

Supersedes Revisions Prior to 2/15/12
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DEPARTMENT OF CHEMISTRY

Governance

The Department of Chemistry is managed by a Chair who reports to the Dean of the College of Arts and Sciences. The Department of Chemistry employs approximately 40 permanent faculty and staff, 100 adjunct faculty and graduate teaching assistants, and a varied number of student assistants.

Mission Statement

Chemistry is a field of study which seeks to describe the properties, composition, structure and process of formation of all things that make up the universe. The Department of Chemistry has responsibility for the education of undergraduate and graduate students in core chemical topics and in diverse areas which require chemical understanding and expertise. To accomplish mission the Department offers curricula that will lead to Bachelor of Science and Bachelor of Arts degrees in Chemistry, to Master of Science and Master of Arts degrees in Chemistry and to a Doctor of Philosophy in Chemistry. Courses are also designed to meet the needs of students majoring in other disciplines including the sciences and majors in non-scientific areas. Faculty of the Department of Chemistry are dedicated to excellence in this mission.

The mission of the Department of Chemistry also includes the pursuit of scientific knowledge and dissemination of that knowledge through classroom activities and professional mechanisms of communication. The Department views this research activity as integrated with its teaching mission so that students will fully understand the goals and methodology of science in general and chemistry in particular and will be familiar with chemical current knowledge and perspectives.

The Department of Chemistry also serves the University and surrounding communities by providing leadership and participation in department, college and university governance, in community organizations in which faculty experience and interest can contribute positively, and in professional activities which result in a higher quality of teaching and research at USF and in the nation.

The organization and procedures by which Department of Chemistry faculty and staff are governed is based on forwarding all three missions of the Department as effectively as possible.

PREAMBLE

The Department of Chemistry, as an administrative unit of the College of Arts & Sciences of the University of South Florida, shall henceforth be governed by the following by-laws, which do not supersede the Policy statements of the University of South Florida or the by-laws of the College of Arts and Sciences and the UFF-Board of Trustees Agreement.

1. The Faculty

1.1 The Tenured/tenure track Faculty

The *tenured/tenure track faculty* shall consist of those individuals employed full time and specified by the University as tenured or tenure-earning in the Department of Chemistry.

New *tenured/tenure track faculty* shall be appointed with the advice and consent of a majority of the *tenured/tenure track faculty*. A majority vote is defined as a majority of votes cast.

Tenured/tenure track faculty shall be associated with a division (or divisions) that is (are) related to their field of scholarly activity. The *tenured/tenure track faculty* shall determine the divisions within the department and the responsibilities of these divisions.

The divisions shall select their spokesperson. The functions of the divisions shall be to consider and make division recommendations to the chairperson concerning topics such as, but not limited to:

- 1) curricula and programs
- 2) course offerings and faculty assignments
- 3) acquisition of facilities and material related to their interest and to make their needs and desires known to the chairperson and the appropriate departmental committees.
- 4) recommend future faculty hires.

Tenured/tenure track faculty on leave from the department shall retain their voting privilege in decisions concerning the appointment or retention of the department chairperson, tenure and promotion decisions (if tenured) and amendments to this governance document. The chairperson of the advisory committee shall notify the *tenured/tenure track faculty* on leave of the circumstances requiring their response and request that they respond in a timely fashion as specified by the advisory committee (see Sect. 3.1.2.1).

1.2 Non-Tenure Earning Faculty

The non-tenure earning faculty shall include University-recognized faculty positions such as Scientist, Associate Scientist, Assistant Scientist, Instructor, Research Assistant Professor and Lecturer. Non-tenure earning faculty must be appointed with the advice and consent of a majority of the tenured/tenure track faculty. Non-tenure earning faculty shall be appointed on the basis of criteria established by the *tenured/tenure track faculty* and function according to regulations established by the *tenured/tenure track faculty*. The primary responsibility and function of instructors and lecturers shall be teaching. The performance of non-tenure earning faculty shall be reviewed annually.

1.2.1 Promotion of Non-Tenure Earning Faculty- Other than Instructors

Non-tenure earning faculty, other than instructors, eligible for promotion include those bearing the adjectives Assistant or Associate preceding their position title.

