

# Department of Chemistry

## ASPT Guidelines Effective January 1, 2019

**CHEMISTRY DEPARTMENT MISSION STATEMENT:** To provide excellence in undergraduate and graduate education relating to the theory and practice of Chemistry, to pursue new knowledge through vigorous and relevant research activities, and to provide service in areas of the department's expertise that relate to contemporary needs.

The Departmental Guidelines are supplemental to those of the CFSC and to University ASPT Policies, which are outlined in the booklet entitled "Faculty Appointment, Salary, Promotion and Tenure Policies" (referred to in this document as the University ASPT booklet) and subsequent addendums.

### I. Selection, Organization and Responsibilities of DFSC (University ASPT booklet, pp. 17-22)

#### A. Composition of the Committee

The DFSC consists of the Chairperson of the Department and four members elected from among the tenured and probationary faculty. In a given year two members will be elected in the spring semester on or by May 1. If there is a vacancy in one or both of the other two positions on the committee, then the vacant positions may be filled by election at the same time as the two open positions are filled, if not sooner. Terms are for two years except for filling a vacancy. A person may not serve more than two consecutive two-year terms, but may serve out a vacated position and then serve two consecutive two-year terms. No more than one of the elected members of the DFSC may be a probationary faculty member. Faculty members who would come up for tenure or desire to seek promotion during their term of office are not eligible to serve.

#### B. Procedures for Selection of Members

The election shall be conducted by secret ballot during April for terms beginning at the end of the semester in May. Electronic devices ("clickers") may be used to conduct the voting.

##### 1. Eligibility to Vote for DFSC Members

- a. All full-time probationary and tenured faculty members in the department, with the exception of the Chairperson and members on full-time administrative appointment, are eligible to vote for DFSC members.
- b. Voting by proxy will be permitted, provided the faculty member who will be absent notifies the Chairperson prior to the meeting of who is voting the absentee's proxy. The Chairperson will also accept votes cast by cell phone or electronic communication at the time the vote is taken, if the Chairperson is notified of such an arrangement before the election occurs. A voter participating in such a manner must be in contact throughout the course of the election, in order to protect the confidentiality of all votes.

##### 2. Election Process

Each year the Chairperson shall determine in advance of the election those eligible for election to the DFSC, taking into account the Department requirement that three of the elected members of the DFSC be tenured and the prohibition of membership to those whose membership may coincide with their tenure and/or promotion year. A list of

nominees received up to that point shall be sent to the eligible voters a week prior to the election.

- a. Nominations for the open and vacant positions will be made prior to or at the beginning of the meeting. Nominations may be made by any tenure-track faculty member. Additionally, a member of the tenure-track faculty may nominate himself or herself for an open or vacant position. Nominees may withdraw their names from nomination prior to any vote. Upon the close of nominations, a secret ballot will be conducted. Each eligible faculty member will have one vote, which will be cast for no more than one nominee. Election to the DFSC requires a minimum of one third of the total votes of those eligible to vote in the election, minus the votes of any eligible faculty members who have informed the Chairperson of their desire to abstain from the election process. If there is a tie or a seat remains unfilled, a run-off election shall be held between the fewest number of top vote-getters required. Should more than one candidate receive more than one third of the votes when only one position is open, the candidate with the larger number of votes is elected.

If there is an insufficient number of candidates receiving the required number of votes to be elected to the open and vacant positions, then nominations will be re-opened and there will be another secret ballot. This process will be repeated until all open and vacant positions are filled, with the open positions being filled first in the sequence of balloting.

In the event of three nominees each receiving exactly one-third of the vote on a ballot for which there are two open and/or vacant positions, the Chairperson shall break the tie.

- b. For the purpose of electing members of the DFSC, a quorum shall consist of 75 percent of the eligible faculty members. Those voting by proxy shall be counted as present for purposes of determining the quorum.
- c. In the event of an unexpected vacancy, an election will be conducted before the next DFSC meeting, according to the rules stated above, to elect a replacement to fill the remaining term. Elected members on leave, on sabbatical, or on full-time administrative appointments are required to resign from the committee. Members on partial or short-term leaves are not required to resign unless the leave interferes with the primary duties of the committee (performance evaluations and consideration of promotion and tenure).
- d. Election results shall be disseminated to the Department faculty (not including vote counts).

