

Department of Chemistry
University of Wisconsin-Madison
Structure, Policies, and Procedures
(16 March 2007)

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1 Introduction

General provisions concerning the operation of a university department are contained in Chapter 36 Wis. Stats., the UWS chapters of the Wisconsin Administrative Code, and Faculty Policies and Procedures.¹ The most relevant portions of these documents are quoted here, for convenient reference, but of course we cannot change them. Short excerpts are inserted in context in the body of this document; longer quotations of those documents are included in the Appendix. Complete text is available through the web page of the Secretary of the Faculty. The material quoted here is presented in a distinct typeface. For example

Wisconsin Statutes 36.05(8) Faculty means persons who hold the rank of professor, associate professor, assistant professor or instructor in an academic department or its functional equivalent in an institution, persons described under s. 36.13 (4) (c) and such academic staff as may be designated by the chancellor and faculty of the institution.

Wisconsin Administrative Code UWS 1.03 Department. Department means a group of faculty members recognized by the faculty and chancellor of the institution, and the board of regents, as dealing with a common field of knowledge or as having a common or closely related disciplinary or interdisciplinary interest.

In some cases portions of the quoted sections are not applicable or are unlikely to arise in the Chemistry Department. Such portions are retained to provide an accurate quotation but are identified {by being enclosed in brackets}.

Some commentary or explanation that is not part of Departmental or other policy or rules is occasionally inserted.

It is indicated by the style used here.

Actions of the Department and Departmental Executive Committee have expanded these basics and applied them to the particular situation of the Chemistry Department. This document summarizes the structure, operations, and policies of this department. Summaries and short statements are provided when possible, and more lengthy policy statements are given in the Appendix. When possible the action establishing a policy is cited and dates of form (mm/dd/yyyy) give the date of Departmental or Executive Committee action establishing the policy. In other cases current procedures and policies are described insofar as they can be identified. *These rules and policies, including those defined by statute, state administrative code, or Faculty Policies and Procedures, are subject to change. Current versions should be consulted when appropriate.*

This set of rules and policies cannot be described by a completely linear document; some terms are necessarily used before they are defined and there may be other implicit forward references.

¹Some of the history of these documents is included in the Notes, page N.1

2 The Department and Executive Committee

2.1 Departmental Membership

The definition of a department, also sometimes referred to as an academic department, is quoted above from the state Administrative Code. *Faculty Policies and Procedures* 5.10 defines membership in a department to include faculty with appointments in the department and other faculty who have been given the right to participate. Statute [see 36.05(1) and 36.09(4m)] and the Administrative Code [UWS 1.01] also recognize the role of the academic staff.

Academic staff is essentially defined by difference. University employees who are not faculty, classified staff, or ‘‘employees in training’’ (postdocs, etc.) are members of the academic staff. As a consequence, academic staff is a very broad category.

The Chemistry Department distinguishes between Departmental Academic Staff, funded by budget administered by the Department and academic staff funded by grants and associated with individual research groups. Lecturers, visiting faculty, laboratory directors, and unclassified instructional or research support staff are Departmental Academic Staff.² University policy encourages academic staff participation at the departmental level. Except in specific situations, meetings of the Department and Executive Committee are open as a matter of state law. The Chemistry Department encourages members of the Departmental Academic Staff to attend Departmental meetings and to participate in discussion.

The term ‘‘Department’’ is often appropriately used in a wider sense, including faculty, staff, and sometimes students. In this document it is used only in the strict sense defined above.

2.2 Departmental Functions

Faculty Policies and Procedures specifies³ that

‘‘The faculty of the department shall be responsible for teaching, research, and public service.’’,

and most of this responsibility is exercised within the department.

The Chemistry Department is responsible for teaching courses at the undergraduate and graduate level for students in many disciplines. We also supervise the research activities of students, postdoctoral associates, and in some cases members of the academic staff. Members of the department participate in the shared governance of the University and in professional organizations, and serve

²Retired faculty with University appointments are appointed to the academic staff. Emeritus/emerita faculty retain all faculty governance rights held at the time of their retirement during any academic year in which they hold an academic staff appointment from their department totaling at least 20% of a full-time academic year appointment. (FPP 7.31.B)

³Appendix, p. A.36

as consultants to the state and other groups including companies in the chemical industry.

According to *Faculty Policies and Procedures* 5.11,

“The immediate governance of the department is vested in its departmental faculty (as defined in 5.10.) which has jurisdiction over all the interests of the department, including authority to determine all departmental questions that are not vested in the departmental executive committee by 5.20. and 5.21.

In this department authority has been delegated in many cases to committees or to the departmental administration. Any action based on such delegated authority may be appealed to the Department.

2.3 Departmental Executive Committee Membership

Wisconsin statute and the administrative code do not explicitly recognize departmental executive committees but provide that institutions (universities in the system) may define structures to implement the way in which faculty and staff participate in institutional governance. At UW-Madison *Faculty Policies and Procedures* provides in 5.20 that the Departmental Executive Committee consists of the tenured faculty who are at least 50% in the department and other faculty members having tenure who have been granted joint executive appointments by action of the Executive Committee.

2.4 Departmental Executive Committee Functions

The functions of a departmental executive committee are defined in *Faculty Policies and Procedures* 5.21 and some delegation of authority is authorized in 5.22. In general, the Executive Committee has authority for financial and personnel matters. The Executive Committee **may, by annual vote**, (FPP 5.22.A) delegate to a subcommittee or to the Chair the authority to make recommendations with respect to any or all of the following matters: salaries; faculty recruitment; nonfaculty personnel actions; equipment and supplies. Some delegations are traditionally made in the Chemistry Department:

- Recommendations for faculty merit salary increases are traditionally delegated.⁴ Three models have been used.
 - According to a 1983 document, “In the Department of Chemistry, this evaluation is made by the following procedure in which the data listed above is used as input. Associate and full professors recommend merit increases for assistant professors and academic staff. Full professors then recommend merit increases for associate professors and finally the responsibility for merit increases for full professors is delegated to the Chairman of the Department.”

⁴Criteria for merit evaluation are included in the Appendix, p. A.12

- A more recent policy has sometimes been that the Executive Committee makes recommendations for assistant professors and delegates recommendations for tenured faculty to the Chair.
- It is also possible to delegate recommendations for all faculty to the Chair.

Recommendations of merit salary increases for academic staff have been made by the Executive Committee on the basis of recommendations from the Finance Committee for departmental academic staff. Recommendations concerning other academic staff are coordinated by the departmental administration.⁵

- Authority to authorize use of departmental funds for equipment and supplies is delegated to the Finance Committee or to the Chair or Executive Director when the amount involved is below a specified threshold, currently \$10,000 for the Finance Committee and \$1,000 for the Chair and Executive Director. The amounts are to be reviewed and adjusted as appropriate. The Finance Committee is to report to the Executive Committee the total expenditures authorized under this delegated authority.

By action of the Executive Committee (2/14/1995), at the time when the Executive Committee is asked to approve the budget for the coming year, the Finance Committee is required to report expenditures it authorized during the previous fiscal year. This report shall include the total amount spent; a list itemized by individual faculty member, but not identifying those faculty; and a break down of total Finance Committee authorized expenditures into broad categories of capital equipment, supplies, travel, faculty salaries, graduate student salaries, classified personnel salaries, and academic staff salaries.

- The Department and Executive Committee traditionally delegate to the Finance Committee authority to act for them during the summer, with the proviso that if matters of significant policy or major consequence arise a meeting of the relevant body will be called.

Model motions for annual delegations of authority are included in the Appendix, pp. A.26 ff. Academic staff appointments and recommendations concerning merit pay increases for academic staff have not been delegated. Criteria established for merit evaluation are included in the Appendix, p. A.13

Faculty Policies and Procedures 5.22.B provides that the Executive Committee may delegate to the full professors of the department⁶ the authority to make recommendations for promotions to the rank of full professor. Such a delegation has been made in this department. It is a continuing delegation that will remain in effect unless repealed by the Executive Committee.

According to *Faculty Policies and Procedures* 5.22.C the executive committee may not delegate to a subcommittee or the chair the following: Authority to

⁵The University places limits on increases even when funded by grants.

⁶This group is known as the Senior Executive Committee.

make recommendations on probationary faculty appointments or on retention or nonretention of probationary faculty; Invitation or renewal of invitation to academic staff to vote and participate in departmental meetings or in annual preference balloting for departmental chair; Authority to make recommendations for the appointment of academic staff to indefinite status, or for the conferral of modified professorial titles to academic staff. Note that delegations of authority provided for in FPP 5.22.A are to be made **by annual vote**; FPP does not provide for a continuing delegation except for recommendations for promotions to the rank of full professor (5.22.B).

2.5 Meetings

Rules and policies governing meetings of the Department and of the Executive Committee are established in a number of ways. Note that from *Faculty Policies and Procedures*,

8.02. FACULTY DUTIES AND RESPONSIBILITIES.

2. ATTENDANCE AT MEETINGS. It is the duty of faculty members to attend departmental, school or college, and university faculty meetings.

2.5.1 Participation in Meetings

Junior faculty (assistant professors) are invited to attend and participate in Executive Committee meetings except when personnel issues involving current faculty are discussed.⁷ Junior faculty may vote in Executive Committee meetings in those cases where it is permitted by University rules, which specify the reporting of votes so that only the votes of members of the Executive Committee as defined in 2.3 determine an outcome.

2.5.2 Conduct of Business

Unless otherwise specified it is normally assumed that a meeting is conducted in accord with *Robert's Rules of Order*. In practice, a degree of informality is commonly accepted at meetings of the Department and Executive Committee but any member may require adherence to standard procedures. Some commonly relevant provisions of *Robert's Rules* are summarized in the Appendix, pp. A.29 ff.

2.5.3 Quorum

By action of the Department (5/7/1985) there is no quorum requirement for meetings of the Department.

By action of the Executive Committee (5/7/1985) A quorum consisting of a majority of the faculty on the active teaching roster is required when a recommendation concerning tenure is being considered, but that for other matters there is no quorum requirement for Executive Committee meetings.

⁷See Note, p. N.2

In the absence of such specific action the quorum for any body is a majority of the members. The intent of a quorum rule is to prevent a small, possibly nonrepresentative group of members from acting on behalf of the body. Note however that an action taken at one meeting can be changed at a later meeting. (See Appendix, p. A.29)

2.5.4 Tenure Recommendations

Some special rules apply for meetings considering recommendations of tenure appointments. (See 6.1.3, p. 21.)

2.5.5 Written (Absentee) Ballots

A member of the Department or of the Executive Committee who is not present when a vote is taken may give a written vote to the chair prior to the vote, provided that he/she has been present for most of the discussion of the question or has received written material that is the primary basis for the decision.⁸

2.5.6 Open and Closed Meetings

Meetings of the Department and departmental Executive Committee are subject to the state open meetings law. University legal staff should be consulted if specific questions arise, but in general actions concerning individuals are dealt with in closed session and other matters are to be dealt with in open session.

