

OPERATING PAPER
of the
DEPARTMENT OF CHEMISTRY AND BIOCHEMISTRY
SOUTHERN ILLINOIS UNIVERSITY CARBONDALE

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Modified and Approved by the Faculty September 22, 1999
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I. Mission Statement

The Department of Chemistry and Biochemistry has a three-fold mission:

Our first goal is to educate our students and to provide them with life-long learning skills allowing them to adapt to an ever-changing environment. This can only be accomplished through a commitment to the highest standards in teaching.

Our second goal is to generate new knowledge through research and other creative activities. This requires a commitment to the pursuit of research at a level competitive with other major research institutions.

Our third goal is to provide a professional level of service to all levels of the University as well as to the community as a whole and to our profession.

II. Members of the Department

1. Individuals in the following categories are considered to be members of the Department:
 - a. Undergraduate students coded by the Registrar as chemistry majors.
 - b. Graduate students admitted by the Department and actively working towards an advanced degree.
 - c. Any member of the University faculty who has a full-time, part-time, or cross-appointment to the Department.
 - d. Any full-time employees of the Department not covered by the above.
2. Voting Members:
 - a. All Assistant Professors, Associate Professors, and Professors holding full-time appointments in the Department.
 - b. Individuals holding part-time appointments in the Department in the above ranks if their Department appointment is 50% or greater. Those with appointments of less than 50% are not voting members but may be made so by a majority vote of the faculty holding voting rights. The voting rights of a voting member must be re-determined by such a vote whenever a change is made in the percentage of their appointment to the Department if the final percentage is less than 50%. Voting rights, once granted may not be revoked except after a change in appointment percentage.
 - c. Research Faculty (see Appendix 4).

- d. The Chair is an ex officio voting member.
- e. Each voting member shall be entitled to cast one vote. For any item on the published agenda of a faculty meeting, a voting member who must be absent may provide a signed proxy to the chair before the meeting.
- f. Votes by the faculty shall be by open ballot except where secret ballot is called for elsewhere in this operating paper or when a majority of those present vote in favor of a secret ballot.

III. Office of the Chair

1. The Chair is appointed for a three-year term. Additional terms may be sought in keeping with the review and balloting procedure of the College of Science.
2. The Chair is the chief executive officer of, and the official spokesperson for, the Department. He/she is responsible for the execution of policy. The Chair should also, because of the nature of his/her training, experience, and background, be its chief professional advisor on matters pertaining to effective operations.
3. The Chair, in conjunction with the faculty, should formulate long-range goals and short-range objectives. The Chair should provide for an annual review and evaluation of Departmental goals, objectives, policies, plans, programs, and operating principles in the light of changing conditions and circumstances.
4. The Chair should develop harmonious relations with the administrative officers of the University, the faculty of the Department, and the students. He/she should serve as the source of information on Departmental objectives, programs, problems, and progress.
5. The Chair should provide stimulation, coordination, and direction to the faculty.
6. A list (not meant to be all-inclusive or exclusive or in order of importance) of specific functions for which the Chair is responsible follows:
 - a. Establish and maintain a proper rapport with the University administration and other departmental units to foster an environment that encourages mutual assistance, respect, and understanding.
 - b. Preside at faculty meetings that shall be held as needed. Faculty meetings shall be held when the Chair deems it appropriate or when at least three faculty members request one.
 - c. Prepare, within Departmental procedures, annual budgets, including supportive evidence that the budget represents desired and realistic educational outcomes in terms of policies, goals, and practical limitations.
 - d. Recruit faculty in accordance with Departmental procedures.
 - e. Make teaching, committee, and other assignments to both faculty and graduate students.
 - f. Designate an appropriate organizational structure within the Department and assign key operating functions and responsibilities to carry out the above except as limited in other parts of this paper.

- g. Make readily available, especially to students, information on the membership and tasks of the Department, College and University committees. New appointments or changes in appointments shall be announced within a week of the Chair's action.
- h. Make recommendations for promotion and tenure in accordance with Departmental procedures.
- i. Make recommendations for salaries.
- j. Assign space. This duty is **not** to be delegated.
- k. Maintain a Book of Departmental Policies and a Book of Notices Distributed to the faculty.