### C. DFSC Responsibilities for review of Departmental Faculty

1. The DFSC shall be responsible for conducting annual pre-tenure reappointment reviews.
2. The DFSC shall conduct the annual performance evaluations of Tenured and Tenure-Track faculty. Performance evaluations shall be used for determining the amount of performance-based salary increments to be awarded for the coming year (Appendix D provides details of the process). The annual letter of evaluation (see D-1) shall provide

an assessment of the faculty member's strengths and weaknesses and, when appropriate, progress toward the achievement of tenure and/or promotion. Members of the DFSC shall not participate, directly or indirectly, in deliberations concerning their own performance.

3. The DFSC shall conduct yearly formative appraisals of progress toward tenure and/or promotion for all pre-tenure and Associate Professor faculty members. Formative appraisals are informal discussions between the DFSC and an individual faculty member regarding progress toward tenure and/or promotion. These appraisals provide the opportunity to communicate the strengths as well as weaknesses of a faculty member's professional activities, including research, teaching and service.

4. The DFSC shall conduct summative reviews of a faculty member's professional activities for the purposes of formulating recommendations for promotion or tenure, and/or for dismissal from the Department. In cases of tenure and promotion, the DFSC shall notify the candidate of its intended recommendation and rationale before submitting its recommendation to the CFSC and provide opportunity for the candidate to meet with the DFSC in accordance with University policies.

#### D. Other responsibilities of the DFSC.

1. The DFSC shall inform Departmental faculty members in writing of its recommendations pertaining to their performance evaluations, annual salary increments, rank, and tenure status within the University-established calendar for such purposes.

2. The DFSC shall report its recommendations regarding performance evaluations, promotions and tenure to the CFSC in accordance with College and University ASPT policies.

3. It is the responsibility of the DFSC to review the Department's ASPT policies and procedures, solicit suggestions for change from the faculty, formulate recommendations, and submit them in writing with rationale to the tenure-track faculty for approval at least every five years. Approval requires a simple majority vote of the faculty in the Department, excluding those who explicitly inform the Chairperson of their intention to abstain from voting on the proposed policy change. Recommended revisions will be formally solicited from faculty at the first faculty meeting of the fall semester at least every five years, in line with the review timetable. (Next due: fall 2021 for consideration of adoption by January 1, 2023)

4. With non-binding, advisory input from the entire faculty, it is the responsibility of the DFSC to analyze the tenure-track faculty needs of the Department and to make recommendations to the Chairperson regarding priorities for new appointments.

## II. Appointment Policies (University ASPT booklet, pp. 21-22)

When a vacancy in a tenure-track position exists on the faculty, a Search Committee shall be appointed by the Chairperson of the Department following consultation with the DFSC. The Search Committee shall consist of one member of the DFSC, one or more tenured or

probationary faculty member(s) within the sub-discipline in which the Department wishes to hire, and up to three additional members from the faculty, one of which may be the Chairperson. The Search Committee will consist of no fewer than three, and no more than five, members. This Committee will examine the credentials of all applicants, recommend to the DFSC which candidates are to be considered for interviews, and participate in telephone interviews with candidates. All tenured and probationary faculty members will be encouraged and afforded the opportunity to participate in the on-campus interviewing process in accordance with the University's best practices. Final selection for appointment rests with the Chairperson, drawing on input from the DFSC, Search Committee and faculty.

### III. Faculty Assignments (University ASPT booklet, pp. 22-24)

The Department Chairperson shall communicate, in writing, before March 1 to each faculty member his or her assignments for the following academic year. This will include specific courses the faculty member is expected to teach as well as other specified duties (e.g., lab coordination, advising, research release, etc.). Since course schedules are subject to change at the last minute, the actual teaching assignment is subject to change with the agreement of both parties. By August 1, the Chairperson will provide an amended fall semester teaching assignment to affected faculty members. Because the Department expects consistently high-quality performance from all faculty members in areas of teaching, scholarship and service, faculty assignments shall be designed to enhance faculty contributions in all three areas. Recognizing that the members of the Department have strengths and weaknesses in different areas, the assignments will also attempt to strike a balance between individual strengths and departmental needs.

### IV. Promotion Policies (University ASPT booklet, pp. 24-26, Appendix 4)

The Department of Chemistry specifically subscribes to the ASPT Promotion Policies, which reward faculty whose sustained record of professional competence demonstrates their professional growth and the achievement of status within the discipline. Promotions are initially recommended and justified by the DFSC.