The law also provides for some financial questions to be dealt with in closed session, for example consideration of purchases where advanced public knowledge could affect cost. It seems unlikely that any departmental matters will be covered by this provision.

Agendas for Departmental and Executive Committee meetings must be publicly announced at least 24 hours in advance. Agenda items for closed sessions should describe the nature of the item but not identify the individual(s) involved. If a meeting begins in open session, going into closed session must be authorized by vote of the body, which may not be by secret ballot. After a closed session, an open session of the same body cannot resume (or a new meeting of that body held) within 24 hours. An open meeting of the Executive Committee may follow a closed meeting of the Department. A summary of business appropriate for open and closed meetings of the Department and Executive Committee is provided in Table 1 (Appendix, p. A.28.)

Voting in closed meetings. Section 19.88 Wis. Stats. (the “open meeting” law) provides that secret ballots may not be used in any meeting to determine any election or other decision (except election of officers). The preferential ballot for chairman is not covered by this provision because it is advisory.

⁸See Note p. N.2

Any member of the body may require that votes at any meeting be taken so that the vote of each member is ascertained and recorded. Motions and roll call votes must be recorded, preserved, and be open to the public to the extent allowed under the state public record law. A paper ballot must be marked with the individual's name and is "essentially indistinguishable under the law" from a roll call vote. When a decision is made by roll call or paper ballots, the individual's names and votes must be recorded in the meeting minutes.

In the absence of a request from a member of the body for a roll call or paper ballot, voting may be by voice vote or show of hands. In such a case only the result or the total number voting on each side, respectively, need be recorded.

Minutes of closed meetings Section 19.21 Wis. Stats. (the "public records" law) permits public inspection of official documents, including minutes of closed sessions. It has been interpreted by the State Supreme Court as not creating a right of public inspection where the subject matter, were it the subject of a meeting, would allow a closed meeting. Therefore, when personnel matters are discussed and decided in closed session, the minutes of the closed meeting should not be available for public inspection. [Presumably "public" refers to people not members of the body, and anyone who would have the right to attend the meeting would also be able to review the minutes.]

An individual under consideration in certain circumstances (but apparently not in all cases) has the right to request that that portion of the meeting dealing with him/her be open. The minutes of that portion of the meeting will then be open for public inspection. Note that the individual being discussed does not have a right to be present unless he/she has requested that the relevant portion of the meeting be open.

3 Departmental Administration

The departmental administration consists of the Chair, Associate Chair, Executive Director, Academic Department Manager, and supporting staff

3.1 Chair

Selection and duties of the Chair are described in *Faculty Policies and Procedures* 5.30 and 5.31.

3.1.1 Selection

Selection involves an annual secret ballot by members of the department which is transmitted to the Dean (of L&S), who appoints the Chair for a one-year, renewable term.⁹ A voting member of the departmental faculty who is on leave may participate in the balloting, but not by proxy.

In the Chemistry Department a certain procedure is customarily followed prior to the preferential ballot. If the current chair does not wish to continue in

⁹FPP 5.30, Appendix, p. A.39

the chairmanship, or if there is an indication that faculty may prefer a different chair, he/she appoints a broadly representative *ad hoc* committee to canvass the faculty. Some member of this Committee will meet with each departmental faculty member to determine if he/she is interested in the chairmanship, who he/she considers to be appropriate candidates for the position, and any preferences. The Committee seeks to determine a consensus and that a candidate will agree to serve if selected. It then reports to the Department.

The Department also traditionally specifies that the ballots for chair be opened by the Academic Department Manager before transmission to the Dean.¹⁰

3.1.2 Duties

The chair of the department serves as a channel of communication between the Department and the College and University, calls and presides at meetings of the Department and Executive Committee, and provides a variety of administrative functions (see FPP 5.31). Duties of the Chair include ¹¹

- responsibility for putting into effect actions and policies adopted by the departmental faculty or the departmental Executive Committee;
- assigning duties to both faculty and non-faculty employees of the department, within the bounds of educational and administrative policies determined by the departmental faculty and Executive Committee, and other applicable laws and regulations;
- directing the work of the departmental staff, including the administrative staff, secretarial staff, shop personnel, and stockroom personnel;
- approving expenditure of departmental funds up to the limit specified by Executive Committee delegation (see p. 4);
- hears grievances from faculty, students, staff members, and the public, pertaining to the department, and takes appropriate action.

3.2 Associate Chair

The Chemistry Department has long had an Associate Chair who assists the Chair and functions for him/her when the Chair is not available. Certain duties of the chair's office may be delegated to the Associate Chair. The Associate Chair is appointed annually by the Chair from among the departmental faculty.

3.3 Executive Director

The Executive Director is an academic staff member. The responsibilities associated with this position currently include coordinating graduate admissions

¹⁰See Note, p. N.2.

¹¹Much of this is from the report of the Cornwell committee. See Note, p. N.2

and graduate student appointments and working with the Chair and the Departmental Administrator on the departmental budget. The Executive Director has delegated authority to approve expenditures at the same level as the chair (see p. 4). The appointment of an executive director is to be approved by the Departmental Executive Committee based on a recommendation of the Chair in consultation with the Finance Committee.¹²

3.4 Academic Department Manager

The academic department manager is a member of the (unrepresented) classified staff and is selected in accord with state classified staff procedures. Duties of the department manager include budget records and supervision of classified staff in the Department.

3.5 Other Staff

Other academic staff and classified staff members are an essential part of departmental operations. Establishing or discontinuing positions and the selections of individuals in those positions is discussed in the section on appointments (p. 25).

4 Committees of the Department

Much of the business of the Department and some of that of the Executive Committee is conducted in committees. Committees of the Department include the Finance Committee, Divisions of the Department, and other standing and *ad hoc* committees.

4.1 Finance Committee

The Finance Committee is the “executive committee” of the Department (in the traditional sense, see *e.g. Roberts Rules of Order*, not to be confused with the Departmental Executive Committee).

- (1). The Finance Committee consists of the Chair, Associate Chair, the chairs of the four research divisions and of the General Chemistry Teaching Division. The Executive Director and Academic Department Manager are nonvoting members.¹³
- (2). The Finance Committee is delegated authority for
 - (a) making recommendations, to be transmitted through the Chair to the dean, on appointment and promotion of classified personnel; [This delegation refers to appointment of individuals to existing classified (i.e., state civil service) positions; the Executive Committee did not

¹²See Note p. N.3.

¹³See Note p. N.3.

delegate its authority to make recommendations concerning creation of new positions within the department.]

- (b) approving expenditures for equipment and supplies, for items not exceeding the amount authorized (p. 4)
- (3). The Finance Committee is required to report regularly to the Executive Committee concerning the status of expenditures and balances in major budget categories, and
- (4). to solicit views of the departmental faculty regarding major budget recommendations for departmental equipment and non-academic staff positions.
- (5). The Finance Committee is also delegated authority to approve expenditure of departmental funds up to the currently specified limit (see p. 4).

The Finance Committee also

- Advises the Chair;
- Discusses matters of departmental interest and serves as a communication channel between the members of the divisions and the departmental administration;
- Formulates recommendations to be acted on by the Department or the Departmental Executive Committee;
- Exercises authority delegated to it by the Department or the Departmental Executive Committee;
- Serves as the Rooms Committee for the Department.

4.2 Divisions and Programs

No university legislation recognizes the existence of divisions of the Chemistry Department.¹⁴ A division is a committee created by action of the departmental faculty and consisting of members whose research activities or teaching responsibilities are in the same or closely related subject areas. Other groups of faculty are those associated with graduate degree programs. A Program may exist within a division or separate from the divisional structure. In the remainder of this subsection the term “program” refers to a program that is not coincident with or a subset of a Division.

There are currently four Research Divisions, corresponding to traditional areas of chemistry: Analytical, Inorganic, Organic, and Physical. There is also a General Chemistry Teaching Division. The Materials Chemistry Program exists separately.

¹⁴Most of this subsection comes from the report of the Cornwell committee. See Notes p. N.3.

4.2.1 Membership

Each faculty member in the Department is a member of at least one of the research divisions. Membership in more than one division is possible but one division is to be designated as the primary one. Divisional membership is by mutual agreement of the faculty member and the Executive Committee of the Division. Initial divisional membership is determined when a new faculty member joins the Department.

The General Chemistry Teaching Division consists of those faculty who are teaching or regularly teach a general chemistry course. Its membership will vary.

Association with a Program is by mutual agreement of a faculty member with interests in the subject area of the program and the other faculty presently associated with the Program.

4.2.2 Functions

A Division or Program makes requests for departmental equipment, supplies, services and supporting staff needed for its research and teaching activities.

Courses Each course taught in the Department is assigned to a Division or Program (or possibly in a few cases more to more than one). For courses assigned to it the Division or Program

- surveys needs and makes requests for equipment, supplies, services, and staff support;
- plans, reviews content, and evaluates the courses;
- prepares or revises timetable and catalog statements;
- recommends course offerings and staffing for each semester and summer session.

A Division or Program may also propose new courses, or major revisions or deletion of existing courses in its area.

In the case of inter-divisional courses, each Division or Program is responsible for participating in any or all of the activities above to the degree called for by departmental action.

Graduate programs Each Research Division or Program offers a graduate degree program suitable for students specializing in its research area. It

- works with the departmental Graduate Admissions and Recruiting committee, with particular attention to providing appropriate information regarding opportunities for research in its area;
- provides temporary advisors for first year graduate students expecting to follow a degree program in its area;

- prepares and administers an advising examination in its area (currently research divisions only);
- prepares and administers a preliminary examination program (e.g., cumulative examinations or the equivalent and oral propositions) for graduate students in its degree program;
- develops divisional/program criteria for satisfactory progress for students who are in or seeking to enter its degree program;
- periodically reviews progress of graduate students in its degree program.

Seminars Each Research Division or Program organizes and operates a seminar program. Some of the funding required will be provided by the Department.

4.2.3 Executive Committee of a Division or Program

Each Division or Program has an Executive Committee¹⁵ consisting of the members of that Division or Program who are also members of the departmental Executive Committee. Assistant professors in the Division or Program participate as for the departmental Executive Committee (see p. 5).

These executive committees function both as subcommittees of the departmental Executive Committee and as executive committees of the Divisions or Programs. Functions include:

- acting on proposals for additions to membership of the Division or Program;
- working with the departmental Faculty Search Committee when a search includes the area of specialization of the Division or Program;
- evaluating and documenting needs for equipment, supplies, and services for new faculty of the Division or Program.
- receiving and discussing reports of the mentoring committee of any assistant professor in the Division or Program, and assisting that committee in advising these non-tenured faculty and evaluating their teaching and research;
- receiving and discussing reports of the committee considering promotion to tenure of assistant professors in the Division or Program;

¹⁵The executive committee of a division in the Department is not to be confused with a Divisional Executive Committee, *e.g.* the Physical Sciences Divisional Committee.