IV. Assistant Chair

1. The Chair shall select a voting member of the Department to be Assistant Chair. The appointment will require approval of the majority of the voting members of the Department and the Dean of the College of Science.
2. The Assistant Chair shall assist the Chair and faculty in administrative functions related to the activities of the Department as delegated by the Chair.
3. Included in the Assistant Chair's role are the following:
 - a. Serve as Acting Chair when the Chair is absent.
 - b. Prepare and sign documents relating to budget and fiscal matters.
 - c. Other duties assigned by the Chair.

V. Committees

1. Committees shall assist the Chair in accomplishing his/her duties and in studying various aspects of the Department's programs. Committees may be of two kinds: Standing Committees, established by this Operating Paper to handle long-term or continuous assignments and Ad Hoc Committees which may be established and disbanded by the Chair to consider specific and non-recurrent issues.
2. Policy (except where the Collective Bargaining Agreement assigns responsibility specifically to the Chair) and curricular considerations are the responsibility of the faculty. Recommendations for changes in policy or curriculum may be initiated by individual faculty or by an appropriate faculty committee but must be brought before the faculty, acting as a Committee of the Whole, for review and approval.
3. It is the prerogative of the Chair to make or change any and all committee assignments and assign individual faculty members specific responsibilities. A current list of committees and committee assignments shall be distributed to each faculty member at the beginning of the Fall Semester.
4. Committees are urged, where appropriate, to adopt the mechanism of a well-advertised open hearing. Open hearings may be requested by any member of the committee or by other interested parties.

5. Students are eligible to serve on committees and to attend committee meetings.
6. The following multi-person standing committees will be established:

Program Committees:

- a. The **Undergraduate Recruitment and Retention Committee** will develop plans for recruitment of UG chemistry and biochemistry majors, maintain records of UG student progress, develop / coordinate plans for improved UG student performance, administer exit interviews and compile composite UG statistics.
- b. The **Undergraduate Advisement and Curriculum Committee** will consist of faculty who advise all undergraduate chemistry majors in matters of Departmental degree requirements in cooperation with the College of Science Advisement Office. The faculty advisors will review, evaluate and recommend changes in degree requirements and evaluate suggestions regarding undergraduate curriculum matters. The membership should be broadly representative of departmental interests.
- c. The **Undergraduate Awards Committee** will solicit and evaluate applications from the UG student population for the range of UG scholarships and awards offered by the department. This committee will submit this information for the COS Honors Day event and coordinate the departmental awards recognition dinner.
- d. The **Graduate Admissions and Recruitment Committee** will review applications for admission to the Graduate program and for financial assistance of various types and will recommend to the Chair of the Department what action should be taken. The Committee will keep appropriate records and serve as a source of information to the Department. Its membership will be broadly representative of the Department.
- e. The **Graduate Advisement and Curriculum Committee** will serve as the advisory committee for incoming and first year graduate students until such time when the student has selected a research advisor and established an individual Graduate Committee. The faculty advisors will review, evaluate and recommend changes in degree requirements and evaluate suggestions regarding graduate curriculum matters. The membership should be broadly representative of departmental interests.
- f. The **Graduate Awards Committee** will solicit and evaluate applications from the graduate student population for the Gower Research Award and all other graduate awards offered by the department. This committee will submit this information for COS Honors Day event and coordinate the departmental awards recognition dinner.

Administrative Committees:

- g. The **Chair's Advisory Committee** will advise the Chair on issues of importance to the Department including matters relating to the budget, equipment, and space which he/she brings before it. The membership of the Committee will consist of the Chair, who will serve as voting chair of the committee, the Assistant Chair, and other faculty appointed by the Chair.
- h. The **Tenure & Promotion Committee** will oversee preparation of promotion documents (with assistance of the candidate) and make recommendations to the faculty as a whole regarding each candidate's qualifications.

- i. The **Public Relations (IDEA) Committee** will be responsible for developing Department literature and advertisement materials for increasing awareness of academic programs and other activities in the department. This committee will also assist the Graduate Admissions and Recruitment Committee in developing effective long-term advertising strategies for print and media outlets. The Chair may also assign other tasks relating to public relations.
- j. The **Program Review and Assessment Committee** will respond to university and college requests for program assessment information and respond to ACS requests for program accreditation information. In addition, this committee will perform periodic reviews of the various departmental documents including, but not limited to, strategic plans, operating papers, recruiting plans, etc. This committee will make recommendations when their review suggests a need for modifications to any of these plans.