Promotion of such faculty shall generally follow the guidelines set out by the College for tenure earning faculty, with the following caveats:

1. Promotion will be based on an evaluation of the faculty member's assigned duties, as evidenced by annual FAR reports.
2. With the concurrence of the Chair, one or more letters of support, but not all letters of support, may originate within the University, so long as they are from outside the Department.
3. Dossiers will not advance to the College but will be evaluated by the Advisory Committee and the Chair. Separate reports prepared by the Advisory Committee and the Chair, with recommendation for or against promotion, will be forwarded to the full Faculty where a majority vote of all permanent faculty will be required for promotion.

The non-tenure earning faculty without *affiliate status* (see section 1.6) shall not be considered voting members of the Chemistry faculty.

1.2.2 Promotion of Non-Tenure Earning Faculty – Instructors

Non-tenure earning instructors are eligible for promotion. Promotion of Instructors shall generally follow the guidelines set forth by the College:

1. All initial appointments of non-tenure earning Instructors will be designated as Level
2. Promotion to Level 2 will typically require 5 or more years of meritorious service at Level 1. Earlier eligibility may be considered for exceptional candidates, but a minimum of 3 years of excellence at Level 1 is required. An individual promoted to Level 2 is granted Internal Affiliate status with the rights and responsibilities of an Internal Affiliate, as described in Section 1.6.

Following a comprehensive review and assessment, excellence is required in the principal assigned duty, as demonstrated by earning an overall rating of "Outstanding" from the Faculty Advisory Committee. This evaluation should be in concert with, but not solely determined by, the last 5 years of annual evaluations (or the total number available, for a candidate being considered for early promotion). In addition to the annual evaluations, the comprehensive review should assess the candidate's total contributions to the mission of the department.

An overall rating of "Strong" is required from the Faculty Advisory Committee on any additional areas of assignment that average more 0.1 FTE during the last

5 years of annual evaluations (or the total number available, for a candidate being considered for early promotion).

If an individual has equal primary FTE assignments, one assignment must be designated as the primary area. The primary area must be evaluated as "Outstanding" and the remaining areas as no less than "Strong". For teaching, evaluation by a peer committee is required, in addition to the student evaluations. For teaching, evaluation by a peer committee is required, in addition to the student evaluations.

The promotion dossier prepared by the individual and separate reports prepared by the Faculty Advisory Committee and the Chair, complete with recommendation for or against promotion to Level 2, will be forwarded to the full Faculty where a favorable vote by two thirds of all permanent faculty will be required for promotion to Level 2.

3. Promotion to Level 3 will typically require 5 or more years of meritorious service at Level 2. Earlier eligibility may be considered for exceptional candidates, but a minimum of 3 years of excellence at Level 2 is required.

Following a comprehensive review and assessment, excellence is required in the principal assigned duty, as demonstrated by earning an overall rating of "Outstanding" from the Faculty Advisory Committee. This evaluation should be in concert with, but not solely determined by, the last 5 years of annual evaluations (or the total number available, for candidate is being for promotion early). In addition to the annual evaluations, the comprehensive review should assess the candidate's total contributions to the mission of the department.

In assigning ratings for Level 3, the Faculty Advisory Committee should assess whether the individual has demonstrated continuous professional development and has achieved significant accomplishments beyond that considered at the Level 2 review. Examples of such accomplishments include, but are not limited to: receiving awards related to assigned duties, publishing material in professional outlets related to the assigned duties, and developing innovations that have a demonstrably positive effect in promoting the mission of the department, school, college and university.

The promotion dossier prepared by the individual and separate reports prepared by the Faculty Advisory Committee and the Chair, complete with recommendation for or against promotion to Level 3, will be forwarded to the full Faculty where a favorable vote by two thirds of all permanent faculty will be required for promotion to Level 3.

1.3 Adjunct Faculty

Temporary faculty may be appointed by the chairperson when required for teaching responsibilities for a limited period of time. The *tenured/tenure track faculty* shall be advised of the appointment and its basis as soon as it is made. All appointments of *adjunct faculty* will be made in accordance with University guidelines which specify proper verification of academic qualifications and expertise. *Adjunct faculty* not holding affiliate status shall not be considered voting members of the faculty.

