POLICY MANUAL

DEPARTMENT OF CHEMISTRY
UNIVERSITY OF ILLINOIS AT URBANA-CHAMPAIGN

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September 2026

BYLAWS OF THE
DEPARTMENT OF CHEMISTRY

February 17, 1978
Revised November 5, 2001 and November 6, 2017

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 members of the academic staff with the rank or title of professor, associate professor, or assistant professor who are tenured or are receiving probationary credit toward tenure, and hold a 0% or higher % appointment; emeritus professors (if present on campus), teaching professors, teaching associate professors, teaching assistant 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 members of the Voting Faculty of the Department elected for staggered terms of up to two years and any additional time required for their successors to be elected. Each Fall semester, 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 up to three candidates 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 in the manner just described for annual elections.

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 are appointed by the Head. The standing committees are the Academic Integrity and Capricious Grading Committee, the Courses and Curricula Committee, the Budget and Operations Committee, the Graduate Admissions Committee, the Staff Committee, and the Graduate Fellowships Committee.

B. The Head may create special committees for matters outside the scope of the Advisory Committee or standing committees, 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. At least one meeting in each academic year shall consider 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 Bylaws 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.

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
University of Illinois
Urbana, Illinois
September 2025

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 Departments of Chemistry or Chemical and Biomolecular Engineering. This includes those with the rank or title of professor, associate professor, or assistant professor who are tenured or are receiving probationary credit toward tenure and hold a 0% or higher percent appointment; emeritus professors (if present on campus); teaching professors, teaching associate professors, and teaching assistant professors; lecturers, senior lecturers, and principal lecturers; and instructors, senior instructors, and principal instructors.
2. Voting rights shall be vested with academic staff in the Department of Chemical and Biomolecular Engineering or the Department of Chemistry. This includes those with the rank or title of professor, associate professor, or assistant professor who are tenured or are receiving probationary credit toward tenure and hold a higher than 0% appointment; teaching professors, teaching associate professors, and teaching assistant professors; lecturers, senior lecturers, and principal lecturers; and instructors, senior instructors, and principal instructors.

B. MEETINGS

1. **Purpose** – The purpose of the Faculty in assembly shall be to act on matters of 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 Officer 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. Members may determine that a meeting may be held entirely by means of telephone, electronic or other communication facilities that permit all participants to communicate adequately during the meeting. A meeting may also be held at which some, but not necessarily all, persons entitled to attend may participate by means of such communications facilities if the members determine to make them available. A person participating in a meeting by such means is deemed to be present at the meeting.
5. **Quorum** – A quorum at meetings of the Faculty shall consist of a majority of the full-time members with the rank or title of professor, associate professor, or assistant professor who are tenured or receiving probationary credit toward tenure, having at least a 50% appointment within the School with voting rights.
6. **Procedures** – Meetings of the Faculty may be conducted informally, but if formal motions are under consideration, the most recent edition of Robert's Rules of Order shall apply.

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, Human Resources, Information Technology, and Academic Advising and Career Services Offices, and the various service facilities. 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 ($100k in 2025 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 all 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 policies of the College of Liberal Arts and Sciences.

B. EXECUTIVE OFFICERS OF THE 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. If a member needs to be replaced temporarily, e.g., due to sabbatical or illness, the Department Head shall recommend to the Director an eligible individual to serve for a specified time. If a member does not complete their three-year term, e.g., due to retirement, departure, or resignation, an election will be held to identify a new member for a new two- or three-year term, to ensure staggered three-year terms of the members representing each department. If one year or less is remaining on the term of the member who does not complete their three-year term, the Department Head and Director have the option to appoint someone to finish the remainder of the term.
3. **Meetings** – The Executive Committee shall meet at least once 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 or staff 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.
4. **Quorum** – The voting members of the Executive Committee constitute the elected members and the *ex officio* members, except that the Director shall not have a vote in the recorded votes of the Executive Committee. No meeting of the Executive Committee shall be held absent a quorum (50% of the voting EC members, plus one) of members.
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 Director. 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 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 and Provost's Communication #10.
   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** – 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 standing committees of the School to deal with matters delineated by the following areas:
   a) Conflict Management Oversight
   b) Safety
   c) Service Facilities
   d) Diversity, Equity, Inclusion, and Access
3. **Ad Hoc Committees** – Established as needed by the Director in consultation with the Executive Committee to deal with matters outside the delineated areas under section III.B.2.

IV. BYLAWS

A. AMENDMENTS

1. Proposals for amendments of these Bylaws may be placed on the agenda of a meeting of the faculty by the Director, the Executive Committee or an Ad Hoc Committee 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 for consideration at the next regular meeting of the faculty.
2. Proposals for amendments shall be scheduled for consideration at a meeting of the faculty, where they 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. 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 for consideration at the next regular meeting of the faculty.

B. REVIEW

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

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:

1. 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

2. 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.

Department of Chemistry policy on faculty grievances against other faculty

Approved by Department Head and Advisory Committee
June 30, 2020 (revised September 21, 2020)

This policy relates to faculty grievances against other faculty for topics not related to harassment or discrimination based on protected status. Grievances on those topics are under the purview of the campus Office of the Vice Chancellor for Diversity, Equity & Inclusion (OVCDEI), of which the Office for Access & Equity is a unit.

(1) The faculty member ("petitioner") notifies the department head that they wish to file a grievance against another faculty member ("respondent"). The grievance should be specific and in writing. The grievance will be provided to the respondent, and the petitioner should keep this in mind when writing the grievance.
(2) The head checks with the School of Chemical Sciences (SCS) Human Resources (HR) office to determine whether or not the grievance is considered to be related to harassment or discrimination based on protected status. If so, then OVCDEI takes the grievance. If not, the grievance stays within SCS/Chemistry. However, the head has the discretion to send the grievance directly to a campus-level committee when warranted.
(3) The head forms an ad hoc investigative committee with a minimum of three faculty members, one of whom is designated as committee chair. All committee members are tenured full professors, with at least two from outside Chemistry. Normally the third member is from within Chemistry, unless the head decides that conflicts or other considerations strongly indicate otherwise. Neither the head nor any faculty member involved with the grievance is a member of the committee. SCS HR staff assist the committee with its functions. All involved with the process are informed that committee discussions are confidential.
(4) The committee meets with the head and SCS HR staff to go over the process. The head officially charges the committee for the specific grievance case. In addition, the head advises the committee regarding the specific University of Illinois Statutes and codes of conduct that constitute guiding principles for their consideration of the grievance.
(5) The committee is provided with the written grievance and interviews the petitioner if more information is needed. In response, the petitioner may update their grievance to clarify it.
(6) Via the head, the committee provides the written grievance to the respondent. The respondent is invited to submit a rebuttal, which should normally be done within 5 business days. The respondent may request an interview with the committee instead of, or subsequent to, submitting a written rebuttal.
(7) The committee, with SCS HR assistance, interviews other persons of interest as needed. Such interviews will normally be conducted in the absence of petitioner and respondent.
(8) The committee writes a report and makes a recommendation to the head regarding the actions the head might take in response to the grievance. The committee report is provided by the head to both petitioner and respondent.
(9) The head consults with the Department Advisory Committee regarding the recommendations.

(10) The head decides what actions to take and conveys that decision in writing separately to the petitioner, the respondent, and the committee. These actions may include (but are not limited to) arranging a meeting involving both the petitioner and respondent, along with an appropriate mediator.
(11) Steps 3–10 should happen as expeditiously as possible, preferably to be completed within 4 weeks of committee formation.
(12) Once the final disposition of the grievance is decided, a permanent record of the process, including all written reports and decisions, is kept in both the Chemistry and SCS offices.

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

Department of Chemistry Policy for Promotion in Non-Tenure Track Research Professor Positions
Approved by Staff Committee, January 28, 2018

Appointment to research faculty positions must be done only in light of exceptional accomplishments, and subject to the campus guidelines in Provost Communications #25 and #26 (PC #25 and PC #26).

In addition to the criteria listed in PC #26, those appointed to a Research Professor title should have the credentials outlined below. In particular, individuals named to any of the Research Professor positions must have the ability to teach graduate-level courses in the Department of Chemistry. The expectation is that occasionally they will do so.

The Research Professor titles convey all faculty privileges with the exception of voting rights, in concordance with the current policy on voting rights in the departmental bylaws.