Specialty Committees:

- k. The **NMR Committee** will serve as the advisory committee to the NMR facility. This committee will periodically evaluate the facility operations and make recommendations for improvements.
- l. The **Computer Laboratory Supervisors** will provide oversight of the departmental computer facility(ies) and make recommendations for improvements.
7. **One-person Standing Committees:** These individual appointments are in effect one-person- committees assigned specific roles by the Chair.
 - a. The **Director of Undergraduate Studies** will be responsible for coordination of curricular matters at the undergraduate level. He/She will serve as Chair of the Undergraduate Advisement and Curriculum Committee.
 - b. The **Director of Graduate Studies and Graduate Advisor** will advise all graduate students (who have not selected a Research Director) in matters of course work. He/she should advise all graduate students and faculty of degree requirements. He/she will keep records of students' progress and make regular progress reports to the faculty.
 - c. The **Director of Graduate Teaching Assistants** will make semesterly assignments of graduate student teaching assignments and maintain appropriate records of graduate student teaching performance.
 - d. The **Departmental Seminar Coordinator** will coordinate the scheduling of the departmental seminar program (CHEM 597). He/she will also ensure that the "Named Lectures" are arranged by the responsible faculty divisions.
 - e. The **Departmental Safety Officer** will serve as the liaison with the Center for Environmental Health and Safety and arrange schedules for periodic laboratory safety inspections.
 - f. The **Departmental Library Liaison** will communicate with the central university library with respect to departmental library resource needs and library budget allocations.
8. Additional committees may be established by the Chair to ensure the efficient operation of the Department.

VI. Balloting for Chair

An election shall be held for a new Chair every three years, or as called for by the Dean. A Selection Committee shall be appointed by the Dean of the College of Science which shall consist of two faculty members of the Department. If the pool of candidates is to include members of the Department only, candidates must be nominated by another faculty member of the Department. The current Chair is permitted to be a candidate for additional terms.

If the search for a new Chair includes off-campus candidates the Selection Committee shall publicize the vacancy in accordance with the guidelines of the university, assemble records of the applicants, and choose those to be interviewed.

After the candidates (both internal and external in the case of an external search) have been interviewed, the voting members will be asked to vote. Balloting will be conducted by Committee appointed by the Dean of the College of Science and will be by secret, written, and anonymous ballot. Balloting is restricted to the voting members. A run-off procedure (secret ballot) will be used to reduce the final list to two individuals, at which time the successful candidate will require a two-thirds majority of the votes cast. If neither candidate receives two thirds of the votes cast after the second ballot, the results will be referred to the Dean of the College of Science for a decision. The results of each vote will be reported to the faculty of the Department. Following completion of the balloting by the faculty, the successful candidate will be recommended to the Dean for approval as Department Chair.

The Chair shall be reviewed after the second year in office and, should the Chair be retained for additional terms, every three years thereafter. Two thirds or more of the faculty may request a review of the Chair at any time. The faculty will submit written comments to the Dean, who will review these comments and report back to the faculty.

VII. Selection of an Interim Chair

During any period when a permanent Chair is not in place (not to include periods when the permanent Chair is on Sabbatical or otherwise absent) an Interim Chair shall be selected from the existing faculty to act in the capacity of the Chair until such time as a permanent Chair may be appointed. The Assistant Chair will lead the search procedures for an Interim Chair unless the Assistant Chair is an applicant for this position in which case the departing Chair shall appoint an alternate. Procedures for selecting an Interim Chair will be as follows:

1. Upon notification that the current Chair is stepping down, the Assistant Chair (or designated alternate) will form a Search Committee of 3 voting members of the department.
2. The Search Committee will provide a brief notice of the vacancy to the department with a call for nominations and applications.
3. Applications to the Search Committee should include a CV and a letter of intent.
4. Applications can be from any voting member of the department. The Search Committee will organize the application materials and provide the voting faculty with the dossiers. The voting faculty will meet and determine by a majority vote the new appointment; this meeting will be chaired by the Assistant Chair (or the designated alternate).

5. If no applications are received, or if no individual receives a majority vote (from among those attending the meeting or from proxy) the Assistant Chair shall advise the Dean that the internal search has failed.

