and ordinarily preside at meetings of the school faculty to consider questions of school and subunit governance and educational policy at such times as the director or the executive committee may deem necessary but not less frequently than once in each academic year; (2) formulate and present policies to the faculty for its consideration, but this shall not be interpreted to abridge the right of any member of the faculty to present any matter to the faculty; (3) make reports on the work of the school; (4) have general supervision of the work of students in the school; (5) be responsible for the educational use of the buildings and rooms assigned to the school and for the general equipment of the school as distinct from that of the separate subunits; (6) serve as the medium of communication for all official business of the school with the college, the students, and the public; (7) represent the school in conferences except that additional representatives may be designated by the director for specific conferences; (8) prepare the budget of the school in consultation with the executive committee of the school; and (9) recommend the appointment, reappointment, nonreappointment, and promotion of members of the academic staff. Regarding recommendations of appointments, reappointments, nonreappointments, and promotions of the members of the faculty, the director shall consult with the department's or subunit's executive officer who shall provide the director with the advice of the appropriate committee(s). Such recommendations shall ordinarily originate with the subunit or in the case of a group not organized as a subunit with the person(s) in charge of the work concerned and shall be presented to the director for transmission with the director's recommendation to the dean of the college. The performance of the director shall be evaluated at least once every five years in a manner to be determined by the faculty of the school and college.

PROCEDURES AND CRITERIA USED FOR PROMOTION AND TENURE  
IN THE  
DEPARTMENT OF CHEMISTRY

Owing to the large size and diversity of the Department, the Chemistry Bylaws specify that a Committee on Staff be constituted to advise the Head on issues of promotion and tenure, including third-year reviews of junior faculty. The committee is appointed annually by the Head, who meets with the Staff Committee in an ex officio fashion in order to gain a sense of the discussions surrounding the decisions that are reached. The individual committee members consult more broadly with senior faculty in the department whose research and teaching interests are most relevant to those of the junior faculty under consideration for promotion or tenure. Much of this consultation is carried out via meetings attended by all senior faculty in the area or areas of chemistry with which each faculty member under review is most closely associated. There are six areas within the department: analytical, inorganic, materials, organic, and physical chemistry, and chemical biology.

Typically, in late spring, the Head discusses candidates for promotion and tenure with the Staff Committee, which then seeks advice from the senior faculty in the cognizant area(s) on whether to begin a formal evaluation process. If the consensus is to proceed, the cognizant senior faculty are consulted on the selection of external reviewers for the candidates under consideration. The list of potential reviewers is brought to the Staff Committee for its approval, typically in the early summer. At this time, each candidate under consideration is requested to prepare a promotion dossier in consultation with the current version of Provost Communication #9. When the tenure dossiers are complete, usually in late summer, they are mailed to the reviewers along with a letter requesting a confidential evaluation of the faculty member under consideration. Typically we allow a period of four to six weeks for responses to arrive. During the period in which the external referees are deliberating, communications with the external referees are handled by the departmental administrative secretary so as to avoid any unintentional bias by contact with departmental faculty.

All external letters of reference and the promotion dossier assembled by the candidate are analyzed by the senior faculty in the cognizant area(s) as indicated above. The Staff Committee member who represents that respective area then brings forward an informal recommendation of the areas to the Staff Committee. Each case is thoroughly evaluated and discussed by the Committee as a whole. At the conclusion of the discussion, the Committee takes a vote, which is communicated to the Head as the formal means of conveying its advice on the promotion decision. The Head consults with the Departmental Advisory Committee (which is elected by the faculty) before transmitting a recommendation to the School of Chemical Sciences for further review.

The same criteria are used for promotion at both the assistant professor to associate professor and associate professor to professor steps except that, for the latter, we specifically concentrate on evaluation of contributions generated since the last promotion as directed in Provost Communication #9.

To be recommended for promotion in the Department of Chemistry, the candidate should have made a significant impact on the scientific community and shown clear evidence of leadership in their field. Because the Department of Chemistry is a main line academic department with a significant research mission, we typically weigh these contributions more heavily than those of a service nature. We also insist that the candidate demonstrate competence in instructional delivery and an interest in curricular matters.

Third-year reviews of untenured faculty are conducted as described in the first paragraph of this document and in Provost Communication #13. Typically, in the spring, a member of the Staff Committee prepares a document detailing the consensus of cognizant senior faculty about the third-year professor's status and future prospects. This document is forwarded to the Head, who adds comments and suggestions as appropriate and transmits them in writing to the untenured faculty member.