Criteria for Consideration of Appointment or Promotion within the Research Professorial Line

Research Assistant Professor

Criteria for Consideration of Appointment as Research Assistant Professor

- 3+ years of experience in a postdoctoral or higher-level position
- Engaged in state-of-the-art research, and capable of independently securing funding as needed for their research program
- Able to teach graduate-level courses in the Department of Chemistry

To be considered for appointment as Research Assistant Professor, candidates provide:

- Their curriculum vitae
- A one-page research statement that describes their current research agenda and plan for contributing scholarship that enhances the Department and University and makes an impact beyond the Campus
- A one-page teaching statement that summarizes their teaching philosophy and experience
- Copies of scholarly works (e.g., articles, conference papers) completed
- The names of three active researchers at comparable institutions, among whom the Department will solicit letters of reference that address the candidate's qualifications related to the position of Research Assistant Professor

Research Associate and Full Professor

Criteria for Consideration of Appointment as or Promotion to Research Associate or Full Professor

- To be eligible for a promotion, the College of Liberal Arts and Sciences normally requires a minimum of 5 years in the current position; exceptions can be made with appropriate justification, such as holding an equivalent position at another institution, and able to document the prior position
- Engaged in state-of-the-art research, and funded through independent external grants or other appropriate mechanisms as required for that research
- Able to teach graduate-level courses in the Department of Chemistry
- If the candidate already has a position on campus, a letter of reference from a faculty member on campus, and not directly in a supervisory capacity, should be provided; this letter does not constitute one of the three external reviews required by PC #26
- Must have made significant new scholarly and educational contributions since initial hire or last promotion:

- Examples for Research Associate Professor level include: at least two senior author publications since the last promotion, invited talks at the national level, national leadership activities, departmental and campus service, significant responsibility for direction of graduate research activities
- Examples for Research Full Professor level include: at least four senior author publications since the last promotion, invited talks at the national and international level, national and international leadership activities, service at the departmental, campus and national level, significant responsibility for direction of graduate research activities

To be considered for appointment as, or promotion to, Research Associate or Full Professor, candidates provide:

- Their curriculum vitae
- A one-page research statement that describes their current research agenda and plan for contributing scholarship that enhances the Department and University and makes an impact beyond the Campus
- A one-page teaching statement that summarizes their teaching philosophy and experience
- Copies of most recent two (Associate) or four (Full) scholarly works on which they are senior authors (e.g., articles, conference papers) completed
- If the candidate already has a position on campus, a letter of reference from a faculty member on campus, and not directly in a supervisory capacity, should be provided; this letter does not constitute one of the three external reviews required by PC #26; for initial appointments, letters of reference will be collected through the search process; please note that these letters are not the external review letters required by PC #26

For all the research professorial positions described above, in accord with PC #26, the department will solicit external review by a minimum of "three scholars or professional specialists outside the University," based on the materials provided by the candidate. The external reviewers must be at comparable institutions and must not have any conflict of interest in doing an evaluation. Next, the case for appointment will be reviewed by the Department of Chemistry Staff Committee, whose recommendation will be transmitted to the Department Head. If the Department Head approves, then the case will be forwarded for review and approval to the School of Chemical Sciences, the College, and other campus units as required.

Appointment and Funding

All persons with the above titles require an annual review by the Staff Committee before the reappointment can proceed. From time to time it may be desirable to recognize excellence in research by appointing certain outstanding persons on campus to 0% Specialized Faculty Researcher positions. In such cases, all campus guidelines still apply.

Unless otherwise specified, the Department does not provide persons holding these titles with a salary or space specifically earmarked for their individual use; these resources are typically provided by research grants or by a separate support staff position. If a Research Professor is teaching, then when needed the department will buy out the appropriate salary amount to ensure compliance with the agency guidelines.

Notice rights, appointments for greater than annual duration (up to three years), grievances, and hiring and promotion procedures are subject to PC #25 and PC #26 for Research Professor lines.

Department of Chemistry
Policies on Teaching Professors
Approved by the Staff Committee, June 2016; Revised Dec 2016

The Campus guidelines for specialized faculty are presented in Provost Communication #25, and the Campus criteria for appointment to, and promotion within, the specialized faculty tracks of Teaching/Clinical/Research Associate and Full Professor are described in Provost Communication #26. The purpose of the current document is to provide more specific criteria for Teaching Professors in the Department of Chemistry.

Teaching Professorial Appointments

Provost Communication 25 notes that teaching professors must hold a Ph.D. degree or equivalent and must make "an instructional and curricular impact both within the department and beyond, either through scholarly publications, invited talks, or other related activities involving their discipline, pedagogy, and student interactions." For appointment to teaching assistant professor, there must be evidence that the person has the potential to make such contributions. For appointments to teaching associate professor or teaching full professor, an individual must have demonstrated such contributions.

In the Department of Chemistry, the duties of those appointed to the teaching professor tracks will consist of at least 50% teaching, with the balance of the duties focused on scholarly research and service. Typically, teaching professor appointments will carry a teaching load of three or four courses per year (typically involving a total of 600 students or so per semester), but this number can be reduced if the Department concludes a reduction is appropriate based on the individual's total duties.

There is no set minimum time in rank, but to be considered for appointment as (or promotion to) teaching associate professor, a candidate must have at least five years of full-time experience at the university level. To be considered for appointment as (or promotion to) teaching full professor, a candidate must have at least ten years of full-time experience at the university level. Normally the full-time experience at the university level will occur at the University of Illinois, but exceptions can be made with appropriate justification. The full time experience may be either before or after obtaining a Ph.D. degree. There is no maximum time in rank.

So long as it is feasible, individuals in the teaching professor ranks will be eligible for multi-year contracts. Multi-year contracts will be offered at the Department's discretion to individuals who maintain excellence in their teaching, research, and service obligations, as evaluated in the customary annual reviews.

Professorial Expectations (For All Ranks)

Teaching. All individuals in teaching professor rank are expected to be more than good classroom teachers. Teaching professors are also expected to contribute to the pedagogical goals of the Department and Campus beyond their own classroom. Activities that can help fulfill this *teaching expectation* include (but are not limited to): (a) supervising multi-section courses; (b) training and supervising teaching assistants, instructors, or lecturers; (c) developing new courses or making improvements to the curriculum; and (d) demonstrably improving the way an existing course is structured or taught.

Research. Individuals in the teaching professor ranks are also expected to engage in research that enhances the Department's and Campus's reputation beyond the local community. There are two ways that the *research expectations* can be met.

> First, teaching professors may engage in research aimed at enhancing the quality of chemistry education, both nationally and within our Department. Dissemination of that research may be at conferences or workshops, through traditional publication outlets, and through any channel that generates impact beyond the Campus and allows for the scholarly impact to be documented. To be considered for promotion, teaching assistant professors whose scholarship focuses on chemistry education will be expected to provide evidence that they have established a positive scholarly reputation beyond the Campus.
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> Second, in some cases teaching professors may engage in technical chemistry research. If this pathway is taken, the quality of the work is expected to be high and similar in nature to that of other researchers in the Department, although the expectation for scholarly productivity will be less to reflect the smaller percentage of one's appointment assigned to research. The expectation for quality implies that teaching professors choosing this route are expected to publish in journals or publications appropriate for high quality research.

Service. Individuals in the teaching professor ranks are also expected to engage in service. The *service expectations* may be fulfilled through service to the Department, the College, the Campus, or the discipline. Ideally, individuals will contribute in multiple ways at multiple levels in a manner befitting the title of professor. Some activities that may meet the service expectation include (but are not limited to): (a) serving on departmental or college committees, (b) acting as the faculty supervisor for departmental or campus student groups, (c) providing peer reviews for conferences or journals, (d) coordinating and participating in outreach activities, and (e) holding office in professional associations.

Teaching Assistant Professors

Potential appointments to the rank of *teaching assistant professor* will be evaluated by the department's Staff Committee. To earn the title of teaching assistant professor, prospective candidates must provide evidence both that they are excellent teachers and that they have a high potential for making an instructional impact within the Department and beyond.

To be considered for appointment as teaching assistant professor, candidates provide:

a. A complete longitudinal record of ICES scores (or equivalent teaching evaluations, if coming from another institution).
b. Their curriculum vitae.
c. A teaching statement that summarizes their teaching philosophy and teaching accomplishments, including contributions to the curriculum beyond one's own classroom (no more than 3 pages, single-spaced).
d. Sample syllabi, assignments, and other teaching materials that provide evidence of the quality of their instruction.
e. A research narrative that describes their current research agenda and plan for contributing scholarship that enhances the Department and University and makes an impact beyond the Campus.
f. Copies of scholarly works (e.g., articles, conference papers) completed.

Additionally, the candidate should provide the names of three people with significant teaching experience, from whom the Department will solicit letters of reference that address the candidate's qualifications related to the position of teaching assistant professor. The strong preference is for at least two of the letters to come from individuals who have directly observed the candidate's teaching.

Teaching Associate Professors and Teaching Full Professors

All cases for appointments to or promotions to the associate or full teaching professor ranks will be evaluated by the department's Staff Committee. Information for evaluation beyond the departmental level can be found in Provost Communication 26. To be eligible for a promotion, normally a minimum of 5 years in the current position are required. Exceptions can be made with appropriate justification (see below).

Candidates for *teaching associate professor* must demonstrate both that they are excellent teachers and that they have made a substantial instructional impact within the Department and beyond. According to Provost Communication 26, teaching associate professors must "be able to demonstrate instructional contributions to the college, Campus, and broader discipline, or, if this is to be the person's first appointment on Campus, have a proven record of making such contributions."

Promotion to teaching associate professor will come with a salary increase.

Candidates for *teaching full professor* must meet the same criteria as teaching associate professors and must demonstrate that they have made a significant impact beyond what would be expected for the teaching associate professor level. As stated in Provost Communication 26, "Promotion to the rank of full teaching professor should be based on a fulfilled promise of quality teaching and pedagogy, including making advancements in teaching and learning in the discipline that led to innovative strategies and marked course improvement. At this level, a teaching professor should be making broader contributions to pedagogy, often by sharing creative and scholarly work at conferences and in publications. Broader pedagogical contributions could also be shown by such accomplishments as publishing textbooks in reputable presses, securing competitive internal and external grants to develop curriculum or pedagogy, and effective mentoring of instructors, lecturers and graduate assistants."

Promotion to teaching full professor will come with a salary increase.