VIII. Tenure and Promotion

1. The Department will utilize its approved guidelines (Appendix 3) as well as those established by the University and by the College of Science.
2. There shall be maintained an up-to-date file of the *curricula vitae* of all faculty members, access to which shall be available to all faculty members at all times. This does not preclude the maintenance of a closed file to contain privileged information.
3. The Chair shall poll the faculty to obtain the names of individuals to be considered for promotion. The individuals identified, and any other faculty members who by reason of University guidelines must be considered for promotion and/or tenure, will be requested by the Chair to update their files which will then be made available to the faculty for their inspection. The Tenure & Promotion Committee shall oversee the preparation of the dossier (with assistance of the candidate) and make a recommendation to the faculty as to the qualifications of the candidate.
4. Recommendation for tenure will be voted on by all tenured faculty by secret ballot.
5. Recommendation for promotion will be voted on by all tenured faculty of the rank to which promotion is to be made, and of higher rank, by secret ballot.
6. The Chair will submit to the Dean his/her recommendations for tenure and promotion after taking the advice of the faculty as expressed by their vote. The results of their vote must be submitted along with the recommendation.
7. A faculty member below the rank of professor, including non-tenure accruing ranks, must have her/his dossier submitted for review by the Department at least every five years unless the faculty member requests in writing not to be reviewed.
8. All faculty considered for tenure or promotion must meet Department standards as well as the minimum University requirements. (See Appendix 3.)

IX. Hiring New Faculty

Before a search can begin for a new faculty member, the faculty of the Department must approve, by vote, the research and/or teaching area of the new faculty member. The Chair shall then appoint a Search Committee to carry out the search.

The Search Committee shall publicize the vacancy, in accordance with the guidelines of the University, assemble records of the applicants, and present a list of applicants to be invited for interviews by the Chair. After having an opportunity to speak with the candidates and hear their seminar, the faculty will be asked to provide their opinion of the candidates. The Search Committee will then make a recommendation to the faculty as a whole as to the hiring priority of the candidates. The faculty is responsible for formulating a final priority for recommendation to the Dean.

Academic Qualifications of New Faculty Hires

Assistant Professor:

- a) Possess a doctorate degree in an appropriate area of chemistry or related area.
- b) Normally be expected to have postdoctoral experience of one or more years.
- c) Evidence of publication record commensurate with the candidate's experience.
- d) Research plans should show strong potential for external funding.
- e) Ability to present his/her ideas well.
- f) Show strong potential as a teacher and be able to teach courses in areas needed by the Department.

Associate Professor:

Would be expected to meet, at a minimum, the criteria for promotion to this rank as outlined in Appendix 3.

Full Professor:

Would be expected to meet, at a minimum, the criteria for promotion to this rank as outlined in Appendix 3.

X. Grievance Procedures

1. The Department will abide by the Grievance Procedures established by the College of Science, the Graduate School, and the University.
2. In the event of a grievance involving members of the Department, the Chair will call the parties together and attempt to achieve a fair settlement of the grievance.
3. If this fails, the Chair will appoint an Ad Hoc Grievance Committee consisting of one member selected by each disputant and a third member chosen by the two selected committee members. The Chair will preside over the hearings conducted by such a Committee as a non-voting member. The disputants will be allowed to present evidence and to bring forward witnesses. All questioning will be carried out by the members of the Committee. Written evidence must be provided to the Committee prior to the hearing. Disputants will be allowed to present a statement of their case, bring forward witnesses or other evidence, and make a rebuttal statement.
4. The Grievance Committee must be appointed and the hearing held no later than five (5) working days after the initial attempt by the Chair to settle the grievance has failed. Any delay must be with the approval of all parties. The Grievance Committee should present a report of their findings to the Chair and the disputants no later than three (3) working days following the hearing.
5. The department will follow the grievance procedures as set out in the Collective Bargaining Agreement.

XI. Amendments

This document may be amended by a two-thirds (2/3) majority of the eligible voting members. Amendments must be presented in writing to the faculty at least two weeks before the regular faculty meeting at which it is to be discussed. A discussion of the amendment must be a regular agenda item at the faculty meeting prior to the faculty meeting at which the vote is taken.