4.2.4 Divisional/Program Chair

Each year the Chair of the Department invites the members of each Division or Program to express their preference for divisional/program chair by secret ballot, delivered to the Chair of the Department. The departmental Chair appoints the divisional/program chair from among the members of the Division/Program. The term of office is one year, but there is no limit on the number of terms which a Chair may serve.

Duties of the divisional/program chair include

- putting into effect actions and policies adopted by the Division/Program or its executive committee;
- trying to see that the Division/Program meets responsibilities assigned to it by the departmental faculty or the departmental Executive Committee;
- supervising and evaluating academic staff assigned to the division;
- calling meetings of the Division/Program and of its executive committee, as appropriate.
- After consultation with the faculty members of the Division/Program, preparing lists of course offerings and teaching assignments for courses in the subject area of the Division/Program and, after review and possible amendment by the Division/Program, submitting these recommendations to the Chair of the Department.
- The Chair of a Division serves as the divisional representative on the departmental Finance Committee.

4.3 Other Standing Committees

Standing committees of the Department are created by action of the Department and remain in existence until discontinued by action of the Department. Unless otherwise specified, committee members are appointed annually by the Chair of the Department. In appointing committee members the Chair will consider interest, expertise or experience in particular areas and equitable distribution of work load.

When establishing a committee the Department may delegate to it authority to act for the Department in specified areas. Such actions of the committee may be appealed to the Department or Executive Committee, as appropriate, by any member of the departmental faculty.

Faculty Policies and Procedures does not address delegation of authority for departmental, as opposed to executive committee, functions. In the absence of a specific prohibition general practice (Robert's Rules of Order) allows such delegation.

Some faculty and staff activities that do not involve departmental committees are included with the committee list to recognize the contributions involved. Such activities are included here {in brackets}.

The currently existing standing committees (in addition to the divisions) and their functions are:

Academic Staff Awards Committee Facilitates the nomination of staff members for various awards.

{**ACS Student Affiliates Advisor** Advises the local ACS Student Affiliates. Appointed in consultation with the local section of the ACS. May involve academic staff.}

Award Nominations Selects nominees and facilitates the preparation of nominations for selected national awards for faculty and staff. (UW awards and national awards for which there is an internal UW competition are handled by the Finance Committee.)

Colloquium Organizes the departmental colloquium program.

{**Faculty Minority Affairs** The position of minority affairs officer is mandated by and the responsibilities of the position defined by the University.}

Computing Establishes or recommends to the Department policy relating to the use of departmental computing and network facilities and to the Executive Committee the acquisition of new computers or supporting equipment; Supervises supporting staff and recommends appointments in this area to the Finance Committee or Executive Committee as appropriate. Includes academic staff.

Faculty Search Organizes recruiting for new faculty, screens applications, and recommends to the Executive Committee candidates for interviews and offers.

Facilities Coordinates and oversees departmental renovations and participation in new construction projects. (4/15/05)

{**Faculty Senators** The Faculty Senate is established by *Faculty Policies and Procedures*,¹⁶ and it is specified there that senators are to be elected for three-year terms. The Chemistry Department is currently one Senate district with four Senators. If there are more candidates than positions then an election must be held as specified in FPP, but if the number of those willing to serve equals the number of positions then they are deemed by the Department to be elected.}

¹⁶See FPP 2.04, (Appendix, p. A.34)

Fellowships Solicits nominations for graduate fellowships and nominations and applications for undergraduate scholarships and summer research support, and nominations for other student awards. It recommends to the Department fellowships, scholarships and awards to be made. May include academic staff.

Finance/Rooms The membership and functions of the Finance Committee are described above. This committee also functions as the Rooms Committee of the Department, assigning space under the control of the Department.

Fund Raising Seeks extramural support for departmental needs and activities, including endowment for long-term support.

Graduate Admissions and Recruiting Considers applications from prospective graduate students and recommends admissions to the individual (currently the Executive Director) authorized by the Graduate School to give departmental approval. Organizes recruiting activities to encourage admitted applicants to accept offers of admission.

Graduate Curriculum Considers and makes recommendations to the Department concerning graduate courses and degree requirements. May include graduate students.

Graduate Student-Faculty Liaison Committee Discusses matters of interest to graduate students and provides a channel of communication between departmental graduate students and faculty. Student members are chosen in a manner determined by the graduate students in the Department.

{**Honors** Advises students in the undergraduate honors program. The College requires each department to have an honors advisor.}

Instrument Center Establishes or recommends to the Department policy concerning the departmental instrument center and recommends appointments of supporting personnel. Includes academic staff.

This Committee consists of an Executive Committee and subcommittees associated with particular departmental instruments. The subcommittees are NMR, Mass Spec, X-Ray, and IR/PES/ESR.

Library Works with University library staff on questions concerning the operation of the Chemistry Library and brings recommendations to the Department on matters under departmental control.

Long-Range Planning Considers the long-range needs of the Department, including needs for faculty in various areas of research and instruction. Brings recommendations to the Executive Committee or Department as appropriate.

McElvain Committees Each of the four Research Divisions has a committee of students to run its McElvain seminar program, selecting and inviting speakers and organizing their visits. Members are selected by the students of the division.

Post-Tenure Review Conducts periodic reviews of the performance of tenured faculty, as required by Regent and University policy. The Committee chair is either the Chair or the Associate Chair of the Department.

Safety Examines departmental facilities and operation with respect to questions of safety and recommends policy in this area to the Department. Includes academic staff and may include students.

{**Sexual Harassment** A designated person to deal with allegations of sexual harassment is mandated by and the responsibilities of the position defined by the University.}

Shops Reviews performance of and recommends policy concerning the departmental shops (electronics, glass, machine) to the Department. Includes staff and may function in part as subcommittees associated with individual shops.

TA Awards Reviews performance of teaching assistants and faculty assistants, solicits and receives recommendations for awards, and chooses recipients of Departmental awards and submits nominations for University awards for teaching assistants. Includes academic staff.

Undergraduate Advising Advises undergraduate chemistry majors and prospective majors, and provides representation on the university advising services. Includes academic staff.

Undergraduate Curriculum Considers and makes recommendations to the department concerning undergraduate courses and degree requirements. Includes academic staff and may include students.

Undergraduate Laboratories Deals with issues relating to undergraduate instructional laboratories. Includes academic staff.

Undergraduate Relations Works with undergraduate chemistry majors and prospective majors (“chemistry major” should be taken to include chemistry course), including seeking to attract students to the major.

Website Maintains departmental web pages and determines appropriate content. Includes academic staff.

4.4 *Ad Hoc* Committees

Ad hoc committees may be established by the Department, Executive Committee, Finance Committee, or Chair. Unless otherwise specified, members are

appointed by the Chair of the Department and report to the appointing authority. Such committees exist for a specific purpose and definite period of time. If experience suggests that an *ad hoc* committee should become a standing committee of the Department, a recommendation to that effect is to be brought to the Department for action.

5 Other Entities within the Department

5.1 Center for Organosilicon Research

The Center for Organosilicon Research was established by departmental action.¹⁷ It is funded from external sources and is directed by Emeritus Professor Robert West.

5.2 Chemistry Learning Center

The Chemistry Learning Center seeks to identify students, including minority or disadvantaged students, who may need assistance in chemistry courses and to provide such assistance. The business and personnel functions of the program are incorporated into the Department under a separate UDDS with signature authority retained by the Director. The Director is appointed by the Dean after consultation with the Chair of Department.¹⁸

5.3 Institute for Chemical Education

The Institute for Chemical Education (ICE) exists within the Chemistry Department but also has a national role. For selection of the director and other aspects of ICE, see Appendix, p. A.23.

5.4 Theoretical Chemistry Institute

The Theoretical Chemistry Institute (TCI) exists as part of the Chemistry Department. It consists of faculty with primary interests in theoretical chemistry, with membership determined by mutual agreement of TCI and the faculty member involved. The Director is appointed by the Chair of the Department.¹⁹

¹⁷A copy of proposal approved (11/3/1998) is in the Appendix, p. A.25

¹⁸See Note p. N.5.

¹⁹A document describing purpose and program of the Theoretical Chemistry Institute was endorsed by the Department (2/23/1982). Of particular interest is Section H, reproduced in the Notes, p. N.6

6 Appointments

6.1 Faculty Appointments

Wisconsin Statutes provide²⁰ a primary responsibility for faculty in faculty appointments and define tenure and probationary appointments. A faculty appointment can normally be made only with an affirmative recommendation from the department.²¹ The state administrative code also discusses faculty appointments in UWS 3.²²

Sections UWS 3.04 (2) and (3) provide for special circumstances when some time is not counted as part of the probationary period or when the probationary period can be extended. UWS 3.06 discusses renewal of appointments and granting of tenure and UWS 3.07 and 3.08 deal with nonrenewal of probationary appointments. These general requirements are implemented in *Faculty Policies and Procedures* Chapter 7.

6.1.1 Faculty Recruiting

The recruiting of prospective new faculty, probationary or with tenure, requires approval of the Dean (of L&S). Requests for faculty additions may be submitted by a Division or Program, or by other groups or individuals. The Executive Committee establishes priorities for faculty recruiting, which may identify particular area(s) or specify the best candidate irrespective of area. The Chair then negotiates with the Dean for authority to search and appoints a Search Committee that is broadly representative of the Department. The Search Committee solicits applications and screens them, recommending which candidates to interview. As this process goes on:

- all members of the Executive Committee should have access to applications;
- the selection of applicants to be interviewed will be based on the priorities approved by the Executive Committee;
- If a “cluster hire” may have a tenure home in Chemistry, the departmental member(s) of the search committee should work with the departmental Search Committee and keep the Executive Committee informed as to the nature of the cluster search and seek advice from the departmental Search Committee and the Executive Committee during the screening of applications.

Each candidate gives public presentations and meets individually with appropriate faculty. Following these interviews the Committee recommends and the

²⁰See 36.09(4), Appendix p. A.31

²¹Section 36.13(2)(b) provides for granting a tenure appointment without departmental approval when appropriate bodies (including at UW Madison the Committee on Faculty Rights and Responsibilities and the Chancellor) conclude that improper (*e.g.* discriminatory) factors were involved.

²²Appendix, pp. A.33 ff.

Executive Committee authorizes offers to be made, with the approval of the Dean.

The Department approved (3/2/1999) a Chemistry Department Plan for Increasing the Number of Women Faculty.²³

6.1.2 Mentoring and Evaluation of Probationary Faculty

Chapter 7 of *Faculty Policies and Procedures*²⁴ provides rules for mentoring and evaluation of probationary faculty.

Mentoring Committee Each probationary faculty member will be assigned a mentoring committee by the Chair of the Department within the first three months of the probationary faculty member's appointment. This committee will assume roles of the guidance and oversight committees as defined in FPP 7.05. It will commonly consist of three tenured faculty members from within the Department but may have more members or members from outside of the Department when appropriate. At any time during the probationary period, the probationary faculty member may request a change in mentor(s). The change must be approved by the Department Chair.