To be considered for appointment as, or promotion to, teaching associate professor or teaching full professor, candidates must submit:

a. A complete longitudinal record of ICES scores (or equivalent teaching evaluations, if coming from another institution).
b. Their curriculum vitae.
c. A teaching statement that summarizes their teaching philosophy and teaching accomplishments, including contributions to the curriculum beyond one's own classroom (no more than 3 pages single spaced).
d. Sample syllabi, assignments, and other teaching materials that provide evidence of the quality of their instruction.
e. A research narrative that describes their current research agenda and plan for contributing scholarship that enhances the Department and University and make an impact beyond the Campus.

f. Copies of scholarly works (e.g., articles, conference papers) completed since their last promotion.

Additionally, as part of the review process, two senior faculty members will observe and evaluate faculty currently at Illinois who are seeking promotion within the teaching professor ranks. The faculty evaluators will prepare an assessment of the candidate's teaching based on both direct observation of teaching and a review of the candidate's teaching materials (e.g., syllabi, assignments).

Individuals not currently teaching at Illinois cannot be observed, but instead must ask that at least three letters of reference be provided to the Staff Committee. If recent letters of references are otherwise available to the committee (e.g., the prospective appointment is part of a current search for which letters of reference were required), those letters will suffice so long as they address the qualifications related to the respective rank. The strong preference is for at least two of the letters to come from individuals who have directly observed the candidate's teaching. Please note- these letters are not the external review letters required by Provost Communication 26.

Finally, according to Provost Communication 26, promotion within the ranks of teaching professors (or appointment above the rank of assistant teaching professor) requires external review of the candidate's teaching, research, and service (via the dossier outlined in Provost Com 26) by a minimum of "three scholars or professional specialists outside the University." The external reviewers must come from comparable institutions and must not have any conflict of interest in doing an evaluation. If viewed as helpful in a particular case, the Head may also ask for letters of evaluation from individuals outside the Department but on Campus. Any letters obtained internally from the University of Illinois would be in addition to the three external review letters. See Communication 26 for more information.

Expedited Appointments at the Associate or Full Level

Per Provost Communication #26, initial appointments in a modified professorial title at an associate or full level can be made by an expedited process. The criteria to make such expedited appointments shall be the same as those enumerated above, and the decision to follow such an expedited process shall be made by the Department Head on the advice of the Staff Committee and College.

Department of Chemistry
Policy on Appointments and Promotions of Instructors and Lecturers
Approved by the College of Liberal Arts and Sciences, May 2026

The campus guidelines for specialized faculty members at the ranks of Instructor/Lecturer, Senior Instructor/Lecturer, and Principal Instructor/Lecturer are presented in Provost Communication #25. The College of Liberal Arts & Sciences guidelines are presented in *Policy for Appointment or Promotion for Specialized Faculty*. The purpose of the current document is to provide more specific criteria for the Department of Chemistry.

For all the positions described below, the case for appointment (hire) will be reviewed by the specialized faculty search committee, whose recommendation will be transmitted to the Associate Head of Undergraduate Instruction, and then to Department Head for review. Requests will then require School, College, and Campus review. This document only refers to the review process within the Department of Chemistry.

The typical annual teaching load for an Instructor or Lecturer in Chemistry with a 12-month appointment, irrespective of rank, is four courses during the Fall and Spring semesters, typically involving 600 total students or so per semester, and one course in the Summer. The distribution of teaching load over the three semesters may vary from this typical distribution when necessitated by departmental teaching needs and agreed upon mutually. The typical annual teaching load for an Instructor or Lecturer in Chemistry with a 9-month appointment, irrespective of rank, is four courses during the Fall and Spring semesters, typically involving 600 total students or so per semester. These teaching loads may be reduced by agreement with the Head if the individual takes on other substantive duties that are comparable in workload to the course reductions. For example, heavy involvement in teaching administration can count toward a reduced teaching load.

For all six titles (Instructor/Lecturer, Senior Instructor/Lecturer, Principal Instructor/Lecturer), the majority of the duties must involve teaching rather than other activities. The expectation that instructors and lecturers will spend 95% of their effort on teaching and 5% on service, typically by being a member of one departmental committee per year.

Instructors and Lecturers

Consistent with campus and College of LAS guidelines, the title of Lecturer is reserved for individuals holding a Ph.D. or equivalent, whereas the title of Instructor can be held by those with a Master's degree.

Initial hire as an Instructor or Lecturer requires:
Record of teaching effectiveness that meets the following elements of teaching excellence as defined by UIUC Office of the Provost:
o Well-designed
o Well-delivered
o Inclusive and ethical
o Reflective and evolving

To be considered for appointment as an Instructor or Lecturer, candidates must provide:

a. An up-to-date curriculum vitae.
b. A statement of teaching philosophy and self-evaluation, and
c. In cases where the candidate has prior teaching experience, a teaching portfolio that includes (i) a packet of materials from two different courses recently taught, including syllabi, policies, schedule of topics/assignments, blank copies of assignments/examinations, and other documents that demonstrate teaching effectiveness; (ii) records of three classroom observations by peers from the time of service as Instructor/Lecturer; (iii) longitudinal student evaluations that cover every semester of service as Instructor/Lecturer; and (iv) a letter from the supervisor of the candidate, a senior colleague well-versed with the candidate's teaching performance, or the head/chair of the candidate's department.

Senior Instructors and Senior Lecturers

According to Provost Communication #25, granting the title of Senior Instructor or Senior Lecturer is appropriate when the person has "made significant contributions to the department's teaching mission, including contributions to the curriculum."

According to LAS guidelines, "to be eligible for a promotion, the College normally requires a minimum of 3 years in the current position as an Instructor/Lecturer. Exceptions can be made with appropriate justification."

Promotion to or initial appointment as Senior Instructor or Senior Lecturer requires:

a. A sustained record of teaching effectiveness with respect to the four elements of teaching excellence as defined by UIUC Office of the Provost.
o Well-designed
o Well-delivered
o Inclusive and ethical
o Reflective and evolving

b. Evidence of having made substantial additions, improvements, or other contributions to the chemistry curriculum. Examples include substantial revisions of current chemistry courses to include updated content, new course development, study abroad experiences, and innovative teaching methods that improve student learning.

To be considered for promotion to Senior Instructor or Senior Lecturer, candidates must provide:

a. An up-to-date curriculum vitae.
b. A teaching portfolio that includes (i) a statement of teaching philosophy and self-evaluation; (ii) a packet of materials from two different courses recently taught, including syllabi, policies, schedule of topics/assignments, blank copies of assignments/examinations, and other documents that demonstrate teaching effectiveness; (iii) records of three classroom observations by peers from the time of service as Instructor/Lecturer; (iv) longitudinal student evaluations that cover every

semester of service as Instructor/Lecturer; (v) a letter from the supervisor (Associate Head of Undergraduate Instruction) that summarizes annual reviews of performance.

An ad hoc committee of faculty members above the rank of the candidate will be formed to assess the candidate's case and make a recommendation to the Associate Head of Undergraduate Instruction, who will then make a recommendation to the Department Head. Tenured faculty, including emeritus faculty, may serve on the committee. A salary increase will be associated with this promotion; the amount will be based on the guidelines established in the current NTFC contract at the time of the review. Candidates should submit their packets to their supervisor by January 15. Departmental recommendations must be submitted in time to meet the May 15 LAS deadline for consideration. If successful, the promotion will take effect the following August 16.

At the Department's discretion, Senior Instructors or Senior Lecturers may be considered for multi-year contracts. Multi-year contracts may be offered to individuals who maintain their teaching excellence, as evaluated in the customary annual reviews.

In the event of an unsuccessful request for promotion, the candidate must wait at least three years before again requesting evaluation for promotion. This provision is intended to encourage candidates to ensure that their case for promotion is strong before requesting again to be promoted. If a candidate is unsure about their prospects, they are encouraged to discuss their record and the promotion expectations with their supervisor and the Head.

Individuals from outside the University or from outside the Department of Chemistry may be considered for direct hiring into Senior Instructor or Senior Lecturer positions. The same supporting materials must be provided, as specified above. The letter referenced in (v) would be provided by the supervisor of the candidate, a senior colleague well-versed with the candidate's teaching performance, or the head/chair of their department.

Principal Instructors and Principal Lecturers

According to Provost Communication 25, the designation of principal is appropriate when instructors or lecturers have made "fundamentally and objectively higher contributions to the unit's teaching mission."

Promotion from Senior Instructor or Senior Lecturer to Principal Instructor or Principal Lecturer will normally be considered after three years in the Senior position.

Promotion to or initial appointment as Principal Instructor or Principal Lecturer requires:

a. A sustained record of teaching effectiveness with respect to the four elements of teaching excellence as defined by UIUC Office of the Provost.
o Well-designed
o Well-delivered
o Inclusive and ethical
o Reflective and evolving

b. Evidence of leadership in additions, improvements, or other contributions to the Department's curriculum. Examples include the development of courses, course materials, or pedagogical best practices that have been subsequently adopted by other units on campus or other institutions; mentoring of other instructors/lecturers to help them develop their pedagogical skills; sustained service on committees that shape and oversee teaching and program coordination; and supervision of other teaching professionals.