APPENDIX 1

Performance Evaluation for Merit Salary Increases

A. Faculty Assignment:

The Department Chair will meet individually with each faculty member during the spring semester to determine the faculty member's assignments for the coming academic year. This meeting will result in a written assignment describing the percentage of time to be allocated to Teaching, Research, and Service, and outlining briefly the types of activity to be engaged in by the faculty member so as to fulfill the agreed upon assignments. This assignment will be signed by the faculty member and the Department Chair and approved by the Dean. Changes in the assignment may be made at a later date by mutual agreement between the faculty member and the Department Chair.

B. Evaluation Procedures:

1. Each faculty member will submit an Annual Achievement Report prior to February of each year listing his or her accomplishments in the areas of Teaching, Research, and Service for the previous calendar year or from the date of employment for new faculty. This Annual Achievement Report shall be consistent with the faculty members agreed upon assignment for the period in question.
2. The Department Chair will meet individually with each faculty member following receipt of the individual's Annual Achievement Report to review that report and to evaluate the faculty member's performance in line with the Department's standards and criteria. This meeting will normally coincide with the meeting described in "A" above. The faculty member will be provided with a written evaluation of his/her performance, which will be signed by the Department Chair. It will also be signed by the faculty member to indicate knowledge of the evaluation though not necessarily his/her agreement with it. A faculty member who disagrees with the Department Chair's evaluation will have the opportunity to append a statement. A copy will go to the Dean of the College of Science and the original will be retained by the Department Chair.
3. The Department Chair will submit merit salary recommendations to the Dean of the College of Science in line with the evaluation described above.

C. Criteria for Evaluation of Merit

It is normally expected that all faculty members will contribute to activities in the areas of teaching and research with a smaller commitment to service (See Appendix 3). The exact levels of commitment to these three areas will be defined in the assignment mentioned earlier. While a major component of the evaluation will be actual performance in the previous calendar year, the Department Chair will take into account the pattern of activity over a period of three years. While objective data will be used where possible, it must be understood that all evaluations contain a degree of subjectivity.

1. Teaching

Teaching is intended to encompass not only in-class activities but all efforts contributing to and supplementing those activities, such as development of courses and syllabi, preparation of handouts, development and supervision of laboratories associated with the

courses being taught, and designation of times for meetings with students. Also encompassed in this category is supervision and training of graduate assistants. Scholarly activities such as the publication of articles in journals devoted to chemical education, development of software for chemistry instruction, and the editing or writing of textbooks will also be considered under this heading.

Course evaluations will be carried out using forms and procedures adopted by the Department. Evaluations may include auditing of lectures or labs by the Department Chair or an appropriate Department Committee

Meritorious performance in teaching will be evaluated on the basis of the following criteria:

- a. Outstanding student instructional evaluations including positive individual responses from students, peers, and advisors.
- b. Nomination and/or Receipt of Outstanding Teacher Award at the Department, College and/or University level.
- c. Publication of refereed articles in national or international journals devoted to chemical education.
- d. Editor or author of textbooks or laboratory manuals, particularly when these are adopted at other institutions.
- e. Submission of grant-proposals for teaching purposes.
- f. Development of new courses and course materials including syllabi, laboratory experiments and software.

Factors, which will lead to a below average evaluation, will include:

- a. A pattern of complaints from students and/or peers regarding a faculty member's performance in teaching. These would be the subject of discussion among the Department Chair, the complainants, and the faculty member concerned before being used in the evaluation process. Among items of concern would be an unwillingness on the part of the faculty member to follow an agreed upon course outline.
- b. Poor student evaluations.
- c. Failure to correct deficiencies in teaching after being made aware of them.

2. Research and Other Scholarly Activity:

Faculty whose assignment incorporates a research component will be evaluated on both the quality and quantity of their achievements in research and other scholarly activities. The percentage of a faculty member's time assigned to research will be incorporated into the evaluation as will be the size of the individual's research group, his/her research maturity, and the norms for his/her sub-discipline. The level of activity demonstrated over a period of three years will also be a factor in the evaluation.