Above all, our goal is to identify that select subset of scholars who can confidently be predicted to have a future of significant, sustained intellectual accomplishment. In doing so, we apply the most exacting standards, insist that candidates for promotion bring these same standards to the self-evaluation of their own work, and make recommendations for promotion only when they clearly are in the best interests of the university.

Approved by the Staff Committee  
July 21, 2003

ANNUAL FACULTY REVIEWS AND GRIEVANCE POLICY  
IN THE  
DEPARTMENT OF CHEMISTRY

**Annual Reviews.** Provost's Communication 21 calls for annual reviews of every tenured or tenure-track faculty member. These reviews are intended to be developmental and constructive. As part of the review process, each faculty member is asked to provide:

- a written statement of accomplishments and professional activities during the past year and plans for the future (in the Department of Chemistry, this statement comprises three sections: a quantitative summary of achievements, a qualitative summary of achievements and future goals, and a statement of resources that the Department could provide to assist the faculty member achieve both near- and far-term goals), and
- a brief explanation, if needed, of the connection between the faculty member's activities and the mission and expectations of the unit and university.

The information provided forms part of the basis for setting academic year salaries, and also guides allocation of resources (space, release time, staff support, etc) to best fit faculty needs.

**Option for Periodic Broader Review.** The broader faculty review option is designed to provide units and faculty members with a mechanism for seeking additional information when either the unit executive officer or the faculty member believes that there is need for a fuller and more complete assessment of the faculty member's record than has been provided by a series of annual reviews. The broader review is not an appeal of the annual review process, nor is its purpose to address a narrow, specific issue, such as the faculty member's salary determination, or other issues that are appropriately addressed through a grievance process.

Rather, the broader review follows from and is based on previous annual reviews and takes the place, in the year it occurs, of the annual review process. The broader review concerns the faculty member's overall performance in teaching, research, and public service or in a defined, significant subset of faculty roles and responsibilities. Invoking the broader review option, therefore, should be grounded in the results of at least the two immediately previous annual reviews, and more typically in a longer pattern that reveals a need for deeper scrutiny of the record in order to more fully understand the faculty member's performance or to ascertain whether the annual reviews have adequately assessed significant aspects of the record.

Before invoking the broader review option, the faculty member and executive officer should make serious attempts to come to mutually satisfactory resolution through informal interactions and problem-solving efforts. In the Department of Chemistry, faculty members may call for a periodic broader review by submitting a written request; the Head may call for a periodic broader review with the advice of the Staff Committee.

**Grievances.** A faculty member who believes he or she has been aggrieved by the application of the annual review procedure is encouraged to discuss the issue with the Head as part of an informal process to find a resolution acceptable to both parties.

If the informal process does not result in an acceptable resolution, the faculty member may petition for redress by filing a formal grievance with the Director of the School of Chemical Sciences, with

a copy to the Head of the Department of Chemistry. As provided by the University's *Statutes*, a faculty member may always consult with the University's Faculty Advisory Committee.

A faculty member may also respond to the annual review by placing documentation in his or her official departmental personnel file. Consistent with legal requirements and university policies, the contents of official personnel files are open to examination by the individual concerned.

EMERITUS FACULTY  
IN THE  
SCHOOL OF CHEMICAL SCIENCES

Recognizing that Emeritus Faculty can contribute significantly to its academic environment, the School of Chemical Sciences welcomes and encourages their participation. Although Emeritus Faculty do not participate in the formal instructional program of the School nor serve as advisors of graduate thesis students, office and laboratory space may be assigned to them for personal research activities or for the research of undergraduate students and postdoctoral fellows. These arrangements are to be worked out with the head of the department involved and are subject to the availability of space and financial resources within the department. They will be reviewed annually. Also, subject to the approval of the department head, Emeritus Faculty may apply for short-term research grant support (within the above limitation on space and resources) and may be granted access to an appropriate amount of departmental clerical service to the extent that it does not interfere with the normal teaching and research activities of the department.