To be considered for promotion to Principal Instructor or Principal Lecturer, candidates must provide:

a. An up-to-date curriculum vitae.
b. A teaching portfolio that includes (i) a statement of teaching philosophy and self-evaluation; (ii) a packet of materials from two different courses recently taught, including syllabi, policies, schedule of topics/assignments, blank copies of assignments/examinations, and other documents that demonstrate teaching effectiveness; (iii) records of three classroom observations by peers from the time of service as Senior Instructor/Senior Lecturer; (iv) longitudinal student evaluations that cover every semester of service as Senior Instructor/Senior Lecturer; (v) a letter from the supervisor (Associate Head of Undergraduate Instruction) that summarizes annual reviews of performance, and (vi) evidence of leadership in teaching, pedagogical service, and/or supervisory roles. For those candidates who supervise others, letters will be sought by the Department from those people who report to the candidate.

An ad hoc committee of faculty members above the rank of the candidate will be formed to assess the candidate's case and make a recommendation to the Associate Head of Undergraduate Instruction, who will then make a recommendation to the Department Head. Tenured faculty, including emeritus faculty, may serve on the committee. A salary increase will be associated with this promotion; the amount will be based on the guidelines established in the current NTFC contract at the time of the review. Candidates should submit their packets to their supervisor by January 15. Departmental recommendations must be submitted in time to meet the May 15 LAS deadline for consideration. If successful, the promotion will take effect the following August 16.

At the Department's discretion, Principal Instructors or Principal Lecturers may be considered for multi-year contracts. Such contracts may be offered to individuals who maintain their teaching excellence, as evaluated in the customary annual reviews.

In the event of an unsuccessful request for promotion, the candidate must wait at least three years before again requesting evaluation for promotion. This provision is intended to encourage candidates to ensure that their case for promotion is strong before requesting again to be promoted. If a candidate is unsure about their prospects, they are encouraged to discuss their record and the promotion expectations with their supervisor and the Head.

Individuals from outside the University or from outside the Department of Chemistry may be considered for direct hiring into Principal Instructor or Principal Lecturer positions. The same supporting materials must be provided as specified above. The letter referenced in (v) would be provided by the supervisor of the candidate, a senior colleague well-versed with the candidate's teaching performance, or the head/chair of the candidate's department.

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

Department of Chemistry policy on faculty separation

Approved by Department Head and Advisory Committee, September 4, 2025

When a faculty member separates from the University of Illinois to take their research group to another institution, the following considerations are applicable.

(1) Each of the faculty member's Ph.D. students in Chemistry must do one of the following three things: (a) graduate with the Illinois Ph.D. within one semester of the faculty member's departure date, while remaining in residence at Illinois; (b) move with the faculty member and obtain the Ph.D. from that new institution, regardless of their year in the Illinois Ph.D. program and their status relative to degree requirements such as the Preliminary Examination; or (c) switch research groups and remain at Illinois for the Ph.D. degree, where the now-former Ph.D. advisor cannot be co-advisor or committee chair, but may be a regular committee member.

(2) For any Illinois Ph.D. student in category 1(a) above, the faculty member must either leave funds here at Illinois or send funds from their new institution, in an amount sufficient to cover the student's salary and expenses.

(3) The faculty member may retain an adjunct appointment at Illinois for one year.

(4) The faculty member cannot remain as PI or co-PI on any Illinois grant after their departure date. Any grant must either be transferred to the new institution or have a change in Illinois PI.

Exceptions to this policy can be granted by the department head under unusual circumstances.

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

DEPARTMENT OF CHEMISTRY AREA OFFICE PROCEDURES

Approved by Department Head – February 9, 2015

The role of the area administrative offices is to support the functions of the Department, area faculty, and students by providing service that is dependable, helpful, and interactive.

Office Etiquette

Office staff, faculty, and students will interact with each other professionally and respectfully. Abusive language, threats, or bullying will not be tolerated. Any concerns or complaints that arise that cannot be resolved quickly and satisfactorily should be discussed first with the Area B&O Representative. If resolution cannot be reached with the Area B&O Representative, the issue should be taken up with the Associate Director of Administration and Operations in the main Department office.

Office Work Hours

Civil Service staff have a work day duration defined by contract. Working outside of business hours is generally not permitted; exceptions include graduate recruiting events and named lectures.

Office Procedures

Faculty members should direct detailed requests for new work to their primary area's general e-mail address or the area's "in box". New work will be assigned to the first available and/or most appropriate staff member. For longer jobs, the assigned staff member will inform the faculty member that (s)he will be working on the project and give an estimated time of completion. If additional information is needed to complete a task, the information will be requested, and the task will be completed after the details are received.

Office Priorities for Jobs Submitted by Individual Faculty Members

Time-sensitive jobs will receive top priority, but deadlines must allow staff reasonable and adequate time to complete the tasks. A minimum of three business days is strongly preferred, though more time may be needed if the job is complex or if the office workload is high (e.g., during graduate recruiting). The following priorities for work requested by individual faculty members are guidelines to be used mainly at times dictated by a heavy workload. Within these guidelines, some daily work for each faculty member is preferable.

PRIORITY GROUP 1: Unfinished jobs

- Any item in PRIORITY GROUPS 2 or 3 which has been left undone for 5 or more working days should receive top priority

PRIORITY GROUP 2: Highly time-sensitive jobs

- Award nominations
- Course handouts, exams, room reservations, etc.
- Lab equipment/supply purchase (CFOP, quote, and requested delivery date needed)
- Recommendation letter preparation/printing/submission
- Reimbursements (employee and visitor)

PRIORITY GROUP 3: Less time-sensitive jobs

- P-Card purchases (CFOP, business purpose, and invoice needed) for conference registration, membership renewal, books, journal charges, etc.
- Manuscript typing
- Ordinary correspondence
- Scheduling of meetings
- Travel arrangements (faculty and graduate students); see below

PRIORITY GROUP 4: Other jobs (will not move to PRIORITY GROUP 1)

- Label/file typing
- Large mailings
- Photocopying
- Reprint requests

Work requests that fall outside typical office duties will be evaluated by the staff member in charge of the office and, if necessary, the Area B&O Representative. If the work request is inappropriate for staff, it will be returned to the faculty member as promptly as possible.

Office staff are not expected to do the following:

- Handle requests of a personal nature (e.g., arrange personal appointments or travel, personal finance, mailings/shipments, car maintenance, babysitting, laundry, purchase/program cell phones, etc.)
- Assist UIUC faculty with their personal tax reporting (e.g., regarding honoraria)
- Check in faculty for air travel
- Obtain class rosters
- Enter grades or make grade changes via UI Enterprise Applications
- Manage grant expenditures or budgets

Business Travel

Business travel arrangements and purchases are subject to the following guidelines

- Domestic travel should be arranged 4-6 weeks prior to travel
- International travel should be arranged 6-8 weeks prior to travel
- A travel agent will be used for all travel purchased with a T-Card and/or travel with multiple or international destinations or that is otherwise complicated
- Changes to airfare purchases after booking will not automatically be tagged "high priority"; therefore, urgent changes should be handled personally by the faculty member seeking the change
- Alternative arrangements as a result of cancelled or delayed travel should be handled personally by the affected faculty member

Calendars

Faculty members bear primary responsibility for their own calendars, but meetings scheduled by an area office can be added to faculty calendar(s) by office staff, and additional business events can be added by staff as requested.

Department of Chemistry policy on Supervision of Undergraduate Research Students

Approved by Department Head and Advisory Committee, September 10, 2024

Supervision of undergraduate students in the Individual Study research courses CHEM 197, 297, 397, and 497 and in the Senior Thesis course CHEM 499 may be performed as follows.

(1) By a tenure-track assistant, associate, or full professor (0% or greater appointment in Chemistry), or by a Chemistry faculty affiliate in another unit, using their own CHEM CRNs.

(2) By an emeritus professor using their own CHEM CRNs, as long as the emeritus professor has a substantial on-campus presence so that they may appropriately supervise the research, as well as suitable access to research facilities. If the on-campus presence or access to research facilities is insufficient as assessed by the department head, then a tenure-track assistant, associate, or full professor (50% or greater appointment in Chemistry) must be the co-supervisor, and the latter faculty member's CHEM CRNs must be used.

(3) By a research professor who is also an emeritus professor (i.e., formerly on the tenure track), considering the requirements for on-campus presence and access to research facilities of #2.

(4) By a research professor who is not also an emeritus professor (i.e., not on the tenure track), using their own CHEM CRNs, when approved by the department head after considering the intended supervisory arrangement.

(5) By a teaching professor, lecturer, or instructor using their own CHEM CRNs, when the research is directly education-related and adequate supervision is arranged and approved by the department head.

Faculty should ensure that undergraduate research students register for an undergraduate research course in the appropriate unit for their particular situation. A Chemistry major should register for CHEM x97/499. But in most cases, a student in another major should register for the analogous course in their home unit rather than CHEM x97/499. There are many reasons, including when the student can earn distinction in their major or submit a senior thesis in their major only by registering for undergraduate research credit in their home unit rather than in Chemistry.

When a Chemistry major wishes to do research in the laboratory of a faculty member who has no formal association with Chemistry, credit for CHEM x97/499 is allowed only when an appropriate and willing Chemistry faculty member (50% or greater appointment in Chemistry) agrees to serve as the formal advisor of record (AOR) using their own CHEM CRNs. Both the student and AOR must justify that the research has a substantial chemistry component, i.e., is on a topic that Chemistry faculty would generally agree is "chemistry" rather than something else. The mere involvement in the research of chemical reagents, buffers, etc. is generally insufficient to establish a substantial chemistry component. As part of their agreement to serve in the supervisory role for the research, the AOR must describe how the student's research will be overseen properly by the AOR, including frequency of the student meeting with the AOR to discuss the research. The AOR is empowered and has the obligation to provide commentary, feedback, and advice on the chemistry aspects of the research. The AOR can ask for revisions and additional work, including in a CHEM 499 senior thesis.