1.4 Courtesy Faculty

Courtesy appointments shall be recommended to the Dean of the College of Arts and Sciences by the chairperson for persons collaborating in research, visiting the department on sabbatical leave or similar arrangements. *Tenured/tenure track faculty* shall be advised of any such appointments. *Courtesy faculty* not holding affiliate status shall not be considered voting members of the faculty.

1.5 Emeritus Faculty and Faculty on Phased Retirement

Emeritus faculty and faculty on phased retirement will be granted *affiliate status* subject to renewal under the criteria outlined in section 1.6.

1.6 Affiliate Faculty

1.6.1 Internal Affiliates

Non-tenure earning faculty within the Department of Chemistry may obtain *affiliate faculty* status by making a request to the Department Chair. This request should include a cover letter outlining the request as well as the faculty member's curriculum vitae. The faculty member will be requested to present a departmental seminar and meet with the *tenured/tenure track faculty*. *Affiliate status* will be granted by a two thirds majority vote (by secret ballot) of the *tenured/tenure track faculty* at a subsequent faculty meeting.

Affiliate faculty may obtain *graduate status* by making a request, in writing, to the *tenured/tenure track faculty*. The request shall include a cover letter, curriculum vitae and brief outline of the faculty member's research program. Upon review of the *affiliate faculty* member's dossier the Graduate Council will make a recommendation to the *tenured/tenure track faculty* concerning *graduate status*. *Graduate status* will be granted by two thirds majority vote (by secret ballot) of the *tenured/tenure track faculty*. *Affiliate faculty* granted *graduate status* may supervise graduate students and serve as principal investigator on grant proposals.

Affiliate status for non-tenure earning faculty within the Department of Chemistry will be reviewed by the *tenured/tenure track faculty* no later than five years after appointment/re-appointment of status. A two thirds majority vote (by secret ballot) of the *tenured/tenure track faculty* is required to renew *affiliate status*. Faculty who do not have their *affiliate status* renewed also lose *graduate status*.

Faculty holding *affiliate status* shall be considered voting members of the faculty with the exception of voting on: 1) tenure and promotion decisions, 2) Department Chair recommendations and 3) *Tenured/tenure track faculty* hiring recommendations. *Affiliate faculty* may serve as members of graduate student committees but may not chair such committees or serve as a principal investigator on grant proposals (submitted through the Department of Chemistry) unless they have been granted Graduate Status by the Graduate Council. When appropriate, *tenured/tenure track faculty* will have priority over *affiliate faculty* with regards to departmental resources (e.g., graduate students, laboratory facilities, etc).

1.6.2 External Graduate Affiliates

Tenured/tenure track faculty holding positions in departments other than chemistry or equivalent positions outside USF may apply for *External Graduate Affiliate* status. The following conditions will apply to *External Graduate Affiliates*:

1. The *external graduate affiliate* will not have voting rights in the Department of Chemistry.
2. The Department shall have no more than one third of the number of tenured/tenure track faculty as *External Graduate Affiliates*.
3. *External Graduate Affiliates* will be required to make a commitment to provide at least the equivalent of 50% RA support for each chemistry graduate student under their supervision.
4. *Tenured/tenure track faculty* in the Department of Chemistry will have priority over *external graduate affiliates* with regards to departmental resources.
5. Graduate students supervised by external affiliates will be treated equally to those supervised by *tenured/tenure track faculty* and will be held to uniform standards and expectations.
6. External affiliate status will be reviewed by the *tenured/tenure earning faculty* no later than five years after appointment/reappointment. A two thirds majority vote (by secret ballot) of the tenured/tenure track faculty is required to renew external affiliate status. A review earlier than five years after appointment/re-appointment may be requested at any time by either the Chair, the Graduate Council or the Advisory Council

It is expected that *external graduate affiliates* will contribute to the graduate program in a number of ways, examples of which follow:

- *External Graduate Affiliates* holding grant proposals that utilize chemistry graduate students will arrange for those students to be paid through USF. This will be accomplished by a budget transfer to cover appropriate costs associated with each graduate student supported by the research grant, e.g. salary, benefits, the cost of access to departmental facilities. The amount to be transferred will be determined by mutual consent with the Chair of the Department of Chemistry at the start of each term.
- *External Graduate Affiliates* that develop intellectual property through the work of chemistry graduate students will ensure that an appropriate share of any revenues that derive from royalties or licenses will be transferred to the Department of Chemistry in a timely fashion.