Approved by the SCS Executive Committee  
November, 1984

RESEARCH PROFESSORS  
IN THE  
DEPARTMENT OF CHEMISTRY

1. From time to time it is appropriate for the Department of Chemistry to consider appointments to the research professoriate, i.e., to the positions of Research Assistant Professor, Research Associate Professor, or Research Professor. These appointments may be made for a variety of reasons recognizing as a first consideration that the department's interests in research, teaching, and public service must be advanced by such appointments.
2. All candidates for appointments to the research professoriate in Chemistry shall demonstrate the high level of accomplishment normally associated with candidates to the normal tenure-track professoriate at the same level. These appointments shall be subject to the same level of scrutiny and approval pertaining to tenure-track appointments. In particular the Staff Committee will conduct a rigorous review and advise the Head on all such appointments.
3. Members of the research professoriate may have positions entailing a variety of duties, but in all cases the pursuit of original research, including the preparation and prosecution of individual research grants, will be a central feature. They may, depending on the details of their specific appointment, participate in the formal instructional program of the department and participate as co-Principal Investigators with members of the tenure-track faculty. The research professoriate titles are not suitable for members of the faculty who carry only instructional responsibilities.
4. Inasmuch as members of the research professoriate are not members of the Graduate Faculty, they may not formally direct the research of graduate students or chair thesis committees. They are normally assigned space and infrastructure support in conjunction with a member of the tenure-track faculty.
5. Members of the research professoriate shall be reviewed annually and their re-appointment shall be governed by the normal regulations applying to non-tenure track academic employees of the University of Illinois. Members with the titles Research Assistant Professor and Research Associate Professor may be considered for advancement in rank at any time justified by their performance, and may expect such review after five years at the same rank. Such reviews shall be conducted internally, similar in depth and scope to the third-year review of tenure-track assistant professors.

Memo from the Head to the Staff Committee  
September 4, 1998

## JOINT APPOINTEES IN THE DEPARTMENT OF CHEMISTRY

### **Purpose**

Joint appointments in chemistry constitute a formalized relationship with selected, high quality faculty from other departments, and they are established for the mutual enhancement and development of research and instructional opportunities for the faculty in chemistry. Whether such appointments are made at the time of new faculty hiring, as an action for faculty retention, or for the developing interest of continuing faculty, the criteria for joint appointment and for continuation of these appointments need to be met.

### **Criteria for Joint Appointment and the Appointment Process**

The principal criteria for making a joint appointment in Chemistry are the quality and appropriateness of the research interest and the potential for instructional and administrative contributions for the mutual benefit of chemistry faculty and the joint appointee. Important considerations for chemistry will be the relationship of the proposed appointee's research program to those of the current faculty, and the ways that it might complement or enhance the quality of chemical research at Illinois. Also to be considered is the balance of representation, in terms of departments and research interests, that the current joint appointees constitute. Other considerations relate to the impact that the joint appointment may have on Department student and research resources, as well as what new opportunities for research or funding that might be availed through the appointment.

These issues will be judged by the Head, in consultation with the Staff Committee and the areas within Chemistry most likely to have an interest or be affected by the appointment, in considering the establishment of the joint appointment.

### **Rights**

For administrative purposes, all joint appointees will be affiliated with (at least) one of the existing areas within chemistry. Within these areas, faculty joint appointees will have opportunity to participate in the normal meetings held to discuss area-wide business, organization, and management. They will also have the opportunity to meet with graduate students in chemistry during the regular process of research advisor selection. They will have access to the research services in the School of Chemical Sciences as determined by the Director of the School.

### **Responsibilities**

The faculty joint appointees will be expected to participate actively in some components of the affairs within the Department of Chemistry. This may include formal instruction, through the offering of regular courses in chemistry or the development and delivery of jointly taught or cross-listed courses of interest to students in chemistry. The assistance of the jointly appointed faculty in certain matters of department administration (committee work), graduate instruction (oral committees), and the recruitment of faculty and graduate students is expected.

Although the balance and degree may vary considerably from individual to individual, it is expected that for each joint appointee there will be an appropriate balance between rights exercised and responsibilities fulfilled. This balance will be arranged and managed by the area heads.

## **Term and Review**

While joint appointments are made with unlimited term, the Department of Chemistry reserves the right for periodic review of these appointments, to ascertain that they are continuing to fulfill the purpose for which they were initially made. This review will be done by the Head, with consultation of the Staff Committee and the areas within Chemistry to which the joint appointee is assigned.

Approved by the Staff Committee  
May 21, 1993

HIRING AND PROMOTION OF STAFF SECRETARIES,  
ADMINISTRATIVE SECRETARIES, AND ADMINISTRATIVE AIDES  
IN THE  
DEPARTMENT OF CHEMISTRY

When secretarial personnel are hired or promoted to the rank of Staff Secretary, Administrative Secretary, or Administrative Aide, it is in the best interests of the staff member, the affected office, and the Department of Chemistry to search for and hire the most talented secretary available. Because secretarial personnel at the ranks of Staff Secretary and above are often called on to supervise other secretaries, it is essential to hire only those who have both a proven record of excellence and highly effective managerial skills. To achieve this goal, the following policy will be adopted.

A Review Committee will be constituted that will advise the Head as to the talents of the candidate, with emphasis on supervisory and managerial skills, and whether the hire or promotion under consideration is in the best interests of the department. For external hires, the Review Committee and the Search Committee shall be one and the same and shall interview the candidates as part of its evaluation process. For internal promotions, the Review Committee shall collect the information necessary to make a recommendation, and normally will interview the candidate(s).