Department of Chemistry
Policy on Undergraduate Research Credit (CHEM x97/CHEM 499)
Approved by Department Head, December 5, 2016
(updated September 7, 2017, April 14, 2019, August 12, 2022, and January 23, 2024)

The Department of Chemistry offers undergraduate research credit in the form of non-thesis research (CHEM x97) and senior thesis research (CHEM 499). Undergraduates who are not Chemistry majors are strongly encouraged to enroll in the undergraduate research course in their own major when possible, rather than in CHEM x97/499.

(1) One credit hour of CHEM x97/499 corresponds to an average of five hours per week of research time over the entire semester. Research for less than five hours per week is not generally eligible for any CHEM x97/499 credit.

(2) In general, undergraduates are expected to perform research for the full duration of a semester, rather than only a portion of a semester. Credit for research performed during at least half of the semester may be granted in line with (1), considering the research time per week averaged over the entire semester. The instructor should not approve any credit that averages to less than 5 hours per week over the entire semester.

(3) Retroactive credit (i.e., Late Course Add of CHEM x97/499) after the first half of the semester is not normally allowed. In the rare case that a Late Course Add is approved, this will be for only one credit hour.

(4) Individual faculty members are assigned CRNs that are specific to each semester and to each CHEM x97/499 course. Undergraduates should obtain the relevant CRNs directly from their faculty research advisors or from area offices. CRNs will be provided by the department office to faculty and to area offices.

(5) For CHEM 499, a senior thesis approved by the faculty research advisor must be submitted by the student for final approval by the department. The deadlines and procedures are described online at the following webpage and linked webpages or on an analogous successor webpage. https://www.chemistry.illinois.edu/chem-499

Department of Chemistry
Procedure for Undergraduate Research Credit (CHEM x97/CHEM 499)
in a Non-Chemistry Laboratory
Approved by Department Head, September 12, 2014
(updated August 29, 2015 and September 7, 2017)

This document describes the procedure to be followed when an undergraduate seeks approval for either non-thesis research (CHEM x97) or senior thesis research (CHEM 499) under the supervision of a research advisor who is not in the Department of Chemistry. For this purpose, a faculty member who is a Chemistry affiliate or who is in the Department of Chemical & Biomolecular Engineering (ChBE) is considered "in Chemistry" and may directly supervise CHEM x97/499, with no formal department approval required.

For non-thesis research (CHEM x97) in a non-Chemistry lab, two requirements must be met.

(1) The student must identify an appropriate and willing Chemistry faculty "advisor of record", who will formally provide the end-of-semester course grade for the research done in the non-Chemistry lab. This advisor of record needs to be specifically a Chemistry faculty member, not a Chemistry affiliate or a ChBE faculty member. It is entirely the responsibility of the student (not the department office), with advice from their non-Chemistry advisor, to identify, approach, and secure the participation of the Chemistry advisor of record. The CRN used for course credit should be that of the advisor of record. If this faculty member does not yet have the appropriate CRN, then the department office will obtain and provide it.

(2) The student must petition the department office for formal approval. This petition must (a) designate the Chemistry advisor of record, who must already have agreed to participate, and (b) describe the research project and its relationship to Chemistry, justifying that the research has a substantial chemistry component (i.e., that the research is something that the Chemistry faculty would generally agree is "chemistry" rather than something else). The department office must approve this petition in order for CHEM x97 credit to be awarded. This approval should be requested no later than the end of the third week of the semester.

For senior thesis research (CHEM 499) in a non-Chemistry laboratory, one additional requirement must also be met:

(3) A senior thesis approved by the Chemistry advisor of record must be submitted by the student for final approval by the department. This final approval will be provided using the same submission deadlines and evaluation procedures as exist for undergraduates who are doing senior thesis research (CHEM 499) with Chemistry advisors. These deadlines and procedures are described online at the following webpage and linked webpages or on an analogous successor webpage. https://www.chemistry.illinois.edu/chem-499

Department of Chemistry policy on graduate student transfers from other campus departments

Approved by the Department Head, the Director of Graduate Studies, and the Chair of the Graduate Admissions Committee – November 12, 2014

(Revised for clarity October 17, 2015 and February 23, 2018)

On occasion, a student who is in a Ph.D. program in another department on campus may request to transfer into the Department of Chemistry. The Department's policy on such transfers is below.† Please consult the Graduate College website for their current policy governing such transfers.

(1) The Department of Chemistry expects that such transfers will be very rare and will have especially strong justification in all relevant ways.
(2) Transfer requests must be initiated by a formal petition from the student to the Department of Chemistry. This petition must include a statement by the student to justify the transfer request.
(3) It is expected that the potential transfer will be discussed with the student's home department, which will be asked for a copy of the student's original application to the Ph.D. program. If the type of research proposed in the petition can reasonably be performed while the student remains in the home department, then the petition will be rejected.
(4) Except in extenuating circumstances, no student will be allowed to transfer into Chemistry if they have either (a) completed the Spring of their second academic year, or (b) taken the preliminary examination, qualifying examination, or equivalent in their home department. If either of these conditions is met, then the petition will normally be rejected.
(5) Before proceeding any further with a potential transfer, the student must identify a Chemistry research advisor, who must commit in writing to accepting the student. No "rotations" are allowed by the student, and there will not be any "group-joining process" after transfer.
(6) If the Department Head is still considering the transfer request after points (1) through (5) have been considered, then the Chair of the Graduate Admissions Committee and the relevant area representative on the committee will review the application file, including both the original file for admission to UIUC, graduate program performance since arriving at UIUC, and the statement of support from the proposed advisor. The Admissions Committee will then make a recommendation to the Department Head, with the understanding that approval of any transfer request will be made only if the student is outstanding (in addition to meeting all of the criteria listed elsewhere in this document).
(7) The final decision on a potential transfer will be made by the Department Head, in consultation with the Chair of the Graduate Admissions Committee, the Director of Graduate Studies (DGS), the proposed Chemistry research advisor, the relevant area B&O representative, and any others whom the Head wishes to consult. A positive indication in step #6 above does not compel a positive decision by the Department Head.
(8) If the potential transfer student is not already a member of the group of a full/part/zero-time Chemistry faculty member, then no transfer will be permitted from the start of the Fall semester in mid-August through the Chemistry group-joining enabling date at the end of October.
(9) Prior to the transfer, an explicit timeline by semester of all Chemistry graduate program requirements (literature seminar, preliminary examination, and original research proposal) must be established. This timeline must take into account the student's experience and any other relevant factors. The DGS and relevant area B&O representative must approve this timeline before any further action on the transfer will be taken.
(10) Regardless of the timing of the transfer, the student must be paid as RA by the Chemistry research advisor for whatever fraction of a semester remains in the semester of the transfer, as well as the following full semester (a student who transfers in a Spring semester must be paid as RA by the advisor in both the subsequent Summer and Fall). After that RA period, TA support may be provided for one or two subsequent semesters at the discretion of the Department Head. The Department Head also has the discretion to waive part or all of the Department's usual (2 x 0.5 FTE) TA requirement.
(11) The Department of Chemistry will incur no extra or special financial costs associated with the transfer. For example, if the home department or unit requires that they receive financial compensation in association with the student leaving their department (e.g., if SMCB requires compensation for one or more first-semester rotations), then the Chemistry research advisor will be solely responsible for all of these costs.

† Where a specific individual is named, if that person has a conflict of interest, then an alternative person must be designated.

Guide for Affiliate Faculty with Chemistry Graduate Students

February 23, 2018

This one-page sheet is intended for affiliate faculty in Chemistry regarding Chemistry students in their research groups. Detailed information can be found in the Department of Chemistry Graduate Manual: https://www.chemistry.illinois.edu/grad-manual

Ph.D. Program Benchmarks

Literature Seminar (Year 2):	Student seminar on a topic from current literature, distinct from the student's developing topic of thesis research, including a written abstract and public oral presentation.
Oral Prelim Exam (Year 3):	Oral exam to assess student's progress in research.
Original Research Proposal (Year 4):	Original oral and/or written research proposal (depending on area) on a topic distinct from the student's thesis research.
Final Exam (final semester):	Final seminar on student's Ph.D. thesis research.

Committee Identification

Students in the Department of Chemistry identify their prelim committees by the end of the first year. The committee must include at least two Chemistry faculty who have at least 50% Chemistry appointments, in addition to the affiliate advisor who will serve as chair.

Thesis Research: CHEM 599

All Chemistry students register for CHEM 599, not credit in the advisor's home department.

Teaching

Students in the Department of Chemistry are required to teach for their first two semesters unless on a full fellowship. Students in the second year may be either RA or TA. Requests for students to TA in the third year or later (in any unit, Chemistry or other) require formal approval from the department head or delegate and are rarely granted.

Annual Graduate Student Reviews

Every advisor and student in the Department of Chemistry are required to conduct an online annual review of the student. The process begins in late spring.