Reports and documentation Annual reports of probationary faculty will be prepared by her/his mentoring committee to assist annual review by the Executive Committee of the Department. Annual review of the probationary faculty takes place in the Spring semester. To assist preparation of this report, the probationary faculty member will give to the Mentoring Committee the following items:

1. His/Her current Curriculum Vitae including
 - (a) Education and Professional Experience
 - (b) Awards and Honors
 - (c) Teaching and Educational Outreach
 - (d) Professional Affiliations/Outreach Activities
 - (e) Departmental and University Service Summary
 - (f) Publications List (publications based on work done prior to coming to UW-Madison and those based on work done at UW-Madison separately identified; for jointly authored work the contribution of the candidate should be identified)
 - (g) Talks or posters at meetings
 - (h) Invited Publications; Book Reviews
 - (i) Invited Presentations

²³Appendix, p. A.18

²⁴See Appendix p. A.43

- (j) Patents
 - (k) Consulting
 - (l) Research Grants (Active, Pending, Complete, Unrestricted Support)
 - (m) Names and status of Graduate Students supervised (Ph.D., M.S.)
 - (n) Postdoctoral Research Associates
 - (o) Undergraduate Researchers
2. Candidate's Selected Publications or Preprints
 3. Syllabi of courses taught
 4. Summaries of formal course and/or outreach meeting evaluations
 5. Any other materials the individual believes pertinent to the annual evaluation.

The mentoring committee should establish early on a procedure for peer review of the teaching activities of the probationary faculty member. This procedure should provide formative assessment in the early years of teaching and summative assessment in the later years. The objective of this review is to provide the department with feedback on the probationary faculty member's teaching beyond student evaluations. Plans should be made for classroom visits, and for review of course materials by one or more members of the mentoring committee. After each visit and/or review of materials, the mentoring committee member must submit a brief letter of report to the chair of the mentoring committee. Peer review activities should be ongoing during the probationary period with classroom visits at least once per year.

The mentoring committee must meet with the faculty candidate at least once per year, preferably within one month of the annual review. The mentoring committee will prepare a report on mentoring activities during the past year, including a summary of meetings held, the mentoring committee's evaluation of progress toward tenure and plans for the coming year. The mentoring committee's evaluation of the probationary faculty member uses the guidelines set down by the Faculty Division of Physical Sciences (see Guidelines for Recommendations for Promotion or Appointment to Tenure, Faculty Division of the Physical Sciences).

Reporting The mentoring committee will prepare a written report on the probationary faculty member's progress toward tenure and distribute it to the Executive Committee at the annual review meeting. Following discussion of the report, a final version of the report will be given to the probationary faculty member by the Chair of the Department. The faculty member has the right to seek clarification, upon request, from the Department Chair.

6.1.3 Tenure Appointments

Promotion from assistant professor to associate professor (or directly to professor), or an initial appointment at one of these ranks, requires that a proposal from the departmental Executive Committee be submitted to the Dean, who seeks the advice of the (Physical Sciences) Divisional Executive Committee.²⁵

Criteria for the granting of tenure are established by the Divisional Committee. A Department may develop further criteria. The Chemistry Department has adopted the Physical Sciences Divisional Committee criteria as its criteria.²⁶

Tenure Committee In consultation with the chair of the candidate's primary research division the department chair shall appoint a committee to consider whether to recommend an assistant professor for promotion to tenure. This committee will normally include the members of the candidate's mentoring committee, and will normally be chaired by the chair of the candidate's primary research division. It will consist of executive committee members from that division along with other appropriate faculty from both within and outside of the Department. In general, each committee should have at least one faculty member from outside the primary division. This committee will choose experts for evaluation of the candidate in accordance with Physical Sciences Divisional Committee guidelines.

Pursuant to Faculty Policies and Procedures 7.05.E., the assistant professor's mentoring committee (see 6.1.2) in consultation with the probationary faculty member, will collect and prepare supporting material and necessary documentation for the consideration of whether to recommend promotion to tenure. The first stage of document preparation consists of assembling a package that will be sent to external experts to aid their evaluation. This package should contain the following:²⁷

1. Cover letter requesting expert evaluation
2. Candidate's Research Summary (*ca.* 5–7 pages)
3. Candidate's Teaching and Educational Activities (*ca.* 3–5 pages)
4. Candidate's Curriculum Vitae (as described in 6.1.2)
5. Candidate's Selected Publications

A decision on a recommendation for promotion must be made no later than the sixth year, or the year preceding the notice year in a maximum probationary period of the candidate's appointment.²⁸ The committee shall make its recommendations to the Executive Committee of the Department, which shall

²⁵See FPP 7.14 (Appendix p.A.46) and 7.15 (Appendix p. A.47)

²⁶Part of the Divisional Committee statement is reproduced in the Appendix, p. A.8.

²⁷This differs somewhat from the material that is to be sent to the Divisional Executive Committee if promotion to tenure is recommended. The contents of that file and its organization are specified by the Divisional Committee.

²⁸See FPP 7.04, Appendix p. A.41

vote on each case. All members of the Executive Committee shall be eligible to vote on recommendations for promotion tenure. The recommendation of the tenure committee concerning a recommendation of the candidate's promotion to tenure will be considered over the course of two meetings of the Executive Committee. Copies of the full file concerning the candidate shall be distributed to members of the Executive Committee a minimum of one working day prior to the first meeting at which the Executive Committee will consider the case. This file must include the following items:

1. The packet sent to external evaluators
2. Teaching evaluation data (student evaluation, peer reviews by colleagues)
3. External evaluator biographies and letters of evaluation
4. Detailed description of candidate's contributions to collaborative research

At the first meeting the candidate's case is presented and discussed along with the committee's recommendation. The second meeting will take place at least one week, but no more than four weeks, after the first. At the second meeting, the case is discussed further, followed by a motion and vote. For appointments that have a tenure home in the Chemistry Department a recommendation for tenure requires an affirmative vote of a majority of those eligible to vote. For appointments that do not have a tenure home in Chemistry the required affirmative vote is a majority of those present at the meeting where the vote is taken. (4/12/05 Exec.) A voter may choose to abstain and abstentions will be part of the record. Since the requirement specifies a number of affirmative votes, an abstention will have the same effect as a negative vote.

In accord with State open meeting laws, Mentoring Committee, Tenure Committee, and Executive Committee meetings dealing with reappointment and promotion are held in closed session, unless the candidate requests an open meeting at which he/she and any others can be present.

6.1.4 Promotion from Associate to Full Professor

Authority to recommend promotion from associate professor to professor has been delegated in this department to the Senior Executive Committee. On the recommendation of that body, the Chair submits a recommendation to the Dean. Such a recommendation need not involve external evaluations or consultation with the Divisional Executive Committee.

6.1.5 Joint Governance Appointments and Affiliations

Joint governance appointments and departmental affiliations are described in *Faculty Policies and Procedures* 5.12 (Appendix, p. A.36) and 5.13 (p. A.37).

6.1.6 Emeritus/emerita titles

Emeritus/emerita faculty titles are conferred by the chancellor upon recommendation of the departmental executive committee and the dean.(FPP 7.31.A) Under some circumstances, retired faculty are entitled to participate in departmental and Executive Committee business. (See footnote on p. 2)

6.1.7 Leave

Requests for leave of absence must be approved by the departmental Executive Committee.²⁹

6.2 Graduate Student Appointments

Graduate students may be appointed as teaching assistants (TAs), project assistants (PAs), research assistants (RAs), or fellows. It is the expectation of the Department that all students admitted to and making satisfactory progress in the Ph.D. program³⁰ will be supported. Students admitted to the masters program only or who transfer from the Ph.D. program to the masters program are not assured of support but may be appointed if positions are available. A few students may occasionally be admitted with their own support (for example from a foreign source) without assurance of continuing support from the Department or the University. Teaching assistant and project assistant appointments are subject to the provisions of the contract between the State of Wisconsin and the Teaching Assistants Association, and in case of questions the current contract should be consulted. See also Appendix sections A.14 and A.15 for Departmental policies on safe pregnancy and childbirth accomodation.

6.2.1 Entering students

Students who are admitted to the Ph.D. program in chemistry are offered support, usually as a half-time teaching assistant, and a guarantee of continued support for five years. They are also informed of the departmental policy of providing support to the extent possible through the sixth year to students continuing to make satisfactory progress. In order to provide adequate support and to attract good students to the department, a 50% TA appointment is supplemented by a fractional RA appointment. Assignment of TAs to particular courses is made as for continuing students, as described below.

An entering student may be offered a research assistantship in special cases, such as insufficient English to function as a TA, provided that funding is available. The Department does not encourage procedures that would lead a student to commit to a particular research group before joining the Department.

By action of the Department (9/12/2004) students are expected to join a research group by November 15 of the first year, after which the supplement

²⁹See FPP 5.21, page A.37

³⁰Criteria for satisfactory progress are included in the Appendix, p A.6

will be paid from grants to the major professor *via* an RA appointment at an appropriate level.

The amount of the supplement (*i.e.* the fraction of RA appointment) is determined each year by the Executive Committee on the basis of recommendation from the Finance Committee, which uses the TA and RA stipends to arrive at a desired total stipend.

The departmental statement of criteria for appointment of TAs is ³¹

“Applicants must have a bachelor’s degree in chemistry or the equivalent. Applicants are evaluated and offers are made on the basis of academic record, letters of recommendation, previous teaching experience and GRE scores. Normally GRE scores shall be required before an offer is made. Preference will be given to applicants who are currently graduate students in the Department of Chemistry or have been admitted for graduate study in the Department.”

By departmental action (2/23/1982) the Graduate Admissions Committee may, by unanimous vote, make a TA offer when GRE scores are not available.

A student entering with a fellowship may also have a TA appointment, if he/she wishes, to the extent permitted by the University and the particular fellowship. The Department believes that the compensation for a fellow should be not less than that for an RA.

6.2.2 Continuing students

Prior to each semester or summer session the Executive Director (or other person designated by the departmental administration) will inquire of each faculty member how the students in that research group are to be supported the following term.

TA Appointments are made by the departmental administration with authority delegated by the Finance Committee. The Executive Director (or other person designated for this role) assigns TAs to divisional groups of courses; the laboratory directors and General Chemistry Coordinator determine assignments to specific courses and sections. In making these assignments, conflicts with credit graduate courses in which the TA is registered will be avoided. Conflicts with noncredit courses (seminars) will be avoided to the extent possible but cannot be guaranteed.

If a student is on the departmental TA list as of one month before the start of a term he/she will be required to serve as TA (*i.e.* cannot be appointed as an RA instead) unless a suitable replacement can be found.

PA Appointments are not commonly used in the Department. A project assistant is a graduate student whose employment does not involve teaching and does not involve research related to that student’s thesis.

Technical Assistant is a term used within the Chemistry Department for a graduate student appointed as a TA and/or PA in connection with the research

³¹as approved (9/18/79)

support operations of the Department. Departmental policy relating to the appointment of technical assistants is described in the Appendix.³²

6.2.3 Other Teaching Appointments

Non-chemistry graduate students may be appointed as TAs in chemistry if they have appropriate qualifications³³ and there are TA positions that cannot be filled by available chemistry students.