- *External Graduate Affiliates* that co-author research articles with chemistry graduate students will list the Department of Chemistry as a co-affiliation.
- *External Graduate Affiliates* that mentor chemistry graduate students will actively participate on graduate student committees, both their own students and an appropriate number of those of other graduate faculty.
- *External Graduate Affiliates* will actively participate in graduate student recruitment activities.
- *External Graduate Affiliates* will be allowed to teach undergraduate or graduate courses by mutual consent with the Chair of the Department of Chemistry.

The application process will be identical to that described for graduate status by the *internal affiliates*. However, it is recognized that there is likely to be considerable diversity concerning the precise nature of the contributions of the *external affiliate* to the Department. For example, there are likely to be large differences between *external affiliates* who already hold a position at USF and those who are employed outside USF. Therefore, details concerning the expected contributions of the *external affiliate* will be determined in consultation with the Chair and will be presented to the Department in advance of the departmental vote on the candidacy.

2. The Chairperson

The chairperson shall be the chief administrator of the department. The chairperson shall promote the activities of the faculty so that they can best perform their instructional and research activities. At least once a year (preferably in the spring semester) the chairperson shall present an accounting of department income and expenses to the faculty. The chairperson shall represent the department to the college and the university.

The chairperson will normally be a tenured faculty member or an external person who is expected to get tenure upon the start of the appointment, and is nominated by the faculty to the dean of the college for appointment for a period that is normally no more than four years. The chairperson shall be eligible for re-nomination.

In the first week of the spring semester of the final year of the incumbent chair's term, a faculty meeting will be held in order to decide whether the incumbent chair will be renominated for another term or not. The incumbent chair will inform the faculty of his/her willingness to serve another term. If the incumbent chair is willing to serve another term, a secret vote by written ballot will be held amongst the tenured/tenure track and permanent non-tenure track faculty to nominate the incumbent chair for another term. Recommendation for re-appointment follows by a 2/3 majority vote. If the incumbent chair is not willing to serve another term, or if the vote for re-appointment did not get a 2/3 majority vote, the vacancy procedure will be triggered.

Should a vacancy occur in the position of chairperson, the department's advisory committee shall collect statements of interest from tenured members of the tenured/tenure track faculty of the department. These statements are due within 2 weeks of the start of the vacancy. The advisory committee will also study the feasibility of an external chair, and present the results of the feasibility study at a faculty meeting within 4 weeks of the start of the vacancy. Directly after this presentation, a secret vote by written ballot **tallied by rank** will be held amongst the tenured/tenure track **and permanent non-tenure track faculty** to recommend appointment of an external chairperson. If recommendation of an external chair receives a 2/3 majority vote, the advisory committee shall **report the votes to the Dean's office and make a request for an external chair**. Support for this recommendation should be provided by the outgoing chair if such support is available. At the same time, an interim chair will be selected by the internal chair search procedure. The interim-chairperson will serve until a new chairperson is appointed, or until a vacancy occurs. If the recommendation of an external chair did not get a 2/3 majority vote, the internal chair search procedure is triggered.

In the internal chair search procedure, self-nominations of tenured members of the tenure/tenure track faculty of the department are collected by the advisory committee within 2 weeks of the start of the internal chair search procedure. These self-nominations may include the incumbent chair. Within 3 weeks of the start of the internal chair search procedure, the self-nominated persons will present their vision to the faculty by an oral presentation of 1 hour maximum and a 2 page white paper distributed to the faculty before the oral presentation. Within 4 weeks of the start of the internal chair search procedure, a meeting will be held to elect the internal chair. If more than 2 self-nominations occurred, a secret vote by written ballot will be held amongst the tenured/tenure track and permanent non-tenure track faculty to select the 2 favorite candidates. This selection will proceed by ranked list vote. A secret majority vote by written ballot amongst the tenured/tenure track and permanent non-tenure track faculty will be used to select the favorite candidate. A final secret vote by written ballot will be held amongst the tenured/tenure track and permanent non-tenure track faculty to affirm the selection of the candidate for the chair position. This final recommendation will be forwarded to the dean.