The following constitutes the types of activities which will be considered, ranked in decreasing order of importance:

- a. **Publications:** the primary emphasis will be on articles published in refereed national or international journals, on monographs authored or edited, on chapters contributed to monographs and on patents issued. While generally two papers per year seem reasonable for an average performer; this is subject to various factors. The quality of the journal or other means of publications, the level of the contribution where more than one author is involved, and the scientific significance of the publication will be taken into account.
- b. **Grants:** The primary emphasis will focus on external grants or contracts awarded, on proposals submitted to external agencies, and on internal grants, in that order. In general an active research would be expected to submit 1 to 2 proposals to external agencies per year, unless his/her research is fully funded for the following year. Among the factors to be considered are the agency to which the proposal is submitted and/or from whom the grant is received, the extent of funding, continuity in funding, and the contribution of the individual when more than one person is involved. Evaluations and/or scores, to the extent they are available, should be made available to assist in the evaluation process.
- c. **Papers and Presentations:** These include invited papers presented at meetings, talks given by invitation at other institutions, and non-invited papers presented at meetings. For a new faculty member such papers and presentations will receive special consideration for the first two years of that individual's appointment as a means of evaluating progress in research effort.

3. Service:

Service implies participation in departmental, college, or university activities such as committee or individual assignments. Among the assignments to be considered at the department level are: chairing standing or ad-hoc committees; individual membership on such committees where specific assignments are involved; assignments to specific activities, such as undergraduate or graduate advisor; supervision of multi-instructor courses and supervision of major equipment used by many individuals. The level and quality of such service will be important considerations in merit evaluations. Service to external professional organizations at the state, regional, national, or international level will be considered for evaluations.

4. Other Measures of Merit:

Certain activities may include aspects of teaching, research, and service that cross the lines of these categories. They should also be taken into account. Examples include:

- a. Consultantships.
- b. Peer review of grant applications.
- c. Refereeing of journal articles.
- d. Organizing symposia of conferences.
- e. Honors from organizations outside the University.

Appendix 2

Percent Appointments of Faculty

Faculty assignments will total 100% time commitment.

1. Research Appointment

- a. Research time (for tenured faculty) should be assigned on the basis of past performance, as evident by publications and external grant support. An additional consideration is the assigned time granted to an individual for a funded research project. (This assigned time is to be negotiated with the Chair prior to proposal submission.)
- b. Untenured faculty should be given all possible opportunity to demonstrate their research capabilities, requiring a minimum of 50% time commitment in research appointment.

2. Service Appointment

In addition to the normal committee work of the Department and University, faculty should be encouraged to engage in new and creative endeavors such as the revamping and supervision of undergraduate laboratories, instruction of teaching assistants, development of new laboratory experiments, formulation of means of improvement of teaching methods, preparation of proposals for external support of instructional equipment, organization and implementation of safety and hazardous waste regulations, etc. Assigned time for all service assignments will be determined by the Chair.

The Chair may also provide release time to a faculty member for extraordinary service roles deemed important to the standing or stature of the Department. Examples might be the appointment of a faculty member as an editor of an important journal, as a permanent member of an NSF or NIH grant review panel, or as an organizer of a Gordon Conference or regional ACS Meeting. It is incumbent upon the faculty member who is asked to serve in such a capacity to negotiate appropriate assigned time with the Chair before accepting the appointment.

3. Teaching Appointment

The remainder of percent time not accounted for by research or service shall be assigned to instruction. Teaching loads shall be commensurate with this percentage. In addition to direct teaching of courses, supervision of MS, Ph.D., and postdoctoral students is to be counted as part of one's teaching assignment. All workload assignments will be made in conformity with the Collective Bargaining Agreement.

APPENDIX 3

Department of Chemistry & Biochemistry Criteria for promotion/Tenure

TENURE/ASSOCIATE PROFESSOR

To be eligible for tenure and promotion to Associate Professor in the Department, a member of the faculty must satisfy the following:

1. Demonstrated ability to provide quality instruction at undergraduate and graduate levels,
2. Demonstrated ability to develop and maintain a nationally recognized independent research effort here at SIUC, primarily on externally generated support,
3. Competence and willingness in service to Department and University.

The following are examples of evidence that the requirements for tenure and promotion have been satisfied:

CONTRIBUTIONS TO INSTRUCTIONAL MISSION OF DEPARTMENT

- Solid teacher evaluations.
- Development of new curricula.
- Generation of external funds for instructional improvement or equipment.

STRONG PUBLICATION RECORD

- Publications in peer-reviewed journals are given much more emphasis than non-peer reviewed.
- Publications in leading journals, e.g., JACS, PNAS, Science, or in first-tier specialty journals such as Analytical Chemistry, JBC, JCP, JOC are weighted more than less prestigious journals.
- Numbers of papers vary with field, but 2-3 annually would generally be considered acceptable for a junior faculty member.