Undergraduate students may be appointed to TA-equivalent positions when an insufficient number of TAs is available and well-qualified undergraduates are available. Approval of the College is required for each appointment. Not only must the student be qualified for the position but the appointment must not unduly interfere with the student's progress toward a degree.

Faculty Assistants are persons who are not students performing functions essentially equivalent to those of a TA. Such appointments are made if it is not possible to meet teaching needs with student appointees.

6.3 Other Departmental Appointments

6.3.1 Academic Staff

Many academic staff positions exist in the Department in support of our teaching and research. Establishing or discontinuing such positions, when funded through the departmental budget, requires the approval of the Executive Committee. The Executive Committee must also approve appointments of individuals to such positions.

Some appointments do not involve departmental funds, but the Department has a policy on the use of "Scientist" titles.³⁴

6.3.2 Classified Staff

Creating or discontinuing classified staff positions is recommended by the Finance Committee and is subject to approval by the Executive Committee as part of the departmental budget. Selection of individuals for such positions, to the extent permitted by state civil service regulations and contracts, is delegated to the departmental administration or committee chairs.

6.3.3 Student Hourly

Undergraduate or non-chemistry students may be appointed on an hourly basis to meet specialized needs. Such positions funded by the Department will be established by the Finance Committee and reported to the Executive Committee

³²p. A.16

³³See criteria of TA appointments, p. 24

³⁴Appendix, p. A.16

as part of the departmental budget. Individuals to fill such positions are selected by the faculty or academic staff supervisor.

6.3.4 Fellowships and Scholarships

The Executive Committee delegates to the Fellowships Committee and the departmental administration the choice of suitable fund sources for scholarships and fellowships approved by the Department.

Departmental support for undergraduate research (especially in the summer) is given as a scholarship. Individuals are selected on the recommendation of the Fellowships Committee and with the approval of the Executive Committee.

7 Use of Departmental Resources

7.1 Departmentally Controlled Space

Space assignments are made by the Rooms Committee (which is the Finance Committee) in accord with priority policies established by the Executive Committee.

Laboratory Space will be allocated according to the following priorities

1. Use by current faculty with ongoing, supported research
2. Use by emeritus faculty with continuing research programs
3. Flexible space for temporary use
4. Held in reserve for anticipated near-future faculty additions or expansion of existing programs

Office Space will be provided, in priority order, for

1. Current faculty
2. Academic and classified staff
3. Graduate students and postdoctoral associates
4. Emeritus faculty with continuing active programs
5. Other Emeritus faculty
6. (if space is available) undergraduate student researchers

Other space. Space is obviously required for support facilities including shops, departmental computers, administrative space, etc. Priorities within this group and relative to other needs will have to be considered on a case-by-case basis.

7.1.1 Departmentally Controlled Funds

Fellowships and Scholarships. Fellowships Committee policy, approved at a departmental meeting (3/11/03) by absence of objection specifies that funds that can be used for either graduate fellowships or undergraduate scholarships are usually used for graduate fellowships. Undergraduate academic year scholarships do not require that the student be enrolled in research, but awards for summer research support require research.

Telephone. The Department will provide one telephone per faculty member and reasonable telephone access for graduate students. Any additional telephone service will be charged back to the group.(5/11/1982 Exec.)

Advance spending. Departmentally controlled funds are to be considered available for advanced spending on pending grants (“insurance”) only if approved by the same mechanism that would be required if they were actually to be spent.(3/29/1979 Exec)

8 Graduate Admissions and Recruiting

8.1 Admission Procedures

Applications for admission to the graduate program are reviewed by the Graduate Admissions and Recruiting Committee. Recommendations from members of the Committee are presented to the individual (currently the Executive Director) authorized by the Graduate School to give departmental approval. The Committee also enlists the support of other faculty and organizes recruiting activities to encourage admitted applicants to accept offers of admission.

Foreign students. By Departmental action (1/28/97) the admissions committee is granted permission to accept up to a specified number of international students from outside the U.S.A. each year. [The number authorized is to be reviewed each year.] The official letter to each student will guarantee five years of departmental support, provided that student remains in good standing, as do our regular letters of acceptance.

The admissions committee will carefully screen the pool of international students, searching in particular for solid evidence of teaching ability and fluency in English.

Upon arrival in Madison, each of the special students will be interviewed by the Department Executive Director and a representative from the division in which the student will teach, who will evaluate each student’s English language skills.

- a). If the student merits a TA position, then he/she will be assigned to normal TA duties and the department becomes free of any special commitment. We expect to choose international students such that this is almost always the case.
- b). Otherwise, the department will support the student for the first semester.

During that time, the student may be assigned as a grader or be required to enroll in courses or programs to improve his/her language skills.

- c). Once the student has joined a research group, the major professor is obligated to refund the department for all support costs incurred by the department. Thus, the department is reimbursed for any funds it has spent to support the student. This reimbursement is mandatory, even if the student leaves the group before completing a Ph. D. degree.
- d). It is technically possible that a student assigned to RA support will not join a research group during the first semester. The department may then be obligated for one additional semester of support if that student cannot be assigned TA duties. If the student has not joined a group within one year, we may assume that he/she has not made satisfactory progress and the student may be dismissed from the program.

8.2 Travel for Graduate Recruiting

The Department will provide up to \$300 per trip, with a total not to exceed \$3,000 in any year, to support travel by assistant professors to undergrad institutions for graduate recruiting.

The amount that visiting prospective students will be reimbursed for expenses is determined each year by the Finance Committee. Group meals and other expenses on recruiting weekends are paid by the Department.

9 Degree Requirements

The official statements of requirements for degrees are contained in the Undergraduate and Graduate Catalogs of the University. General requirements are determined by the College of Letters and Science, for undergraduate degrees, and by the Graduate School, for graduate degrees. These requirements are extended or made specific by the Department. Relevant College and Graduate School requirements are summarized in the Appendix.³⁵

9.1 Undergraduates

Two possibilities exist for an undergraduate degree in chemistry: chemistry major and chemistry course. The chemistry major for a Bachelor of Science degree (a Bachelor of Arts degree is possible in theory but unlikely) includes all of the general L&S requirements and additional requirements for the major. The Chemistry Course is a separate program within the College with its own set of requirements. It is considered a professional degree.

³⁵p. A.49

9.1.1 Admission to the Major

Admission to the chemistry major or adding chemistry as a second major requires consultation with and approval by the departmental undergraduate advisor.³⁶ Satisfactory performance in at least one chemistry course at UW-Madison is required.

9.1.2 Graduation Requirements

Requirements for a chemistry major or for the chemistry course are given in the Bulletin of the College of Letters and Science. Current L&S general requirements and requirements for the major are summarized in the Appendix, p A.49. Actions of the Department that have not yet appeared in College specifications should be included in the Appendix when this document is revised.

9.2 Graduate Degrees

General requirements of the Graduate School are summarized in the Appendix, p A.52. They are supplemented by departmental requirements.

9.2.1 M.S. Programs

There are two master's degree options in the Chemistry Department. A minimum of 18 credits is required. Option A requires at least 8 credits in graduate research or advanced laboratory work and requires the presentation of a formal thesis or a comprehensive written research report. Option B requires at least 12 credits in chemistry courses numbered 600 or above and places an upper limit of 3 on the number of research credits. In either case the student must have a faculty advisor in the department. Further information about the requirements for a M.S. in Chemistry are given in the Appendix, p. A.5

9.2.2 Ph.D. Programs

The Graduate School requires a preliminary examination but departments have the authority to determine its nature. In the Chemistry Department it consists of a combination of written exams and oral presentations, as described in the Appendix, p. A.2³⁷ The precise form is determined by the student's Division or Program. After satisfying this requirement a student is "admitted to candidacy". The remaining requirements are completion of a minor, submission of a thesis, and a final oral exam. The precise requirements for the minor required by the Graduate School are specified by the department. For a Ph.D. in Chemistry the minor may be in another department or combination of departments, or in an area or areas of chemistry other than the major field. Details are given in the Appendix, p. A.4.

³⁶See Notes, p. N.5

³⁷Possible revisions are currently being considered.

When the major professor decides that the candidate has satisfactorily completed the thesis research work, the candidate is required to prepare a thesis in accordance with the regulations of the Graduate School and University Library. This thesis must be approved by the major professor and by the other members of the committee; then approved by the Graduate School. The thesis must be submitted to the committee at least seven days before the final oral examination.

Following the completion of the thesis, the candidate is required to take an oral examination given by five members of the staff approved by the Graduate School. In the case of an Option B minor, at least one member must be from outside the Chemistry Department. The scope of this final oral examination will usually be confined to matters pertaining to the thesis. This examination will not ordinarily be scheduled during periods when regular classes are not in session. If a candidate fails to take the final oral examination within 5 years after passing the preliminary examination, he or she is required to take another preliminary examination and be admitted to candidacy a second time. The "Ph.D. Final Oral Committee Approval Form" must be filed through the Chemistry Graduate Office at least three weeks prior to the student's final defense.

In addition to these degree requirements, all first-year graduate students are required to take a departmental safety course during the week before the start of the spring semester. A Course "On Being a Scientist" is required for all first year graduate students.

9.3 Doctoral Degrees in Special Fields

Theoretical Chemistry The degree of Ph.D. with specialization in Theoretical Chemistry has been established for students concentrating in the theoretical aspects of chemistry, which places considerable emphasis on mathematics and physics. For requirements for this degree, a professor in this area should be consulted.

Biophysical Chemistry The degree of Ph.D. with specialization in Biophysical Chemistry has also been established for those students who desire to combine Physical Chemistry and Biochemistry in a joint major, and also a joint minor. For requirements for this degree, a professor in this area should be consulted.

10 Courses and Curricula

The official descriptions of courses are included in the Bulletins of the College and Letters and Science or of the Graduate School. Proposals for new courses or substantial revision of existing courses usually originate in a division or other group. After consideration by the Graduate or Undergraduate Curriculum Committee, as appropriate, they are brought to the Department for action. New courses or changes in courses sufficient to require a change in

the Bulletin description must be submitted to and approved by the Physical Sciences Divisional Executive Committee.

Changes in degree requirements are considered by the curriculum committees and submitted to the Department for approval.

Departmental actions that have not yet appeared in the Bulletins should appear in the Appendix.

APPENDICES

A. Departmental Policy Documents

ACADEMIC POLICIES

A.1 Faculty Instructional Workload Policy

(5/10/1994)

All Chemistry Department faculty members are expected to contribute professionally in the areas of teaching, research, and service. There will be some difference in weighting of these three areas among faculty and this is assumed to be both normal and desirable. In addition, considerable overlap exists between these areas. A particularly important instance of overlap occurs between research and individual instruction. The Chemistry Department views these responsibilities as inseparable since most research activities are team efforts carried out by undergraduate and graduate students and postdoctoral associates working in close contact with a faculty mentor.