The faculty may recommend removal of the chairperson by a 2/3 majority vote, by written ballot, of the tenured/tenure track faculty then eligible to vote. Removal triggers the vacancy procedure.

2.1 The Associate Chairperson(s)

The chairperson may be assisted by an Associate Chairperson. The Chair will solicit nominations (including self-nominations) for the position. Nominated faculty will

meet with the chair who will outline the Associate Chair responsibilities for the upcoming year” (nominated includes self-nominated). After agreement is reached on the upcoming Associate Chair duties a meeting of the *tenured/tenure track faculty* will be held at which time the upcoming Associate Chair duties as well as the names of the nominated faculty members will be provided as well as the Department Chair’s recommendation for an Associate Chair candidate. The Departmental Chair’s recommendation must be approved by two-thirds majority vote (by secret ballot). The associate chairperson(s) shall be tenured members of the *tenured/tenure track faculty*. The Associate Chair shall not be a member of the Advisory Committee during the year of service.

2.2 The Assistant Chairperson

The chairperson shall also be assisted by one or two assistant chairpersons, selected and appointed by the chairperson following consultation with the advisory committee and the associate chairperson. The assistant chairpersons will normally not be members of the *tenured/tenure track faculty* and annual renewal of their appointments will be based on annual evaluation of their performance according to procedures established by the department and the university. The assistant chairpersons shall function as administrative officers of the department with such responsibilities such as the coordination of graduate studies, graduate student recruiting and graduate advising, liaison with high schools and industry, and other duties as directed by the department chairperson.

3. Committees

3.1 Standing Committees

Minutes of meetings shall be recorded and within one week of the meeting and distributed to the faculty and/or archiving. Standing committees shall submit a written report of their activities to the *tenured/tenure track faculty* at the end of each academic year. A quorum of a simple majority shall be required to conduct the business of councils and standing committees.

3.1.1 Appointed Standing Committees/Councils

The members and chairpersons for these committees/councils shall be appointed by the department chairperson. Members shall be appointed for a period of two years. Chairpersons of appointed committees will be selected by the committee members if the department chairperson has not designated a committee chairperson.

The appointed departmental standing committees shall include: the Undergraduate Council, the Graduate Council, the Computer Committee, the Graduate Recruitment Committee, the Instrumentation Use Committee, the Liaison and Development Committee, the Library Committee, the Safety

Committee, and the Seminar Committee. Other standing committees may be appointed and/or dissolved as circumstances warrant.

3.1.1.1 The Undergraduate Council

The undergraduate council shall develop and monitor undergraduate curricula and courses. The council shall solicit recommendations from appropriate faculty and divisions in carrying out their function. This committee shall make recommendations on curricula, courses, and programs to the *tenured/tenure track faculty*. This committee shall have one *tenured/tenure track faculty* member from each division, a chemistry department undergraduate advisor, one undergraduate student (senior chemistry major), the undergraduate council chairperson and other faculty members appointed by the Chair.

3.1.1.2 The Graduate Council

The graduate council shall develop and administer criteria for admitting graduate students and regulations concerning the graduate program. The committee shall solicit recommendations from appropriate faculty and divisions in carrying out their functions. The Chair of the graduate council is the graduate coordinator. The committee shall make recommendations on graduate policy to the *tenured/tenure track faculty*. This committee shall be composed of a minimum of five *tenured/tenure track faculty* members, the assistant chairperson and one graduate student.

The graduate council shall evaluate faculty for graduate faculty status on the basis of criteria established by the *tenured/tenure track faculty* and in accordance with the Graduate School regulations. This committee shall make recommendations to the *tenured/tenure track faculty* concerning graduate status for their approval by vote. The graduate council is also responsible for evaluating graduate research projects for students whose major research advisors are faculty in departments other than chemistry and who hold both affiliate and graduate status. Research projects for such students must be approved by the graduate council for the student to remain in good standing within the department of chemistry. For such students, the graduate council will provide, in writing, to the student, the student's faculty advisor and the department chair, rationale for the appropriateness of the student's research project to the objectives of the chemistry department.