Guide for Non-Chemistry Faculty with Chemistry Graduate Students

September 17, 2014 (most recent update February 26, 2026)

This one-page sheet is intended for faculty outside of Chemistry regarding Chemistry students in their research groups. Detailed information can be found in the Department of Chemistry Graduate Manual: https://www.chemistry.illinois.edu/grad-manual

Requirements Before the Chemistry Student Can Join the Non-Chemistry Research Group

Proposed Thesis Research / Advisor of Record

Non-Chemistry faculty advisors (neither 0–100% Chemistry nor affiliate) must submit a brief (<500 words) research proposal for approval, validating a significant chemistry component in the project. The student must secure the formal agreement of an appropriate "advisor of record" (AOR) who is tenured and has a 50–100% Chemistry appointment.

Funding

Non-Chemistry advisors are required to provide proof of funding to support the Chemistry student in all summers of years 1+ and all fall/spring semesters of years 3+. TA positions in years 3+ are approved only in rare cases. When a Chemistry graduate student on a Chemistry-sponsored fellowship joins the group of a non-Chemistry advisor, that advisor is required to pay the base salary of the student throughout the duration of the fellowship, unless a non-Chemistry fellowship defrays that cost. The student shall not benefit financially beyond the ordinary benefits of the Chemistry-sponsored fellowship.

Information for After the Chemistry Student Joins the Non-Chemistry Research Group

Ph.D. Program Benchmarks

Literature Seminar (Year 2):	Student seminar on a topic from current literature, distinct from the student's developing topic of thesis research, including a public oral presentation.
Oral Prelim Exam (Year 3):	Oral exam to assess student's progress in research.
Original Research Proposal (Year 4):	Orally defended original research proposal (ORP) on a topic distinct from the student's thesis research. A written ORP document is included.
Final Exam (final semester):	Final seminar on student's Ph.D. thesis research.

Committee Identification

Students in Chemistry identify their thesis (prelim/final exam) committees by the end of the first year. The committee must include at least two 50+% Chemistry faculty, one of whom shall be the AOR and committee chair.

Thesis Research: CHEM 599

All Chemistry students register for CHEM 599, not credit in the advisor's home department. The CRN should be that of the Chemistry AOR, not the faculty advisor outside of Chemistry.

Teaching

Students in the Department of Chemistry are required to teach for their first two semesters unless on a full fellowship. Students in the second year may be either RA or TA. Requests for students to TA in the third year or later (in any unit, Chemistry or other) require formal approval from the department head or delegate and are rarely granted.

Annual Graduate Student Reviews

Every advisor and student in the Department of Chemistry are required to conduct an online annual review of the student. The process begins in late spring. The non-Chemistry advisor, not the Chemistry AOR, is responsible for performing this review. Noncompliance by the non-Chemistry advisor will result in losing the privilege of supervising future Chemistry students.

Department of Chemistry policy on Group Expectations Documents

Approved by Department Head, June 25, 2024

Effective September 2024, each research-active faculty member within the Department of Chemistry who is seeking or has Chemistry graduate students in their group must have a "Group Expectations Document" (or "Lab Expectations Document") available to current department members, including graduate students and faculty. This includes joint appointees and affiliates.

The Group Expectations Document must explain the group's mission, responsibilities of the faculty member, expectations of group members including working hours and graduation requirements (e.g., minimum number of manuscripts), the faculty member's values, and other information the faculty member feels is important for graduate students to know before joining their group. Guidelines for what can or should be included in the Group Expectations Document are available on the department website at http://chemistry.illinois.edu/group-expectations-document.

The Group Expectations Document can be short and can refer to other University of Illinois sources such as those related to the department PTO policy, scientific integrity, safety, workplace harassment, etc. For example: "Students are expected to uphold the highest level of ethical conduct according to the University of Illinois policies". Each individual Group Expectations Document will be reviewed by the department head and main office for compliance with department policies and procedures (http://chemistry.illinois.edu/policy-manual).

Graduate students must have the ability to view all Group Expectations documents prior to joining groups. Faculty are welcome to post these documents on their public group websites, but such posting is not required. The documents will be collected by the department and made available on the department webpage using Box.

New research-active faculty have 6 months after joining the department to develop their Group Expectations Document.

At the department head's discretion, repeated noncompliance with this policy can prevent the ability of the faculty member to take new graduate students into their group.

Department of Chemistry Policy on Graduate Student
Personal Time Off (PTO) and Sick Leave

Original policy May 2020; Major revisions proposed by Climate Committee June 2023;
Voted by faculty July 2023; Approved by department head August 16, 2023

Several individuals, committees in the Department of Chemistry, and campus units reviewed and offered guidance toward the department's personal time off (PTO) guidelines. These include DCGSAC student representatives, the Student Wellness Coalition, the Climate Committee, the Department Head, the Assistant Director of Graduate Diversity and Climate, the Director of Graduate Studies, the Advisory Committee, and representatives from campus units that include the Office of University Counsel, Labor and Employee Relations, Illinois Human Resources, and Graduate Student Success.

Campus Holidays and Personal Time Off (PTO)

The Department of Chemistry is committed to providing graduate students with opportunities to take campus holidays and PTO away from the rigors of Ph.D.-related research and teaching. By having time off, graduate students are more creative and productive when they return. The guidelines below are minimal; faculty research advisors (henceforth "advisors") may be more generous, in consultation with the Director of Graduate Studies. Any additional PTO is considered to be time off from "student" activities and is at the discretion of the student's advisor. Advisors are expected to discuss this policy annually with their graduate students and to abide by this policy.

This policy is superseded by Graduate College, LAS, or campus policies, or Collective Bargaining Agreements, where they are applicable. Questions or concerns related to this graduate student policy should be communicated to the Director of Graduate Studies.

Although the University does not explicitly specify compensated time off for graduate students, the Department of Chemistry provides PTO for all Chemistry graduate students regardless of their % appointment, noting that some students may have no formal % appointment at all (e.g., students on a full fellowship).

Chemistry graduate students who are not on full fellowships are paid on an 11-month basis, typically as Teaching Assistants (TA) for parts of their early years and as Research Assistants (RA) for their remaining years of graduate study. Appointments in Chemistry are generally paid at 50% FTE for the nine academic months and 33% FTE in the three summer months. FTE means "full-time equivalent", where 1 FTE is one unit of full-time work, typically 40 hours per week.

The 50% TA/RA duties are not the only expectations for a graduate student throughout their time in our degree program. Each graduate student employee is also explicitly a "student," as signified by enrolling in and receiving credit for CHEM 599 and having their tuition and fees covered

year-round by their PI's research grant, a fellowship, or other sources. The CHEM 599 contribution constitutes the remaining hours per week spent on research, study, and related tasks, beyond the TA/RA effort. The department's Ph.D. degree program expects student contributions via year-round research, study, and related tasks independent of paid TA/RA duties.

Graduate students in Chemistry cannot be required to work more than 55 hours per week. Students cannot be required to work on both weekend days (Saturday and Sunday). Each advisor has the discretion to decide whether one weekend day each week (e.g., Saturday) is a standard work day for their group, but advisors may not count a missed weekend day as PTO (or sick leave). If a student is consistently not working in accord with the advisor's expectations, where those expectations have been made clear to all students in advance, then the advisor can decide that the student should find another research group, in accord with the relevant procedures in the Graduate Manual.

Advisors must allow students time off for the 14 or 15 campus holidays each academic year, as listed on the campus Human Resources webpage. These holidays include New Year's Day, Martin Luther King Day, Memorial Day, Juneteenth, Independence Day, Labor Day, Thanksgiving Day, Election Day (in a year with a qualifying election), and Christmas Day, as well as several designated holidays and gift days. Advisors should never expect that students will work on campus holidays.

In addition to campus holidays, graduate students in the Department of Chemistry are expected to be engaged full-time as a student or researcher, even though they are paid at less than full time. Accordingly, graduate students in the Department of Chemistry are allowed 24 days of PTO per academic year away from their academic obligations (research, teaching, and studying), to give a total of 38 or 39 days off per year. PTO for an academic year is valid from August 16 through August 15. Unused PTO may roll over to the next academic year with the consent of the advisor.

Illinois law requires the University to reasonably accommodate its students' religious beliefs, observances, and practices with regard to admissions, class attendance, and the scheduling of examinations and work requirements. The campus website has clear instructions for how a student can request an official absence letter as part of a request for accommodation for religious observances, if the student's advisor requires such a request.

PTO for Fellowship-Holders or Other Students with Reduced TA/RA Appointments

The Department of Chemistry expects that graduate students who hold fellowships, internships, or other appointments that reduce their TA/RA appointments below 50% but are still engaged full-time as a student or researcher should be eligible for the same total amount of PTO as those who hold 50% TA/RA appointments. This amount may be adjusted only if warranted; for example, when the graduate student is not engaged full-time as a student or researcher.

PTO Communication and Exceptions

Both advisors and students are expected to put in a good-faith effort to accommodate PTO whenever possible, with minimal disruption to research and academic progress. Advisors can expect graduate students to communicate their plans for PTO in writing well ahead of time. Whenever possible, students should provide two weeks of notice for PTO absences of more than two days to avoid misunderstandings or conflicts that disrupt research, mentoring, or other laboratory procedures. PTO shall be calculated in no finer than half-day increments. Work-related activities such as recruiting graduate students for the department, and professional development activities aimed at advancing students' careers such as attending conferences and job interviews, and participating in industry tours and seminars, are part of the traditional graduate education and shall not be counted as PTO. University HR policy directly covers various leave topics such as bereavement leave, jury duty leave, military leave, and many others and should be consulted for the current rules on these topics.