Prior to a promotion recommendation by the DFSC, all faculty members in or above the rank in question shall be offered access to the submitted promotion materials (excluding letters) and opportunity to provide a written recommendation and comments to the Chairperson by means of a signed statement. These recommendations will be made available by the Chairperson to the DFSC, to the faculty member, and to the CFSC.

All candidates for promotion will be invited to give a Departmental seminar within a 10-month period prior to the submission of their application for promotion, but are not required to do so.

The scholarship of each candidate for promotion will be evaluated by at least four and no more than six scholars from his or her sub-discipline and external to Illinois State University. Scholars who have resigned or retired from Illinois State University are disqualified from serving as reviewers. Scholars who have not achieved the rank in their institutions to which promotion is sought are disqualified. Scholars who have been the thesis or postdoctoral advisor of the faculty candidate are disqualified. Scholars who have collaborated with the candidate in a substantial or on-going way are disqualified. On or before July 1 of the year of the promotion review, the candidate shall provide the DFSC with a list of six to ten qualified external scholars in his or her research area as suggestions for the external scholars to be contacted. On or before

August 15, the DFSC may identify any number of other external evaluators to the candidate and may contact them unless the candidate provides compelling reasons for not seeking the input of particular persons. Within one week from being informed of the identities of other possible external evaluators, the candidate must provide to the DFSC any compelling reasons for excluding a possible evaluator. Otherwise, it will be assumed that no compelling reasons exist for excluding a particular scholar.

The DFSC will select a total of eight external evaluators from the qualified names suggested by the candidate and from those identified by the DFSC for which there was no compelling reason for not seeking their input. At least four of the eight names must be from those suggested by the candidate unless the candidate failed to supply four that were qualified. With the objective of obtaining at least three and no more than six letters, the Chairperson will contact either four or six external evaluators from the list of eight, using the remainder as alternates in case an external evaluator declines to do a review. Of the original four or six that are contacted, half should be from those suggested by the candidate, and that balance should be maintained as much as possible when alternates are needed. In the event that more than four of the eight decline or cannot be reached, the DFSC will select other names in equal measure from (1) the qualified names suggested by the candidate and (2) those identified by the DFSC for which there was no compelling reason for not seeking their input. The candidate will not be informed of the names of the eight reviewers or any others included because of reviewers declining, nor will the candidate be informed of an external evaluator's choice to decline to write a review. The candidate will know (1) if any of the names suggested by the candidate were not seen as qualified by the DFSC according to the paragraph above and (2) the names identified by the DFSC for which no compelling reason was seen to exclude them.

By September 1 of the year of the promotion review, candidates will provide the Chairperson of the Department with an electronic copy and six hard copies of a folder prepared for use by external evaluators. The folder will contain an up-to-date C.V., a summary of research interests and accomplishments (up to 20 pages, with 5 pages being the suggested length), a copy of each of up to four published or accepted research articles. The folder may contain a copy of one or two recent research proposals, patent applications, or similar documents at the discretion of the candidate. The Chairperson will apprise external evaluators of the nature of the Department's program and the Department's research expectations for promotion, and provide the candidate's folder to those willing to write a review letter. A sample letter is attached to this document as Appendix B. This letter can be modified by the DFSC but should retain the essential elements in some form.

The Chairperson will request external evaluators to return letters of evaluation by October 15. The letters will be available to DFSC members when received. They will be included in the materials sent to the CFSC but will not be seen by faculty members at rank or others outside of the ASPT process. Evaluators will be asked to sign a waiver (Appendix C) that specifies their evaluations may be shared with candidates, but with the evaluator's name and identifying information removed. Candidates will be able to examine copies of these edited letters upon request. In the event an evaluator refuses to sign a waiver of confidentiality, that evaluator will be excused and an alternate evaluator will be chosen as outlined above.

## V. Reappointment Policies

A. Probationary faculty members undergo annual evaluation for reappointment.

B. Recommendations for non-reappointment prior to a tenure decision are made by the DFSC in consultation with the Dean and Provost. The Chairperson shall communicate the recommendation of non-reappointment in writing to the faculty member, the Dean, and the Provost.

VI. Mid-Probationary Tenure Review

This is an internal Departmental review intended to provide cumulative feedback about progress toward promotion and tenure. It occurs during the fall of a probationary faculty member's fourth year. Probationary faculty members who, upon joining the Department, were granted service credit for positions held at another university or college will receive a mid-probationary tenure review at the end of their second year in the Department.