The instructional workload policy involves a faculty member in both group instruction and individual instruction, as described below:

I. Group Instruction. Normally, a faculty member teaches one group instruction section each semester. A lecture section or a formal laboratory course assigned from the list of courses given below counts as one group instruction section. A faculty member assigned in a multi-section course with TA taught sections is responsible for supervision of TAs assigned to the course.

The Research Divisions (Analytical Sciences, Inorganic, Organic, and Physical) make recommendations of teaching assignments for courses in their disciplines to the Department. In addition, the Research Divisions designate faculty to teach General Chemistry. The General Chemistry Division recommends assignments for general chemistry courses from among these faculty. The assignment in Chemistry 607 (Chemical Safety) is made by the Department. The Department has the final responsibility for all teaching assignments; differences unresolvable within divisions will be decided by this body.

A faculty member with a partial appointment will teach proportionately fewer group instruction courses; for example, a faculty member who has college support for a half-time appointment might teach a group assignment in one semester out of two. The Chair has a group instruction assignment in one semester each year, in recognition of service responsibilities associated with this position. A faculty member may be exempted from teaching with divisional and College approval, if his/her full salary is paid from a non-college source.

Faculty members may share teaching of one course with divisional approval. In such instances, each faculty member must also have a second group instruction assignment, in order to meet the requirement of one group instruction per semester.

Group Instruction Courses³⁸

Undergraduate courses: Chemistry 103, 104, 108, 109, 115, 116, 311, 327, 329 341, 342*, 343, 344*, 345, 346*, 511, 524, 547, 561, 562, 563*, 564*, 565.

Core Graduate Courses: Chemistry 605, 606, 607, 608, 621, 636, 637, 641, 647**, 661, 662, 841, 873.

Advanced Graduate Courses: Chemistry 603, 604, 613, 622, 623, 624, 628, 630, 664, 712, 713, 714, 725, 762, 842, 843, 844, 845, 860, 863, 864, 869, 871, 874, 875, 900, 901, 920, 940, 960.

The following seminar courses in one or both semesters are taught in conjunction with undergraduate and graduate individual instruction: Chemistry 913, 914, 915, 922, 923, 925, 926, 941, 942, 943, 962, 964.

* One full assignment on these courses may involve more than one section,

** This course counts as one-half of an assignment.

II. Individual Instruction. In most instances, a research group of committed graduate and undergraduate students is a prerequisite for a vigorous research program in chemistry. Independent study is regarded as an important part of the education of undergraduate students and thesis research is the basis of a graduate program. The nature of the chemistry discipline requires extensive student mentor interaction; thus, individual instruction is a significant part of a chemistry faculty member's instructional workload.

A chemistry faculty member supervises chemistry graduate and undergraduate students who choose to do research or independent projects under his/her direction. The number of students taught by a faculty member is dependent on the nature of the research, the availability of funds, and/or the availability of space. Specific course background is usually required before undergraduates can begin independent study.

Graduate students ordinarily register for research courses Chemistry 99x. Undergraduate students register in Chemistry 299, 681, 682, 691, 692, and 699.

III. Additional Teaching

To the extent possible, assignment to teach additional group instruction courses are guided by the principle of achieving an equitable overall workload among faculty members. All faculty may voluntarily choose to teach additional courses and the Department may assign additional courses to faculty members.

A.2 Ph.D. Requirements

³⁹ From the 2002-2004 Graduate School Catalog.

The Doctor of Philosophy and the Doctor of Musical Arts are the highest degrees conferred at UW- Madison. Neither is conferred solely as a result of any prescribed period of study, no matter how faithfully pursued. The Ph.D. degree is a research degree and is granted on evidence

³⁸Some course numbers have been updated to reflect changes since 1992.

³⁹From *Information for Candidates for Graduate Degrees in the Department of Chemistry, University of Wisconsin-Madison August 2004*.

of general proficiency, distinctive attainment in a special field, and particularly on ability for independent investigation as demonstrated in a dissertation presenting original research or creative scholarship with a high degree of literary skill.

A. Requirements for Admission to Candidacy Although to qualify for admission to candidacy for the Ph.D. degree a student must satisfy a number of requirements in excess of those for the Masters degree, it is not necessary for the student to take a Master's degree. The Graduate School Academic Guidelines (www.wisc.edu/grad/guidelines) identifies three requirements for admission to candidacy: "(1) passing the comprehensive preliminary examination in the major field, (2) obtaining approval of the proposal for meeting the minor requirement, and (3) presenting the title or special field of the proposed thesis, approved by the advisor." One other requirement is that of residence status. A Ph.D. degree requires a minimum of 32 credits for residence status. This includes courses numbered over 300. Full time study is between 8 and 12 credits per semester, so you will complete 32 credits for residence in two years or less. In the Department of Chemistry the candidate must also have taken the advisory examinations as described above.

1. Preliminary Examinations. A candidate for the Ph.D. degree is required to complete the preliminary examination in his or her field of specialization at least two semesters before taking the final oral examination. It is the responsibility of the major professor to give the preliminary examination with the assistance of such other professors as he or she may select. Ordinarily this responsibility is shared with the staff of the Division corresponding to the candidate's specialized field, and each Division establishes the form of the preliminary examination.

The "examination" consists in practice of a series of written examinations and one or more oral presentations. Divisional requirements determine the form of the examination and the times at which the series is to be begun and completed. One of the requirements in each Division is a research proposal, which is a suggested original research problem and the approach recommended for its solution. The individual Divisions issue the detailed rules for preparing and presenting research proposals. Some divisions require an intermediate research report or a research progress seminar as part of the preliminary examination.

Satisfactory completion of the Divisional preliminary examination requirements, including usually the cumulative examinations and the research proposal, and approval of the scope of the minor program (see below) satisfies the requirements of the Graduate School preliminary examination.

2. Preliminary Warrant and Formal Admission to Candidacy. In addition to the above formal requirements, the candidate must demonstrate to the major professor competence in the field of specialization and capacity for independent work. Each semester the professor will judge whether the candidate has made satisfactory progress in research. The "Request for Preliminary Warrant", available in the Chemistry Graduate Office, Room 1120, must be completed and sent to the Graduate School at least three weeks prior to the preliminary examina-

tion. After the preliminary examination has been completed and the professor is satisfied with the candidate's competence and capacity for independent work, the signed "Preliminary Warrant" must be returned to the Chemistry Graduate Office and will be filed with the Graduate School. This form requires the signatures of the major professor, the minor professor (or, in the case of an Option B or Internal Minor, the appropriate Departmental administrator), and the Chairman of the Chemistry Department.

A student who fails to meet specified requirements after one semester will be placed on probation and will receive notification from the department. Any requirements not satisfied after 2 semesters will result in termination unless the major professor requests, and the department approves, probationary status. Probation will be granted one semester at a time. All requests for probation must be initiated through and approved by the major professor prior to the first department meeting of the affected semester. An exception may be made to any of the requirements by action of the Department.

In addition to these requirements, the student is advised to be aware of the general rules of the Graduate School. The Graduate School urges that special attention be paid to the rules governing residence credit.

The requirements for the degree and the criteria defining satisfactory progress toward it are subject to change, with the approval of the Departmental Committee. When any substantive change is made, students then in the Ph.D. program will have the option of continuing under the new requirements or under those in effect when their program was started. Students who are not registered for a full semester or longer become subject to requirements in effect when they reenter.

A.3 Minors for Ph.D.

Each Ph.D. candidate must meet the minor requirement under either Option A, Option B or the Internal Minor, as described below.

Option A. Under this option, a candidate for the Ph.D. degree in one of the fields of chemistry must complete the requirements for a minor within a single division of the Chemistry Department, or within a single department other than Chemistry (Option A). A minor within the Chemistry Department, for candidates for the Ph.D. degree majoring in Chemistry, consists of a minimum of 10 credits passed with a grade of B or better in any graduate courses which are satisfactory to the candidate and to the minor professor. A candidate whose minor field is outside the Chemistry Department must satisfy the requirements of the department concerned and should consult the minor professor in this regard.

Option B. Under this option, a minimum of 10 graduate credits is taken in two or more departments or areas (including Chemistry) outside the candidate's specialized field. A set of related courses is to be chosen with the approval of the student's major professor and of the faculty member designated by the Chemistry Department faculty to administer such programs. They must be passed with a grade of B or better.

Internal Minor. Under this option, a minimum of 10 graduate credits is taken in two or more divisions within the Chemistry Department, but outside the major field of specialization. The major may correspond to one of the divisions, or to an alternative major as approved by the Department and the Graduate School. Course approval by the Associate Chair is required. Each course must be passed with a grade of B or higher.

Under Option A, Option B, or an Internal Minor, Chemistry 603, 604, 605, and 606 may be taken for minor credit by any student, regardless of field of specialization, subject to approval by the minor professor; however, a 10 credit internal minor must include courses from at least two divisions in addition to courses selected from the above list. No more than one of the courses Chem. 511 (inorganic), Chem. 524 (Analytical), and Chem. 547 (Organic) may be used in fulfilling the minor requirement. No 500-level physical chemistry course may be used as a minor course. A list of graduate courses by area within Chemistry is available from the Department.

The Graduate School requires that the minor program be outlined on a Minor Agreement Form approved by the Department of Chemistry and filed through the Chemistry Graduate Office, Room 1120, not later than halfway through completion of the sequence of minor courses.

The minor requirement must be completed by the end of the third year of graduate work. The signature of the minor professor (if Option A) or the Departmental administrator (if Option B or an Internal Minor) should then be obtained on the Preliminary Warrant and recorded on the student's permanent record card.

A.4 M.S. Requirements

A. Advisor

Each student who enters the Master's program will be assigned an advisor. Any member of the departmental faculty may serve as an advisor, and the advisor can be changed by mutual consent of the student and the faculty member involved.

B. Course Work and Residence

Candidates must spend at least one academic year in approved graduate study. A minimum of 18 credits must be earned in graduate courses; credits in excess of 9 in any semester or 5 in any summer session will not be counted toward this minimum. At least 15 of the 18 must be in courses beyond the fundamental treatment in courses 346, 511, 524, 564 and their prerequisites, except that either 511 or 524 may be counted in the 15. The advisor must approve the choice of courses, and graduate credit is given only for a grade of B or better.

C. Advisory Examinations

The advisory examinations must be taken at the first opportunity and deficiencies must be dealt with as required by the advisor. The rules are the same as described in Section 1.

D. Additional Requirements

A candidate must satisfy the additional requirements in Group A or Group B:

Group A.

1. The candidate must select a major professor not later than the second semester of graduate study. This selection requires mutual agreement of the candidate and the prospective major professor.

2. The selection of graduate courses must be approved by the major professor, and at least 8 credits must be in graduate research or advanced laboratory work.

3. The candidate must present either a formal thesis or a comprehensive written research report to the major professor, and the major professor must accept it.

Group B:

1. The candidate must have a faculty advisor in the Department. The advisor may be changed only with the approval of the Department.