If the advisor and the student disagree on whether a particular activity constitutes PTO, then the situation should be brought to the attention of the Director of Graduate Studies.

In the case of weather-related absences (campus-declared snow days, tornado warnings, etc.) where the student's well-being is endangered if they travel to or from the laboratory, an exception must be given, and no PTO shall be used.

International Graduate Students and PTO

When an international graduate student visits their home country or otherwise travels internationally, they might encounter visa administrative issues that are beyond the control of the student, their advisor, or the department. Such issues might prevent the student from returning to their lab within the originally agreed PTO time frame. In such a situation, the student and advisor should consult with the Director of Graduate Studies as soon as possible to discuss options.

Before an international student departs the US, they should consult with their advisor to create a plan on how best to keep up with their research obligations in the event of a visa-related delay. An international graduate student is required to consult with ISSS before traveling internationally.

Sick Leave Policy

Graduate students in the Department of Chemistry are allowed 13 sick leave days per academic year. Unused sick leave does not roll over to the next academic year. Sick leave days should not be used in place of PTO days. PTO can be used if sick leave is exhausted, but not vice versa. The department expects that graduate students who hold fellowships, internships, or other appointments that reduce their TA/RA appointments below 50% should be eligible for the same total amount of sick leave as those who hold 50% TA/RA appointments. The amount of sick

leave may be increased if warranted. An advisor cannot require a student to disclose the specific medical basis of their sick leave.

Mental Health Concerns

Recurring occurrences of acute or chronic mental health issues beyond the 13 sick leave days, including health concerns that involve regular therapy, counseling, or medical attention, should be discussed with the advisor, and appropriate accommodations should be arranged after consulting with OAE (the campus Office of Access and Equity) and DRES (the campus Division of Disability Resources & Educational Services). If a student cannot reach an agreement with their advisor on proper accommodations, then they should arrange for a meeting with the Director of Graduate Studies.

Department of Chemistry policy on TA appointments

Approved by Budget and Operations Committee, October 3, 2013
Revised December 12, 2016, February 19, 2018, & February 28, 2020

Second-year graduate students who do not hold salary-defraying fellowships may generally be appointed as RAs or TAs at the discretion of their faculty research advisor. However, in rare cases, a second-year RA appointment may not be permitted when the second-year student is instead needed as TA, typically in a graduate course or advanced undergraduate course.

In part to ensure that graduate students can complete their Ph.D. degrees in a timely fashion, graduate students beyond the second year ("advanced students") require department approval to be appointed as TAs. This includes TA appointments in other units. In all cases, the Head or Head's designee makes the final decision whether to approve a TA appointment for an advanced graduate student.

A TA appointment for an advanced student is generally appropriate in only one of three cases:

(1) In the best interest of the student, such as when the student has not had the opportunity to be a TA due to a prestigious fellowship such as NSF or Springborn. Such a TA position would normally be granted for only a single semester in a 100- or 200-level lecture course that is required for our undergraduate chemistry majors, to maximize the pedagogic value for the TA.

(2) In case of acute faculty financial need, such as an unexpected delay in grant renewal. A graduate student will, if at all possible, be appointed as a TA for this reason only once in their career.

(3) For a graduate course when no suitable first-year or second-year student can be identified as the TA. This assessment should be made by the area B&O representative, unless there is a conflict of interest.

However, a TA appointment for an advanced student is generally inappropriate in other situations, such as the following:

(1) When the student is simply not performing well at research but is nevertheless remaining in the Ph.D. program.

(2) When the student has already been a TA for multiple semesters but did not have the opportunity to teach a particular kind of course (e.g., organic chemistry discussion section). Some courses are in high TA demand but low frequency. If advanced students are TAs for these courses, then first/second-year students won't have the opportunity to teach them, which would propagate the cycle of advanced students wanting to teach them.

Policy on TA appointments for students who choose to defer a fellowship that would otherwise cover their salary (e.g., NSF fellowship): Any student who chooses to defer such a fellowship in their second year will not be appointed as a TA without prior agreement by the department office. Without such an agreement, the advisor will pay such a student as RA during the deferral.

Policy on TA appointments for students who transfer from Ph.D. to M.S. program: Such a student will typically be granted one final semester of TA support while they complete their M.S. degree (either coursework or research thesis). However, this additional TA support is not guaranteed; such a student should request the final semester of TA support from the department office as soon as possible.

Department of Chemistry policy on TA duties

Approved by Department Head, Director of Graduate Studies,
Budget & Operations Committee, and Advisory Committee, March 21, 2019

Graduate students in the Department of Chemistry are generally appointed as TA for one or more semesters during their graduate studies. Our graduate students have research obligations and often their own coursework in addition to their TA duties. The following points describe the duties expected of each TA and instructor (professor or lecturer). If any TA has a problem or complaint regarding their TA duties, then they should contact the Director of Graduate Studies. All complaints will be held in confidence unless and until the TA explicitly indicates otherwise. The department head will meet with any instructor found not to comply with this policy, to discuss how to address and resolve the issue.

(1) The standard TA appointment is 0.5 FTE, equivalent to 20 hours per week. For such an appointment, all TA duties combined should on average not exceed 20 hours per week. On rare occasions (e.g., exam grading), extra time may be required. Instructors should notify their TAs of such rare occasions well in advance. These rare occasions should never place an unreasonable burden on a TA and should not allow the average duties over the semester to exceed 20 hours per week.
(2) TA duties include tasks such as, but not limited to, holding office hours, leading discussion sections, preparing and grading problem sets and quizzes, proctoring exams, assisting the instructor with grading exams, monitoring lab sections, and grading lab reports. A TA may be required to attend course lectures at the discretion of the instructor. In general, a TA should handle duties that are important for the course but that the faculty instructor cannot handle directly due to student numbers. TA duties and any syllabus changes should be made known to the TAs well in advance rather than on short notice.
(3) The instructor has primary responsibility for preparing all exams and exam keys. A TA may be asked to contribute but should never have primary responsibility.
(4) In some circumstances, a TA may lecture in place of the instructor. This should be done primarily for the education and career benefit of the TA rather than the convenience of the instructor. The great majority of the lectures in a semester should be presented by the instructor or a substitute faculty colleague.
(5) Whenever possible, instructors should design course materials (including exams and problem sets) to take into account the burden on TAs, such as grading time.

Department of Chemistry policy on TA performance

Approved by Department Head, Director of Graduate Studies, and
Budget & Operations Committee, February 16, 2018

The Department of Chemistry requires that all graduate students take their TA appointments seriously and perform all TA duties professionally. In egregious cases of nonperformance or unprofessional performance of TA duties, the department head (after consultation with others as appropriate) may place the graduate student on probation. Continued failure to resolve the problem may result in dismissal of the student from the Chemistry graduate program.

Nonperformance or unprofessional performance of TA duties includes, but is not limited to, the following situations:

(1) Failing to be present for assigned TA duties without acceptable explanation
(2) Failing to follow required safety procedures or to instruct and guide students in following those safety procedures
(3) Failing to perform required work (e.g., grading quizzes, exams, or lab reports) by a stated deadline without acceptable explanation
(4) Performing substandard work, as assessed by the course instructor
(5) Engaging in discriminatory, disruptive, or unusually confrontational or dismissive interactions with instructors, other TAs, or students
(6) Pursuing, entering into, or engaging in a personal relationship with an enrolled student
(7) Receiving teaching evaluations (e.g., ICES scores) that are significantly below any historical norms for the context

Department of Chemistry policy on Springborn Fellow pay

Approved by Department Head, June 12, 2023

The most prestigious graduate fellowship offered by the Department is the Robert C. and Carolyn J. Springborn Graduate Fellowship. The stipend associated with this fellowship is currently set to be $6,000 more than the NSF Graduate Research Fellowship stipend in that year, increased to maintain the $6,000 difference whenever the NSF stipend increases.

Utilization of Springborn funds shall be in accord with the following points:

(1) In no case shall a Springborn Fellow receive any Springborn funds after the student's fifth year.

(2) The Springborn funding agreement restricts the usage of the funds to three years for any one student. The funds cannot be spread out over more than three years.

(3) A Springborn Fellow automatically has their teaching (TA) requirement fully waived. If a Springborn Fellow wishes to have meaningful TA experience in the context of their career plans, then this will be discussed on a case-by-case basis.

(4) A Springborn Fellow who also has an NSF Fellowship is expected to accept the Springborn funds in years 1 and 2 while reserving the NSF Fellowship through year 2, then accept the NSF funds for years 3, 4, and 5. By NSF rule, an NSF Fellowship cannot be reserved for more than two years. In year 3, the department will supplement the NSF funds up to the Springborn level with non-Springborn funds. A student who arrives having already accepted their NSF Fellowship for year 1 will be supplemented up to the Springborn level in year 1 and is expected to reserve the NSF Fellowship in years 2 and 3.

(5) A Springborn Fellow who also has a Graduate College Fellowship (GCF) or Illinois Distinguished Fellowship (IDF) will be paid as a Springborn Fellow in years 1, 2, and 3, and then using GCF/IDF funds plus a faculty RA supplement up to the department's base RA level in years 4 and 5.