- A. The faculty member shall submit to the DFSC an updated CV, a portfolio/application in the style of the current CAS tenure document, and a reflection of up to two pages on a teaching challenge. This submission is due on November 1.
- B. The DFSC shall provide an initial evaluative report and the Chairperson and/or DFSC shall meet with the faculty member to discuss it. If the faculty member would like to provide additional information, is dissatisfied with the report, or would like to discuss it further, he or she can submit a written response and shall meet with the DFSC. The DFSC shall provide a final evaluative report. It and the faculty member's submission(s) will become part of the faculty member's personnel file for future reference.

VII. Tenure Policies (University ASPT booklet, pp. 27-31)

The Department of Chemistry specifically subscribes to the ASPT Tenure Policies, which award tenure to faculty who have demonstrated evidence of continued high-quality professional performance during their probationary period with an emphasis on the mutually supportive activities of teaching, scholarly productivity and service (see Appendix 2 – University ASPT booklet). A candidate for tenure is, at a minimum, expected to have earned satisfactory ratings in each full calendar year of the probationary period. However, tenure will not be awarded based solely upon earning satisfactory ratings each year; there must also be evidence of productivity beyond the minimum standards. The awarding of tenure carries expectations of continued high-quality performance.

The scholarship of each candidate for tenure will be evaluated by external reviewers in the manner described above (IV. Promotion Policies).

VIII. Performance Evaluation Policies (University ASPT booklet, pp. 37-40, Appendix 2)

A. General Comments

The well-being of the Department and Illinois State University depends upon the continued growth and development of its individual faculty members. Departmental peers and administrators able to make sound professional judgments can assure such growth. The Department of Chemistry expects high-quality performance from each faculty member and attempts to reward faculty for their efforts to this end. An integral part of the reward structure is an annual review of the professional performance of each faculty member.

The annual performance review of each faculty member shall be conducted by the DFSC. In conducting such reviews, the DFSC shall take into consideration the particular assignment given to each faculty member by the Chairperson. The primary principle guiding the DFSC's performance evaluation shall be the quality of work produced. While focusing on the activities of the preceding year, the performance evaluation will also consider the long-term contributions and accomplishments of the faculty member. To this end, annual performance letters from preceding years will be made available to all current members of the DFSC as necessary. A faculty member on leave from the Department during part or all of a DFSC evaluation period will be evaluated on the basis of assigned duties and professional activities.

To assist the DFSC in its annual performance evaluation, each faculty member shall submit a completed Faculty Productivity Report, a template of which is provided by the College, and appropriate course materials (including syllabus, exams, and sample assignments where applicable) for each course for which they are responsible. The productivity report may include a narrative of up to two pages summarizing accomplishments during the prior year, and evidence of these accomplishments. These are due on the date specified by the University's ASPT document. Faculty members are encouraged to refer to current Department and University ASPT Policies concerning expectations in the areas of teaching, scholarly activities, and service.

The Department also requires that the faculty members have student opinion survey forms distributed for them in each lecture, discussion, and laboratory section. The faculty member will be absent from the room during the evaluation, having arranged for another faculty member, a staff member, or a student to collect the surveys and to return them immediately to the Departmental office. In the case of online courses, an anonymous online survey must be administered independent of the faculty member of record. The results of the student surveys for tenured/tenure-track faculty members, which are required in all semesters (including summer), are made available to the DFSC for evaluation purposes. The Chairperson will have access to the results for all instructors for determining future eligibility for summer session and course assignments and are reported to the individual faculty members after grades are turned in and processed by the University.

#### B. Standards of Performance (University ASPT booklet, pp. 38-40)

Individuals differ in their abilities and in the kinds of contributions they choose or are assigned to make to the Department and the University. The criteria and standards stated below attempt to recognize and provide for the variety of circumstances likely to be found in the Chemistry Department and are supplementary to those listed in the University ASPT Guidelines.

1. Instruction in a laboratory setting is an integral part of the teaching of chemistry. Instruction includes the planning and institution of effective laboratory experiments and the identification and requisition of the necessary equipment and commodities to carry out the experiments.
2. Mentoring of undergraduate and graduate students in a research and/or laboratory setting is a normal part of the instruction process.