2. At least 12 of the credits must be for courses in chemistry with course numbers greater than 600. The selection of courses must be approved by the advisor and must represent a coherent program of study. Graduate level courses in other departments may be included subject to these restrictions.

3. A maximum of 3 credits of graduate research can be counted as part of the 18 required credits.

A student who fails to meet specified requirements after one semester will be placed on probation and will receive notification from the department. Any requirements not satisfied after 2 semesters will result in termination unless the advisor requests, and the department approves, probationary status. Probation will be granted one semester at a time. All requests for probation must be initiated through and approved by the advisor prior to the first Department meeting of the affected semester. An exception may be made to any of the requirements by action of the Department if performance in other areas is substantially above average.

A.5 Criteria for Satisfactory Progress By a Graduate Student

A.5 .1 Ph.D.

To be considered to be making satisfactory progress as a graduate student, a Ph.D. candidate must:

1. Complete a minimum of 8 credits per semester and 2 credits per summer session enrolled, the courses to be approved by the advisor or major professor. (The normal course load is at least 8 credits per semester. After admission to candidacy, registration for the minimum number of credits specified by the Graduate School is allowed, while continuing full time effort on research.)

2. Maintain a cumulative B average for all courses taken; in computing this average, grades of P or S in non-research courses are counted as B, but all research course grades are excluded from the average.

3. Choose a major professor and begin work within 2 semesters of beginning graduate study, and thereafter make satisfactory progress in research as judged by the major professor and confirmed by the Division of the Department in which the student is specializing.

4. Satisfy the preliminary examination requirements set by the Division of specialization, including meeting these requirements within the time limit (if any) specified by the Division. This varies with the Division, but usually includes items such as a research proposal, a seminar on some topic of interest outside the research specialization, and progress on cumulative examinations to demonstrate mastery of areas outside of those covered by course work.

5. Complete the Ph.D. minor requirements not later than the end of the third year of graduate work.

A.5 .2 M.S.

To be considered to be making satisfactory progress as a graduate student, a M.S. candidate must maintain a cumulative B average for all courses taken. In computing this average, grades of P or S in non-research courses are counted as B, but all research course grades are excluded from the average. In addition

1. M.S. candidates seeking to meet the requirements of group A must:

a. Be affiliated with a major professor and begin work on a research topic within 2 semesters.

b. Complete a minimum of 6 credits per semester and 2 credits per summer session enrolled, the courses to be approved by the advisor or major professor. (The normal course load is at least 8 credits per semester.)

c. Complete the degree within 4 semesters plus 1 summer of graduate study.

2. M.S. candidates seeking to meet the requirements of group B must accumulate graduate credits at a rate approved by the advisor. A student admitted to the Department in the Ph.D. program who transfers to the M.S. program must complete the degree within 4 semesters plus 1 summer of graduate study.

A student who fails to meet specified requirements after one semester will be placed on probation and will receive notification from the department. Any requirements not satisfied after 2 semesters will result in termination unless the advisor requests, and the department approves, probationary status. Probation will be granted one semester at a time. All requests for probation must be initiated through and approved by the advisor prior to the first Department meeting of the affected semester. An exception may be made to any of the requirements by action of the Department if performance in other areas is substantially above average.

A.6 Work in other departments

(3/13/07)

Any Chemistry graduate student whose research adviser is a professor who has no appointment in Chemistry must select a nominal adviser who has a

non-zero appointment in Chemistry.⁴⁰

PERSONNEL POLICIES

A.7 Procedures and Criteria for Reappointment and Promotion of Non-Tenured Faculty

A 1992 statement⁴¹ approved by the Department reproduced in the Notes. Current procedures and criteria are described in 6.1.2, p. 19.

A.8 Physical Sciences Division Tenure Guidelines

Portions of the guidelines of the Physical Sciences Division are reproduced in what follows. Some portions relating to Divisional Committee procedure or that are unlikely to be relevant in the Chemistry Department have been omitted. The complete document, available through the web page of the Secretary of the Faculty should be consulted.

TENURE CRITERIA

The criteria for the granting of tenure are governed by state statute and the rules of the University of Wisconsin. Relevant passages may be found in the UW System mission statement and the UW-Madison Faculty Policies and Procedures. The statement from Faculty Policies and Procedures 7.14.B, C, and D are cited and reproduced in part.

Favorable action by the Physical Sciences Division Executive Committee on a departmental recommendation for promotion or appointment to tenure is based on evidence of the candidate's accomplishments in teaching, research, {outreach/extension} and professional service. A candidate's achievements and the justification under these guidelines for awarding tenure must be documented. It is not sufficient without further justification that the candidate has performed satisfactorily all duties as an assistant professor, nor will a candidate with a developing record who shows future promise necessarily receive a positive recommendation. The strength of the case must be demonstrated unambiguously by the documents submitted. Early promotion will be approved only when the candidate has established a record that would be strong for a sixth year promotion.

In Part I, guidelines are presented concerning the kind of evidence required for evaluation by the Executive Committee; the Committee's weighing of the various factors depends on the individual case. Part II

⁴⁰A chemistry graduate student is a student admitted to the graduate program in chemistry and seeking to satisfy the degree requirements established by the Chemistry Department. The Graduate School requires that the advisor (major professor) be in this department, but permits research to be performed in another department.

⁴¹See Notes, p. N.5

[not reproduced here] describes the precise format in which the evidence is to be presented. Other evidence that is appropriate to a particular case is also invited. In its deliberation on a case, The Executive Committee is obligated to interpret the department's vote of recommendation; as such it is critical that the Committee be aware of any differences between the documented evidence forwarded by the department and the evidence that was available at the time of the department's vote (e.g., additional acceptances, late arriving letters of reference, etc.).

A subcommittee [of the divisional committee] is charged with presenting the results of an in-depth review, which includes a discussion with the department chair. The subcommittee may solicit other information not provided by the department during the course of its deliberations.

PART I: GUIDELINES

Teaching

The candidate should have a record of effective teaching, which should normally be at both the undergraduate and graduate levels. The baseline requirement for teaching in a discipline is mastery of subject matter. Although such mastery is implied in the decision of the department to promote or appoint the candidate, confirming evidence of scholarly breadth and depth must accompany the documentation of the case. Effective teaching requires that the professor have the ability and willingness to communicate knowledge of the subject matter to students. The committee considers as primary evidence those classroom and research advising activities that relate directly to the candidate's recognized field of professional expertise. The candidate's success in communication, organization of material, interest in teaching and research advising, and stimulation of student learning should be apparent in the documentation. A summary of appropriate documentation is given in Part II.

A meaningful evaluation of the candidate's teaching requires the availability of credible evidence obtained by peer review and through student evaluations. In order to document significant accomplishment or excellence in teaching, the department is required to provide evaluation based on peer review of the candidate's teaching activities covering the probationary period. The exact format of the peer-review process is at the discretion of the department. However some component of peer-review, such as classroom observation, is expected. The Committee strongly encourages the Department to consult the Teaching Academy Task Force on Peer Review of Teaching for guidance in this matter. Some additional information regarding peer review of teaching techniques, objectives, and outcomes has been put together by a UW-Madison Peer Review of Teaching working group, and is available on the web at www.provost.wisc.edu/archives/ccae/MOO. The peer review should begin in the first year and the assistant professor's teaching

should be reviewed at least annually during the probationary period. Judgments on questions of course content, level of presentation, and organization of material should be made by colleagues, and should be discussed in the dossier supporting the promotion or appointment.

Student evaluations should be included for all courses taught, in all departments or programs in which the candidate teaches. The committee will be particularly interested in evidence of continuing development in the candidate's teaching, and of systematic and significant improvement when the candidate's performance has been weak.

Continual improvement and modernization of courses is a part of good classroom teaching. Evidence of these factors should be furnished. Significant achievements are those clearly successful, innovative developments in instructional techniques and materials that affect the department's academic programs. Procedures adopted or admired by colleagues within and outside the candidate's department should be mentioned. Participation in courses outside the candidate's department or beyond regular duties should be noted.

Advising is a critical academic responsibility. The candidate's success as a mentor to undergraduate, graduate and outreach students is thus an important consideration for tenure. Evidence demonstrating a positive influence on the department's graduate program should also be given, such as quality of thesis topics, success of graduate students, and extensive interactions with graduate students from other research groups. (In some cases, thesis advising is intertwined with the professor's research program, in which case details should be given in the next section on research.)

Research

The case for research must be based on clear evidence that the candidate's creativity and productivity are excellent when compared to national or international peers. Evidence of research consists of an active research program that has yielded demonstrably significant results and promises continued achievement. Innovative and effective research is a vital university function that serves to differentiate major research universities from other institutions of higher learning. Published papers are tangible evidence of productivity in research, but the number of publications alone is not a good measure of quality of achievement. Moreover, publication rates and the extent of multiple, nonstudent authorship differ among disciplines. The Committee's attention should be directed to particularly significant contributions and scholarly publications by the candidate.

The ability to sustain a research program normally requires external grant support adequate for students, staff, and facilities. The candidate's record of success with peer-reviewed grants can indicate (a) the

outlook for the quality of the future research program and (b) the candidate's reputation as a researcher. The committee wishes to identify the candidate's individual accomplishments within the grant record.

In some cases untenured faculty may choose to conduct part of their research programs together with tenured faculty either as individuals or through the auspices of a research center. Such collaborations can be valuable. However, the key elements in the case for tenure are the individual research accomplishments of the candidate, and a clear demonstration of the candidate's ability to attract outside research support adequate to support his or her individual program. Thus, care must be taken to ensure that the individual research accomplishments of the tenure candidate are clearly evident and are distinguishable from those of the other collaborators. Similarly, if research funding is handled jointly, there should be clear evidence of the role of the candidate in this fund raising. Letters from co-investigators may assist in this demonstration, but these points must be addressed explicitly in external documentation, e.g., letters and peer review reports.

Overall, the candidate and the work should be held in high regard by outstanding researchers in the candidate's field. Testimony regarding the quality of the candidate's work at UW-Madison and the impact of the work on the field of interest must be provided. In the case of promotions, the impact of the work accomplished at Wisconsin must be addressed. Letters of evaluation from recognized experts in the candidate's field from outside this university are required. The documentation must provide convincing evidence that the outside evaluators are recognized researchers and leaders in the field. (In special cases, letters from colleagues within the candidate's department or from present or former students may supplement the comments from outside evaluators.)

{ Outreach/Extension ... }

Professional Service

Professional contributions include service on departmental and university committees as well as service to professional organizations, and professional consultation to the community, to agencies of government, or to industries. Especially significant results of the candidate's individual efforts should be documented. Professional growth that results from service should be discussed. Reviewing of proposals for granting agencies or manuscripts for journal articles, and service as editor for a journal should also be documented.

Balance between Teaching, Research, Outreach/Extension, and Professional Service

Recommendations for promotion or appointment should identify the candidate's relative balance of responsibilities and accomplishments in

teaching, research, extension, and professional service. Recommendations should be based on well-balanced accomplishments in two or more of the areas of teaching, research, and outreach/extension. Significant contributions in the form of professional service can strengthen but may not serve as the basis for the candidate's case.