3.1.1.3 The Computer Committee

The Computer Committee shall evaluate the computing needs of faculty and students in the department on a regular basis and make recommendations for incorporation of computing into courses and research and for routes by which these recommendations can be implemented. This should include involvement in acquiring computing resources such as preparation of departmental proposals for

external grants. The committee also shall coordinate efforts of this department with those of other departments within the College and University. Any departmental representatives on university and college computing committees shall automatically be members of the departmental committee.

3.1.1.4 The Graduate Recruitment Committee

The Graduate Recruitment Committee shall be responsible for compiling information about past recruiting activities, graduate student applicants and schools, for designing brochures or other materials for graduate recruiting, for organizing schedules for faculty recruiting trips, and for coordinating any on-campus events which include a graduate recruiting component.

3.1.1.5 The Instrumentation Use Committee

The Instrumentation Use Committee shall oversee and make recommendations to the department chairperson for management of instrumentation which has been acquired by the department for shared use in research and instruction. This shall include matters such as appropriateness of specific activities that might involve this instrumentation, scheduling of use by different groups or individuals, and priorities for use. Membership shall include at least one faculty from each division. Subcommittees may be appointed to oversee operation of any specific instrument or group of instruments as appropriate. Membership of such subcommittees should consist of any individual directly responsible for maintenance and performance of the instrument, faculty who are directly involved in operation of the instrument, and at least one faculty who is not dependent on instrument time for tenure and promotion.

3.1.1.6 The Liaison and Development Committee

The Development and Liaison Committee shall recommend policies for liaison and development activities with academic institutions at all levels, chemical industries and other private organizations, individuals, and government agencies with the aim of assisting in the professional development of the department through funding for special projects, scholarship funds, and other causes not funded by the State. The committee shall coordinate the department's interactions with the American Chemical Society and the Tampa Bay Chemistry Teachers Association on educational out-reach activities. The committee shall receive suggestions from interested faculty and advise the faculty and the chairperson on priorities and projects. Fund-raising activities shall be coordinated with the College of Arts and Sciences Development Committee as mandated by USF Foundation policies.

3.1.1.7 The Library Committee

The Library Committee shall identify faculty and departmental information needs and concerns for the purpose of making recommendations to the faculty and chairperson about information resources and providing such information to those agencies in the university which are responsible for these resources. The membership shall consist of at least one faculty from each division including the departmental representative to the Library who will serve as chairperson of the committee.

3.1.1.8 The Safety Committee

The Safety Committee shall be responsible for identifying unsafe conditions in department space, making recommendations for remedying hazardous situations, coordinating these efforts with the university office of Environmental Health and Safety, and organizing appropriate training/information activities for faculty and students.

3.1.1.9 The Seminar Committee

The Seminar Committee shall solicit recommendations for possible speakers for departmental seminars and other events and aid the committee chairperson in recruiting speakers, making arrangements for visits, and hosting speakers when on campus.

3.1.1.10 The NMR Advisory Committee

The NMR Advisory Committee shall oversee operations of the NMR facilities/instrumentation and make recommendations to the Chair concerning maintenance needs, facility operations and facility development/growth.

3.1.2 Elected Standing Committees

The remaining member(s) shall be elected at large by the entire *tenured/tenure track faculty*. Members shall be elected for three year terms on a staggered basis. The committee shall choose their chairperson.

3.1.2.1 Department Faculty Advisory Committee

Composition. The Department Faculty Advisory Committee is established according to the directives of the university. The Advisory Committee is composed of seven members elected by secret written ballot. Of the seven committee members, a maximum of two may be untenured.

In the event that there are untenured faculty on the Advisory Committee at a time when the committee must make recommendations on tenure and promotion of an untenured faculty member then the department chairperson shall appoint a tenured

faculty member to replace each untenured faculty member on the Advisory Committee for the deliberations and voting on tenure and promotion only.