3. Adherence to safety procedures, proper waste disposal, and good “housekeeping” in both teaching and research laboratories, and instruction of students in those practices, are required.

### C. Evaluation Criteria

As required by the University’s ASPT guidelines, an overall rating of Satisfactory or Unsatisfactory will be given to each tenure-track faculty member each year. In order to achieve an overall Satisfactory rating, a faculty member must be rated as Satisfactory in at least 80% of their assigned duties.

1. Evaluation of Teaching – Student opinion surveys must be obtained for each laboratory and lecture section taught by a faculty member. The DFSC also may observe a faculty member’s classes or may delegate such observation to the Chairperson or to another faculty member. Observations are especially relevant for probationary faculty. The Department Chairperson, the DFSC, or the faculty member being reviewed may initiate such visits. The results of such a visit will be recorded and made available to the faculty member in question, the Chairperson, and the DFSC.

Faculty members are expected to provide documentary evidence of their teaching performance. This evidence shall include course syllabi, sample exams, and sample assignments. Failure to provide supporting materials will result in a lower rating by the DFSC. The DFSC shall also take into consideration work done with students outside the normal classroom setting. The documentation of teaching may take the form of a teaching portfolio.

To be considered as satisfactory in the area of teaching, the following minimal criteria must be met:

- Student opinion surveys must be administered as required by Department and University policies.
- Appropriate course materials (including syllabus, exams, and sample assignments, where applicable) must be submitted for DFSC evaluation.
- An overall positive reaction to teaching performance must be maintained during the academic year, as evidenced by student evaluations and classroom visits by members of the DFSC.
- There must be evidence of work with students outside of the normal class setting.

2. Evaluation of Scholarly Productivity – Meritorious scholarly productivity is ascertained by contributions described in the University ASPT document. Some of the items listed under scholarly productivity may be more appropriately counted in the teaching category. In particular, scholarship in support of teaching and learning should be classified as teaching *unless* the activity results in a publication in a scholarly outlet.

Emphasis must be on the quality of the products submitted. Appendix A outlines standards for determining journal quality. The DFSC shall make every possible effort to assess fairly the quality of a publication and the journal or book in which it is printed, perhaps with help of the supplied faculty narrative document. Similarly, the DFSC is responsible for taking into account the significance, value, and duration of a successful grant and the number of collaborators; the number of co-authors on publications

(including whether students served as co-authors); where the work was done; the level and reputation of the association at which a presentation is made; and other relevant considerations.

An average of one quality, peer-reviewed publication, one patent, or one significant external grant per year is considered to be working at a sufficient level of scholarship. The Department expects all Chemistry faculty members to submit external grant proposals on a regular basis and to take part in other professional activities, such as presentations at appropriate national or regional meetings or the acquisition of patents.

The Department recognizes that the time commitments of setting up a laboratory and preparing to engage in research in a new environment make it difficult for a new faculty member to produce publications or successful grant applications soon after joining the faculty. However, by the time of the DFSC's tenure decision, all probationary faculty members must have established a record of scholarly productivity that indicates that the probationary faculty member will meet the standards stated in the preceding paragraph if they are to be awarded tenure and promoted.

To be considered as satisfactory in the area of scholarly productivity, the following minimal criteria must be met:

- Evidence of an active presence in scholarly activities, as demonstrated by multiple artifacts from the following list over the previous 5-year period, prorated for faculty members with less than 5 years of service:
  - peer-reviewed publications
  - external grant applications
  - active external grant support (excluding no-cost extensions)
  - supervision of completed MS theses
- Except for faculty members in the first one to three years of their appointment, a record of engaging students in research activity over the previous 5-year period.
- Compliance with all University, State, and federal regulations pertaining to the research laboratory, including safety.

3. Evaluation of Service – Meritorious service consists of activities that make a significant contribution to the mission of the Department. A minimum amount of service, whether formal committee work or specifically assigned service functions, is considered an integral part of each faculty member's duties. Although service will ordinarily warrant a lower priority in merit considerations, activities that contribute to the welfare of the student majors and the Department will be weighed more heavily. Service may include Departmental, College, University, and extra-University committees and activities. Service may also include departmental and other support activities (e.g., instrument and computer maintenance and administration). Service also includes other professional activities (e.g., serving as a reviewer for journal articles or grant proposals, committee work for local, regional, or national professional organizations, organization of symposia, workshops and conferences, recruiting seminars, and some departmental seminars).