We recognize that individual faculty members hire personal secretarial staff supported by their own funds. Faculty will continue to make these independent decisions, except in the case of promotions or hires at the Staff Secretary rank and above. In these instances, we wish to ascertain that the secretary has the supervisory and administrative skills that would enable her/him to move into a departmental position and continue to make a significant contribution if the need arises.

For external hires, the Review Committee will consist of at least the following persons:

The faculty member who will supervise the new hire (the B&O Committee member for area secretaries; the faculty member for private secretaries).

The Assistant to the Head of the Department of Chemistry or the Associate Department Head, or both.

Optional: Members of the faculty and members of the secretarial staff who are at a higher rank than the new hire/promotion.

In the case of an internal promotion, the Review Committee will be constituted as above except that it must contain at least one faculty member beside the faculty supervisor who has requested the review. Substitutes for the persons specified above may be appointed with the approval of the Head of the Department.

Approved by the Budget and Operations Committee  
November 4, 2002

SUPERVISION OF UNDERGRADUATE STUDENTS  
IN RESEARCH AND INDIVIDUAL STUDY  
IN THE  
SCHOOL OF CHEMICAL SCIENCES

The supervision of undergraduate students in the research or individual study courses (Chem. Eng. or Chem. 199 and 292) is limited to regular members of the faculty of the School (lecturers, instructors, and assistant, associate, or full professors). Emeritus faculty and academic/professional staff can assist in the supervision as long as a regular faculty member serves as a co-sponsor and the department head has approved of the arrangement.

Approved by the SCS Executive Committee  
November 24, 1987

FINAL EXAMINATIONS  
IN THE  
DEPARTMENT OF CHEMISTRY

While faculty are generally given great scope to organize courses as they see fit, final examinations are subject to more stringent rules. The following University policy from the Academic Staff Handbook applies:

Final examinations will be given for each course.

Exceptions can be granted for those courses in which a final exam is unnecessary or impractical.

The head or chairperson of the academic department in which the course is offered determines when a final examination is not required.

For the Department of Chemistry, this policy is interpreted to mean the following:

All lecture courses are required to have final exams. The only classes that are not required to hold final examinations (but which may hold them if the instructor so decides) are the following:

- (a) laboratory classes with 1 hr/week of lecture/discussion or less
- (b) graduate literature seminar courses
- (c) research-only, co-op, and internship courses

Requests for a variance from this policy must be made before the semester begins, and must include a justification for departing from University policy. Requests cannot be considered after the semester begins owing to the University's capricious grading guidelines (Academic Staff Handbook), which state "Capricious grading constitutes any of the following ... The assignment of a grade representing a substantial departure from the instructor's previously announced standards."

Approved by the Advisory Committee  
February 13, 2003

MAINTENANCE AND RENOVATION  
IN THE  
DEPARTMENT OF CHEMISTRY

Activities collectively referred to as "maintenance" actually reflect four different kinds of operations with distinct character. They are:

- Utilities. The campus, acting through its agent the Operation and Maintenance Division (O&M), is responsible for basic utility systems. These include power, light, air, water, etc. O&M collectively defines its responsibilities to end where the utility system enters a laboratory.
- Building Systems. This category covers everything from the large systems which serve more than one laboratory, *e.g.*, air handling in new RAL, to utilities, leaky drains, in individual researcher's laboratories. These are currently and will remain the responsibility of the handling unit, *i.e.*, the Chemistry Department.
- Specific Upgrades. These are items which serve, typically, a single investigator or instructional activity and provide enhanced capability for that activity. Examples include everything from bookshelves for journal collections to power upgrades for new equipment. These have always been and remain the responsibility of the individual researcher or teaching unit.
- Remodeling and Renovation. This category covers a wide range of activities which might fall into either the Building Systems or Specific Upgrade categories but which, because of their size and scope, cannot realistically be accomplished with the resources available to a single researcher or instructional unit. These are typically accomplished with some combination of resources, but they are always coordinated at the department level. An obvious example is preparing laboratories for new faculty.

In the above definitions the term "responsibility" refers to the financial culpability, not to the actual operating responsibility. Operationally, maintenance activities will be coordinated through the School of Chemical Sciences, with departmental oversight of the financial assignments.

In the remodeling and renovation category, the Head or Head's designee will gather requests at least once per year. The Head of the department will seek advice about priorities but ultimately decisions on priority and scheduling will be made centrally.

Memo from the Head to Chemistry Faculty  
September 18, 1997