Election. All *tenured/tenure track faculty* are eligible for election. The Advisory Committee chairperson shall poll the *tenured/tenure track faculty* to determine who wishes to have their names placed on the ballot. The *tenured/tenure track faculty* then vote by written ballot. The new members(s) may be untenured or tenured depending on the composition of the advisory committee at that time. A run-off election shall be held if a single faculty member does not receive a majority vote.

Terms. Members are elected for two year terms. Terms shall coincide with the academic year and be staggered so that no more than three members are elected in any given year. Faculty members will not be permitted to serve consecutive terms on the Advisory Committee

Duties of the Committee.

(i) Annual Evaluation and Review: The Advisory Committee shall conduct the annual evaluation review of faculty in consultation with the department chairperson and make recommendations for annual salary increases as required by university procedures. The annual evaluation of faculty requires a minimum of five voting members. If a faculty member objects to being evaluated by the entire committee, he/she may request to the department chairperson in writing which committee member(s) he/she desires be excused from his/her evaluation.

(ii) Tenure and Promotion: The advisory committee shall evaluate materials and documents and make recommendations to the department chairperson concerning candidates who have applied for or have been nominated for tenure and promotion. If a faculty member objects to being evaluated by the entire committee, he/she may request to the department chairperson in writing which committee member(s) he/she desires be excused from his/her evaluation.

(iii) Advisory to Chair and Faculty: In general, the Advisory Committee shall counsel the chairperson with regard to implementation of department policy and make recommendations on any matters of department governance it wishes to bring to the attention of the department chairperson and/or faculty.

Voting: In matters requiring a vote by the Advisory Committee members each have one vote. Untenured committee members shall not vote on tenure, promotion or the evaluation of their untenured colleagues. All voting on tenure, promotion and evaluation matters will be by secret ballot.

Secretary: The office manager shall act as secretary to the Advisory Committee chairperson.

3.1.3 Ad Hoc Committees

The chairperson shall appoint ad hoc committees as necessary to carry out specific assignments (such as searches for new faculty, searches for chairperson, etc.).

4. Institutes and Centers

Institutes and centers that are composed wholly or in part of *tenured/tenure track faculty* and that involve a substantial proportion of the faculty's efforts or departmental resources shall require approval of and report to the department chairperson. The faculty shall be advised of the establishment and the annual operation of these centers and institutes. Such institutes and centers must conform to university policies and procedures.

5. Faculty Meetings

Meetings of the *tenured/tenure track faculty* shall be held at least three times during each academic semester (excluding the summer session) at approximately equal intervals. Additional meetings shall be called by the chairperson as necessary or at the written request of one-fourth of the *tenured/tenure track faculty*. The department chairperson shall prepare the agenda for meetings and have it distributed to faculty prior to the meeting. Issues not on the original agenda may be added to the agenda at the beginning of the meeting by a request of one-fourth of the *tenured/tenure track faculty* present.

Faculty members are expected to attend faculty meetings. The chairperson shall preside at the meetings. Minutes shall be taken of the meetings and distributed to the *tenured/tenure track faculty*. *Robert's Rules of Order* shall be the basis for conducting the meetings.

A simple majority of the *tenured/tenure track faculty* shall constitute a quorum.

Votes shall be decided by the majority of those *tenured/tenure track faculty* present and voting. At the request of any faculty member, a vote shall be conducted by secret ballot. Proxies shall be accepted if the question is available in writing prior to the faculty meeting.

6. Faculty Concerns

Nothing in this document shall be construed as preventing a *tenured/tenure track faculty*, non-tenure earning or adjunct faculty member or group of faculty members from approaching the department chairperson or the chairperson of a committee with concerns or matters requiring consideration.

7. Amendments

This constitution can be amended by the *tenured/tenure track faculty*. Proposed amendments shall be submitted to the *tenured/tenure track faculty*, discussed at a meeting of the *tenured/tenure track faculty*, and voted upon at a subsequent meeting of the *tenured/tenure track faculty*. Passage of any amendment shall require a two-thirds majority of the *tenured/tenure track faculty*, including absentee ballots.

By-Laws of the Chemistry Department