To be considered as satisfactory in the area of service, the following minimal criteria must be met:

- Serve the Department as assigned by the Department Chairperson, and carry out these duties in a responsible and timely fashion.

VII. Post-tenure Reviews (University ASPT booklet, pp. 34-38)

Annual reviews will serve as post-tenure reviews for tenured faculty members, unless a faculty member's performance is deemed unsatisfactory during two years in a three-year period, in which case the DFSC will conduct a cumulative post-tenure review. Cumulative reviews may also be conducted by the DFSC at a faculty member's request.

VIII. Termination of Employment Policies and Disciplinary Actions

The Department of Chemistry subscribes to the University ASPT Policies.

IX. Additional topics

A. Departmental Response to Incidents of Unethical Behavior

The Department subscribes to the Code of Ethics detailed in the University Handbook. The Chairperson and DFSC have the responsibility to respond to the professional misconduct of the faculty within the Department. Due process as established by University policies must be followed at all times.

B. Absences from Class

Faculty members in the Chemistry Department are expected to meet their classes at the regularly scheduled times. Absences from class should be exceptional, with any non-emergency absences approved in advance by the Department Chairperson. Arrangements should be made such that the quality of instruction is not diminished by the faculty member's absence.

## Appendix A: Publications

### General Statement

- **Journals:** Basic research in chemistry, chemistry education, and biochemistry is a dynamic enterprise. New research areas open at the same time that older ones either branch out into new sub-fields or develop into modern research areas. The number of major research journals is large and evolving, with major new journals coming into existence and older ones taking on new relevance. All journals should have a policy of peer review.
- **Books:** Generally, monographs in advanced topics must be considered tier I scholarly productivity items, while high-quality original textbooks and laboratory manuals are to be included under teaching productivity. All publishers should have a policy of peer review.
- **Tier I Journals:** Any major journal published under the supervision of a scientific editorial board of international recognition is considered acceptable for tier I scholarly productivity.
- **Tier II Journals:** Non-peer reviewed articles

## Appendix B: Sample External Reviewer Request Letter\*

(DEPARTMENTAL LETTERHEAD)

(Date)

Dear Professor \_\_\_\_\_ :

**J. Q. Chemist** is being considered for tenure and promotion to the rank of Associate Professor in the Department of Chemistry at Illinois State University. You have been suggested as a highly knowledgeable and qualified person to review and evaluate J. Q. Chemist's research contributions to date and to provide comments as to what the current record might indicate for future research accomplishments. We believe external evaluations contribute substantially to the academic review process, and we would greatly appreciate your willingness to serve in this capacity.

Under existing agreements and regulations, your written comments become part of J. Q. Chemist's tenure and promotion file and will be reviewed by departmental and college-wide tenure/promotion committees. With identifying information removed, your assessment will be available for J. Q. Chemist's review as well. He/she will know which eight individuals may have been contacted for letters, but will not know from whom responses were sought and received. We hope you will be willing to serve in this capacity, and we solicit your comments regarding the depth, quality, and significance of the scholarship evidenced by J. Q. Chemist's contributions. It is not necessary that you make a tenure or promotion recommendation as such. Your evaluative comments, based upon your knowledge and appreciation of the standards appropriate for masters of science degree-granting chemistry departments, will significantly contribute to our review and decision. Please keep in mind that your comments should reflect appropriate norms, as you see them, for a candidate being tenured and being promoted to Associate Professor. Also, if you have had any relationship with J. Q. Chemist in the past, please indicate that. With your letter of evaluation, we would appreciate receiving a copy of your curriculum vitae indicating your own research and professional activities. This will help the departmental and college-wide tenure/promotion committees understand your qualifications as an external reviewer.

To guide you in your assessment of J. Q. Chemist's record, allow me to provide you with some facts about Illinois State University and the Department of Chemistry. Founded in 1857, Illinois State University enrolls more than 20,000 full-time equivalent students. Over the past few years the University has been engaged in the Educating Illinois initiative, during which the University has sought to enhance both its teaching and research performance. The Department of Chemistry offers an ACS-accredited B.S. in Chemistry, a B.S. in Biochemistry, a thesis-based M.S. in Chemistry, and two Master's degrees in Chemical Education. The standard teaching load is roughly the equivalent of 5 lecture courses per year. The Department currently has XX full-time tenure-track faculty members. Illinois State University has fostered a teacher-scholar tradition where faculty have a strong commitment to both teaching and research. The Department of Chemistry supports this model and strives to be highly competitive with comparable institutions.