INDICATIONS OF NATIONAL RECOGNITION

- Papers cited regularly by other workers in the field.
- Invitations to speak at scientific meetings and at other universities.
- Funding from competitive national agencies, e.g., NSF, NIH, DOE.
- Awards, e.g., Dreyfus, Sloan awards.
- Reviewer of manuscripts for a number of journals.

EXTERNAL FUNDING: DEFINED AS AGENCIES EXTERNAL TO THE UNIVERSITY

- Primary funding of the research program should be derived from external funds generated by the applicant.
- All funds in support of research are valuable but relative weighting depends on the level of competitiveness; for example, grants from federal agencies are generally more highly regarded than state or local grants.

SOME MARKS OF INDEPENDENCE

- Few (if any) senior co-authors on papers.
- Principal author, e.g., *author in ACS journals.
- Work done primarily at SIUC.
- Evidence of disengagement from previous research directors.
- PI on grants.

CONTRIBUTIONS TO RESEARCH TRAINING MISSION OF DEPARTMENT

- Research director for graduate and undergraduate students.
- Advisor of postdoctoral fellows.
- Publications have students and/or postdoctoral fellows as co-authors.
- Serving on graduate student committees

PROFESSOR

In addition to criteria used to judge Associate Professors, Professors should provide solid evidence of originality and creativity that will continue into the future. The candidate should be of international stature.

The following are some markers of fulfilling these criteria, in addition to those listed for Associate Professor status:

- Record of steady external funding and indications that it will continue.
- Consistent publication record (2 – 6 papers annually).
- Funding from competitive national agencies, e.g., NSF, NIH, and DOE.
- Invitations to speak at international scientific meetings.
- Awards.
- Membership on proposal review panels.
- Review of manuscripts for several journals.
- Member of editorial board.
- Chair/organizer of national or international meetings.
- Research advisor to postdoctoral fellows.
- Editor of monographs or books.
- Invited to contribute chapters to books.
- Quality of people attracted to research program, e.g., postdoctoral fellows coming with their own source of funds.
- Appropriate placement of former students.
- Development of a second national research thrust, independent of that on which tenure was based.

APPENDIX 4

Procedures affecting the Hiring, Retention, And Promotion of Research Faculty

These procedures will apply to all individuals with the titles Research Assistant Professor, Research Associate Professor, or Research Professor. The positions are non-tenure track, term appointments generally funded by external grants generated by the individuals themselves or in collaboration with others. The individuals holding such positions are expected to be capable of developing independent research programs. These positions are not intended for short-term appointments.

1. Hiring Procedures:

The Department will conform to University Rules and Regulations on Hiring (including Affirmative Action Guidelines). The Departmental procedures and requirements will be identical to those used in hiring regular tenure-track faculty with one modification: Since these positions are primarily research positions, the dominant requirements will be research competence and productivity.

2. Promotion Procedures:

These will be identical to those for tenure-track faculty with the exception that the primary consideration will be given to the individual's research competence and productivity.

3. Review Procedures:

Research Faculty will be reviewed yearly as part of the annual review of faculty/merit salary process by the Department Chair. Each Research Faculty will be reviewed by a committee of three senior research active faculty appointed by the Department Chair every three years (or sooner if the Department Chair is convinced of the need). Satisfactory performance will be indicated by publications in peer-reviewed journals, applications to external funding agencies, conference presentations, mentoring of graduate and undergraduate students, etc. This Committee will report to the faculty acting as a Committee-of-the-Whole for disposition.

4. Resources:

Resource requirements, including space, will be determined and agreed on prior to hiring of the individual. Readjustments in space will be determined by the Department Chair in consultation with the individual and other interested parties.

5. Voting Rights:

Research faculty will not be allowed to vote on the hiring, tenure, or promotion of tenure-track faculty. In all other matters, they will have the same voting rights as tenure-track faculty of the same percentage appointment.

6. Direction of Graduate Students:

Research faculty will be encouraged to serve on Graduate Student Committees and to direct Graduate Student research. There must, however, be a tenured or tenure-track faculty member serving as co-chair of the student's graduate committee.

7. Other Duties:

Normally, research faculty will not have teaching or service activities. However, such activities can be carried out by mutual agreement of the individual and the Department.