FINAL EXAMINATIONS
IN THE
DEPARTMENT OF CHEMISTRY

While faculty members 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

Department of Chemistry policy on maintenance and renovations

Approved by Advisory Committee, June 21, 2017

Activities collectively referred to as maintenance and renovations actually reflect five different kinds of operations with distinct character:

- **Utilities and building systems.** The campus, acting through Facilities & Services, is responsible for basic utility systems such as power, lighting, air, and water. F&S responsibilities end where a utility system enters a laboratory.
- **Laboratory Systems.** This category covers everything from the large systems which serve more than one laboratory, e.g., air handling, to leaky faucets in individual PIs' laboratories. These are the responsibility of the home unit, i.e., the Department of Chemistry in conjunction with SCS in the case of individual PIs.
- **Specific Upgrades.** These are items which typically serve a single investigator and provide enhanced capability for an activity. Examples include everything from bookshelves, to wall monitors in offices, to power upgrades for new equipment. Such items have always been and remain the responsibility of the individual PI.
- **Renovations.** This category covers a wide range of activities which might fall into either the Building Systems or Specific Upgrades category but which, because of their size and scope, cannot realistically be accomplished with the resources available to a single PI or instructional unit, such as the general chemistry area. These are typically accomplished with some combination of resources but are always coordinated at the department level. An example is remodeling laboratories for new faculty. The Head or Head's designee will gather requests for renovations 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.
- **Furnishings and Other Items**. Office and lab furnishings, computers, laptops, displays, and consumable office supplies are required to maintain functional office and lab spaces. With exceptions, purchase and installation of these items is the responsibility of individual PIs.

In the above definitions, the term "responsibility" refers to finances. Operationally, many activities are coordinated between the Department of Chemistry and the School of Chemical Sciences, with departmental oversight of the financial arrangements.

In light of the above, items associated with renovations and maintenance of functional office and lab spaces are handled as follows:

1. Renovations

The department covers costs for office and lab renovations when a faculty member occupies new or expanded office or lab space. Funding may be sought in conjunction with SCS or campus, but the faculty member will not be charged from their existing accounts. The department pays for costs that are required to meet functional needs. This includes but is not limited to painting walls, installing casework, chemical hoods, mounting brackets, carpeting and flooring, and other such

renovations required to make a functional office or lab for a faculty member and their group, substantially equivalent to previous space as applicable.

2. Office furniture, lab furniture, computers, displays, and consumable office supplies
The department provides furniture when faculty (including new faculty) move into a new or different office or lab space and the existing furniture does not meet functional needs. In all other cases, faculty are expected to use funds provided by the department or other suitable funds to cover the cost of furniture, computer equipment including laptops and displays, consumable office supplies, and any installation of these items:
a. ICR funds provided to faculty on an annual basis by the department to defray such costs, especially those not allowable on federal grants (e.g., laptops, displays, and consumable office supplies)
b. Other funds available to individual faculty (e.g., startup, retention, chair, and gift funds)

Department of Chemistry policy on meal reimbursements

Approved by Department Head, February 25, 2014

Some faculty members have asked about the policy governing charging ICR and gift accounts for meals related to research group activities. *In general, requests to charge (or seek reimbursement for) meal expenses associated with research group events should be rare exceptions to normal practice.*

According to University policy [1], meals can be charged to University accounts (either state accounts – which include all ICR accounts – or gift accounts) only if:

- The meal accompanies a business meeting which cannot be held during a non-meal time (for example, because of the availability of the participants).

- The meal accompanies an event to recognize employee(s) for special achievement. If the event is not an "official" one (i.e., department-sponsored), then prior approval by the Head or the Head's designee is required to qualify for reimbursement. An example of a non-official event would be a group meal to celebrate someone finishing a PhD degree.

University policy makes it clear that is NOT permissible to seek reimbursement for meals at a research group meeting if the meeting could have been held at a time other than the usual mealtime(s). In order for a research group meeting to qualify as a business meeting, regardless of its time, the primary purpose of the meeting must be to conduct business in accordance with a formal agenda. Sporadic or informal discussion of research over a meal does not qualify the event as being a business meeting.

Regarding meal reimbursements for regular, weekly research group meetings: On state accounts, the Department does not intend to approve any such reimbursements, for group meetings either on or off campus, except on rare occasions. On gift accounts, the Department will approve reasonable requests, provided that the charges are commensurate with meeting attendance and compliant with donor intent.

Different accounts often have different restrictions, which may affect whether meals and alcohol can be charged to them. For example, state accounts (including all ICR accounts) cannot be used to pay for alcohol, whereas some gift accounts can be used in this way. Please refer to the Notes section of your monthly financial statements, where the SCS Business Office has indicated any usage restriction for gift accounts. The Department asks that requests to reimburse meals or alcohol be accompanied by a brief declaration that the request complies with the restrictions on the account to be charged.

[1] "Allowability of Business Meals and Refreshments" (http://www.obfs.uillinois.edu/bfpp/section-8-payments-reimbursements/determine-allowability-business-meals-refreshments/)

Department of Chemistry policy on seminars

Approved by Budget and Operations Committee, October 3, 2013 (updated February 16, 2018)

The Department of Chemistry has regular seminars by external speakers as well as special seminars and lectures that have their own funding sources, both within individual areas and department- or SCS-wide. We would like to encourage strong attendance at all seminars and lectures, and we would like to avoid direct conflicts between named lectures and regular seminars. Toward these goals, the following policy has been developed.

Seminar invitations

(1) Each full-time faculty member in the Department of Chemistry is entitled to invite one regular external speaker during each academic year.
(2) In addition, each area (Analytical, Chemical Biology, Inorganic, Materials, Organic, and Physical) is allotted three "at-large" external invitations per academic year, to be chosen by the area faculty as a whole.
(3) Unused invitations are not rolled over to future years.
(4) The department has no special policy related to tenure-tour speakers, who may be invited either as regular speakers by individual faculty or as area at-large speakers.
(5) Each external speaker can be hosted by one or more areas as the faculty host desires. The area offices will cooperate on scheduling cross-listed speakers.
(6) Symposia, faculty candidate speakers, industrially sponsored speakers, and up to one "student-selected seminar speaker" per area each academic year are not counted against either the individual or at-large allottments.
(7) The department does not pay for foreign travel by regular seminar speakers, except from Canada and Mexico. The department will reimburse domestic travel costs for a foreign speaker already visiting the US. The faculty host or speaker must pay all travel costs in excess of that amount.

Seminar scheduling

(1) There are seven area (or SCS) named lectures, which are **Bailar (I)**, **Flygare (P)**, **Leonard (SCS)**, **Marvel (O)**, **Rinehart (CB)**, **Smith (A)**, and **Suslick-Sessler (M).** The department has three other important named lectures, which are **Keeling (Chem)**, **Stoesser (Chem)**, and **Fuson (O)**. See https://chemistry.illinois.edu/newsroom/events-seminars/lectures.
(2) Named lectures that will be held in a Fall semester should be scheduled by the end of the previous Fall (ideally earlier). Similarly, named lectures that will be held in a Spring semester should be scheduled by the end of the previous Spring.
(3) No regular seminar should be scheduled on the day of any already-scheduled named lecture.
(4) A named lecture that is being scheduled relatively late should not be scheduled on the same day as an already-scheduled regular seminar, especially in a scientifically related area.
(5) Whenever possible, a regular seminar should not be scheduled in direct conflict with any already-scheduled regular seminar (e.g., two regular seminars at 4:00 pm on the same date).

REVENUE FROM INVENTIONS
IN THE
SCHOOL OF CHEMICAL SCIENCES, DEPARTMENT OF CHEMISTRY, AND DEPARTMENT OF CHEMICAL & BIOMOLECULAR ENGINEERING

Approved by the SCS Executive Committee, July 14, 2021; Department of Chemistry Advisory Committee, July 29, 2021; Department of Chemical & Biomolecular Engineering Advisory Committee, August 23, 2021; for a retroactive effective date of April 1, 2021

University guidelines distribute a portion of royalty revenue from inventions, software, or licensed technologies to the home unit of the inventor. For members of the Department of Chemistry and Department of Chemical & Biomolecular Engineering, the "home unit" of the inventor is the School of Chemical Sciences. The home unit of SCS technical staff is SCS.

1. SCS net revenues of $100,000 or less per invention per fiscal year
   A. SCS Faculty: The flow is 25% SCS, 75% Department. The 75% that comes to the Department stays at the Department level, to be used for research-related purposes that benefit the entire unit at the discretion of the Head.
   B. SCS Technical Staff: 100% stays at the SCS level.

2. SCS net revenues that exceed $100,000 per invention per fiscal year
   A. SCS Faculty: 25% of the amount beyond $100,000 will be placed in an account for the inventor's professional/laboratory use at the Department level. The remaining 75% beyond $100,000 will be split 25% SCS/75% Department.
   B. SCS Technical Staff: 25% of the amount beyond $100,000 will be placed in an account for the inventor's professional/laboratory use at the SCS level, and the remaining 75% will stay at the SCS level to be used at the discretion of the Director.

A worked example

Let us assume that a Departmental faculty invention produces, in one fiscal year, $260,000 that arrives at SCS. Then the distributed amounts would be:

For the first $100,000:	$25,000 SCS, $75,000 Department
For the next $160,000:	$40,000 inventor, $30,000 SCS, $90,000 Department
TOTAL:	$40,000 inventor, $55,000 SCS, $165,000 Department