If you are willing to conduct this review for us, we will provide you with materials related to J. Q. Chemist's scholarly contributions, including a vitae with a list of publications, samples of selected research publications and documents, a copy of the Department, College, and University mission statements and Department tenure and promotion guidelines.

In order to utilize your review, we need to receive it by October 15, 200x; however, if a few extra days are needed, that will be acceptable if you can advise us of that somewhat in advance of October 15.

Similar to the common practice in journal and grant reviewing, our guidelines allow for the candidate to review external evaluations with all names and other identifying information removed. If you permit this use of your letter, please sign the enclosed waiver. If you are not agreeable to the terms of this waiver, then we cannot use your review and you should decline this invitation.

We would appreciate learning as soon as possible whether or not you will do the evaluation. A telephone call to me at (309) 438-7661 or an email to me at -----@ilstu.edu would facilitate our selection of another reviewer if you choose not to perform the review. If you do agree to send us a review, the materials on J. Q. Chemist will be sent to you at once. Thank you for considering our request.

Sincerely yours,

I. R. Here  
Chair

\* This sample is for promotion to Associate Professor and tenure. It should be modified for use for promotion to Professor.

## **Appendix C: Sample Waiver for External Reviews**

### **Waiver**

I have submitted an external review of the work of \_\_\_\_\_ at the request of the Department of Chemistry at Illinois State University. I understand that under Illinois law (820 ILCS 40/10(a)) and Illinois State University policy, my review is considered confidential and may not be examined by the faculty member without my permission.

I understand and acknowledge that this Waiver is voluntary and I hereby voluntarily give permission that my review may be shared, after deletion of my name and other identifying information, with the faculty member whose work was the subject of my review and I acknowledge that I have been given the opportunity to ask questions regarding any aspect of this waiver, and by signing in the space provided below I do acknowledge that I have read completely and fully understand all aspects of this release form and agree to its terms in its entirety.

Printed Name: \_\_\_\_\_

Date: \_\_\_\_\_

Signature: \_\_\_\_\_

## **Appendix D: Allocation of Performance-Based Increments**

The DFSC shall conduct an annual salary review for all faculty members. The annual review shall be directed toward ensuring that faculty salaries are consistent with performance and contributions to the Department and University in both the short and long term. Faculty members' performances in the traditional areas of teaching, scholarly productivity and service typically will be considered in the ratio of 40%/40%/20% respectively. However, different ratios may be justifiable during particular years or for longer periods. If a faculty member's duties during the upcoming year deviate significantly from the standard faculty assignment, he or she may, at the time annual teaching assignments are agreed upon (and prior to the evaluation year) negotiate with the Chairperson for a different overall breakdown of these three areas. These negotiated ratios are subject to the necessity of making sure Departmental needs are covered and are limited to the ranges outlined below:

- i) Teaching – range of 20-60%
- ii) Scholarly Productivity – range of 20 to 60%
- iii) Service - range of 10 to 40%

In no case can a probationary faculty member deviate from a typical 40/40/20 assignment.

The weighting factors agreed upon by the DFSC and the faculty member will be used to determine the overall performance rating for a given faculty member.

The chairperson shall present to the DFSC recommendations for the distribution of salary increases, including performance-evaluated salary increments and any equity adjustments. The DFSC is responsible for input on and final approval of the salary recommendations in consultation with the Chairperson.

In general the expectation is that all faculty members performing their duties satisfactorily will be assigned some performance-based increment (typically 50% of the total raise dollars) during the evaluation process. Nevertheless, faculty who are deemed to have performed at a higher level than others will receive a greater proportion of the performance-based increment. Among the considerations involved in allocating the balance of the performance-based funds are:

- a) Increments will contain two components: one half consisting of a percentage of the faculty member's base pay; the other half to consist of equal dollar amounts for similar levels of performance.
- b) Increments will be based primarily on the performance in the current evaluation year. However, a portion of the salary increment (not to exceed 20%) will be assigned on the basis of the faculty member's cumulative long-term performance and the overall value of the faculty member to the Department. This may include an equity component to cover such problems as unrewarded long-term performance, salary compression issues and market conditions.