Occasionally a recommendation for promotion or appointment may be given for a candidate whose efforts and abilities are not well balanced among research, teaching, and/or outreach/extension. In such a case the candidate must be exceptional and the overall balance within the candidate's department must not be adversely affected. If the recommendation for promotion or appointment is based in primarily one area, this should be indicated in the Chair's letter of transmittal.

A. A recommendation may be based primarily on research. If so, the evidence must show that the candidate is one of the very best in the field in his/her peer group; that the candidate's work has had an important impact; that the candidate is exceptionally creative, unusually productive, and unequivocally recognized nationally and internationally as a leader in an important area of the physical sciences. The candidate's value to the programs of the department must be shown.

B. A recommendation may be based primarily on scholarship in education. The evidence must show that the candidate is a truly outstanding educator and has contributed creatively to the content, techniques and/or art of classroom teaching, including a record of scholarly publications in the education literature. Through outstanding teaching, the university not only disseminates knowledge but contributes to better teaching elsewhere. Evidence must be presented to show that the candidate's work has had national impact. Unusual rapport with students in and out of the classroom is important but not sufficient. The impact of the candidate's contributions to teaching should extend beyond the University. The Committee will emphasize evaluations furnished by colleagues outside of the candidate's own department and outside of the University, especially evidence provided by recognized educators in the candidate's field.

{C. A recommendation may be based primarily on work in outreach/extension.
... }

A.9 Merit Evaluation Criteria

Documents identified as summarizing past practice concerning criteria for evaluation of academic staff were distributed to the Executive Committee (4/19/1983):

PROCEDURES AND CRITERIA FOR MERIT EVALUATIONS OF
FACULTY
Department of Chemistry

Each individual is reviewed in terms of total performance in teaching, research, and service. To assist in the evaluation, each faculty member is encouraged to submit an annual Professional Activities Report which summarizes for the previous academic year such information as teaching assignments (courses and enrollments), significant new course development, external support of research activities, number of graduate students and postdoctoral associates, scientific publications, invited and contributed lectures at national or international meetings or other university departments, and committee and other professional service to the Department, the University, and the professional and lay community. In addition, faculty members are encouraged to acquire student evaluations of teaching performance for pedagogical purposes and to assist in the merit pay evaluation process.

The basic criterion for awarding merit pay increases is excellence in teaching, research, and service. In the Department of Chemistry, this evaluation is made by the following procedure in which the data listed above is used as input. Except for full professors, recommendations are formulated by the Chair and discussed with the Finance Committee. Their recommendations are then acted on as follows.

Associate and full professors recommend merit increases for assistant professors and academic staff and full professors recommend merit increases for associate professors. Responsibility for merit increases for full professors is traditionally delegated to the Chair of the Department.

CRITERIA FOR MERIT EVALUATIONS OF ACADEMIC STAFF

Criteria for evaluation of academic staff can be generalized along certain lines. Independent of the specific responsibilities, the following criteria are used.

1. Competency in handling assigned duties.
2. Dedication in carrying out assigned duties.
3. A cooperative attitude in achieving the research and/or teaching goals with those other individuals with whom the academic staff member must interact.
4. The degree of innovation in carrying out the basic responsibilities or improving the situation for which the individual is responsible.

For the academic staff, a high degree of technical proficiency is required. Initiatives to define new ways to perform the functions of the position more effectively are especially noted. Bringing current state-of-the-art techniques into practice is expected. In many cases, not only is knowledge of subject matter necessary, but managerial skills in terms of supervising civil service, technical, or teaching assistant staff and interacting with faculty, other staff, students, and campus administration is required. Special capabilities along these lines are viewed with favor at the time of merit discussions.

A.10 Post Tenure Review Criteria and Procedures

(1/25/1994 Exec.)

Criteria

Post tenure review will be based on performance in three areas: teaching, research, and service. It is recognized that the balance among these areas will vary among departmental faculty. Not all specific examples given in this document will necessarily be included in every review, nor are these examples assumed to be all-inclusive.

1. Teaching. Teaching includes undergraduate and graduate courses and instruction of students carrying out research. The review of teaching may consider: awards and honors, statistical data from student evaluations, comments of current and former students, collegial evaluations, evidence of scholarly activity in chemical education, textbook writing, and the development of new courses, modules, laboratory experiments, and demonstrations.

2. Research. Scholarly activities to be reviewed may include: awards and honors, publications in scientific journals, text authorship, presentation of invited and contributed lectures at university, government, and industrial laboratories and at scientific meetings. Extramural funding will be considered to the extent that such funding is sufficient to support an ongoing research program. External evaluations by recognized authorities in the external scientific community may also be used in evaluation of scholarly accomplishments.

3. Service. Activities related to the professional qualifications of the faculty member that enhance university missions and activities and benefit the broader scientific community will be reviewed. University service may include: service on departmental, college, and university committees, student-oriented activities, and university governance. Discipline-related service may include: reviews of scientific proposals for funding agencies, manuscript review, service as a conference organizer, and service on scientific review panels, study sections, and/or editorial boards, assistance to or consultation with governmental agencies, businesses, and individuals.

Procedures

1. Selection of faculty to be reviewed:

a. A recommendation for promotion from Associate Professor to Professor will fulfill the requirement for review. With concurrence of the individual, documentation on a tenured faculty member prepared for other purposes (for nominations for various awards, for example) along with supplementary material as necessary may be used to fulfill this requirement.

{b. Initial reviews. All tenured faculty will be reviewed within the first five years after the inception of this program. Tenured faculty members will be given the opportunity to volunteer for review. Other faculty to undergo this review will be chosen at random from among tenured faculty who have not been reviewed in the previous five years. The number of reviews each year will be set to assure that every tenured faculty member will be reviewed by the end of five years.}

c. Subsequent reviews. Each faculty member will be reviewed again in the fifth year following the previous review, unless he or she requests an earlier review. Not more than three reviews of any one faculty member will be required of the department in any ten year period.

2. Ordinarily, faculty to be reviewed will be designated early in the fall semester and the post-tenure review will be carried out in early spring, coordinated with promotions and the merit exercise. In accord with Wisconsin open meeting laws, meetings of the Review Committee will be held in closed session, unless the person being reviewed requests an open meeting at which he/she and others can be present.

3. The review will be carried out by a Review Committee composed of the department chair* who will chair the committee, and four faculty members (one per division, chosen by the tenured faculty members of that division.) Selection of divisional representatives will be timed so that members of this committee serve staggered two year terms.

* Executive Committee action (9/14/04) changed this to specify that the Review Committee could be chaired by the departmental Chair or Associate Chair.

A faculty member being reviewed may request disqualification of one or more members of the Review Committee. This request should be in writing, to the department chair. The chair, at his/her discretion, may either proceed with the review by the remaining committee members or seek a replacement on the review committee satisfactory to the division and the individual. If the person being reviewed objects to participation of the department chair, then the associate chair will chair the Review Committee throughout the review process for that person.

It will be assumed that the Review Committee is acceptable to the faculty member being reviewed if a formal objection is not received by the department chair within 10 days of the time he or she is notified of the review and composition of the committee.

4. A faculty member being reviewed must submit to the Review Committee a complete, up-to-date, curriculum vita (at the level of detail expected for a cv for promotion) - This should include information documenting the individual's teaching, research, and service. Teaching evaluations or a summary of evaluations are required. Material submitted should also include a textual statement of the faculty member's accomplishments during the last five years and a summary of career plans for the future.

The Review Committee may request additional material from the faculty member under review and may also assemble additional material from other sources. The committee may ask other tenured university faculty to act as consultants.

If requested by the faculty member under review, the committee may, at its own discretion, arrange for one or more outside letters from authorities in the field. Procedures for this will follow those in current use for tenure cases. Outside letters, when obtained, will only be available to the committee. These letters will be treated as confidential documents to the extent permitted by law.

The post-tenure review will be restricted to material in the committee's possession.

5. After reviewing written material, the Review Committee will meet with the faculty member to clarify issues or raise concerns. Following the meeting, the

Committee will prepare a written report that will be given to the faculty member. The faculty member may choose to submit a response to this document. Together, the written evaluation and the (optional) response will constitute the departmental review. The written evaluation and response will be considered to be confidential documents. They will be retained in the faculty member's personnel file; access to this material will be governed by department policies and state statutes.

6. The Executive Committee delegates to the Department Chair the responsibility to ensure that the criteria governing faculty review do not infringe on the accepted standards of academic freedom of faculty, including the freedom to pursue novel, unpopular, or unfashionable lines of inquiry. Nothing in the criteria or application of policies shall allow the review to be prejudiced by factors proscribed by applicable state or federal law.

7. Each year, upon completion of all reviews, the department chair will report to the Dean of L & S, listing the names of faculty members reviewed in that academic year and summarizing the outcome of each review. The faculty member will receive a copy of the summary. The summary will be retained with other records of the review in the faculty member's personnel file.

A.11 Technical Assistants

(8/22/1989 Exec.)

Policy and allocation re technical assistants approved

1) Supervisors must rejustify the level of appointment (half-time or less) each time that a new individual is hired; each request should indicate the number of groups served, or special need to keep alive an important technique.

2) The Finance Committee is responsible for selecting individuals for technical assistant appointments from available candidates. This is not a privilege of the supervisor, but the supervisor could suggest a list of acceptable individuals.

A.12 Policy on Scientist Positions

(5/17/1983)

ASSISTANT, ASSOCIATE, AND SENIOR SCIENTISTS IN THE DEPARTMENT OF CHEMISTRY

Policy on Appointment, Review, and Promotion May, 1983

Introduction

The Department of Chemistry will employ the titles of Assistant Scientist, Associate Scientist and Senior Scientist for persons with a Ph.D. in Chemistry or closely-related area, who are or will be appointed to professional academic staff positions engaged in research, and who are not primarily postdoctoral trainees or fellows. Scientist positions are normally appropriate for staff expected to make a long term contribution to the research of the Department. Employees expected to serve exclusively for the duration of a single extramural contract usually should be appointed as Project Associates, although the Scientist series may be

used for brief or short-term appointments of individuals whose experience and reputation justify such a rank.

A Scientist position is a research position without teaching and with limited service responsibilities. Scientist appointments are in the academic staff and are governed by the UW-Madison Policies and Procedures Governing Academic Staff Appointments. Persons appointed to Scientist positions do not have tenure and are not on tenure track. The titles Assistant Scientist, Associate Scientist, Senior Scientist designate levels of experience and responsibility approximately comparable to those of similarly ranked faculty titles. Salary levels are normally somewhat below those for faculty equivalents, in recognition of the narrower definition of duties and lack of department-wide responsibilities. Salary normally is funded by extramural sources. Salary levels and continued appointment are subject to the availability of funds and satisfactory work performance.

An appointment as an Assistant Scientist is appropriate for a Ph.D. who has demonstrated the independence and maturity in research activities normally expected of an Assistant Professor. The duties and responsibilities are related to programs under the direction of the Principal Investigator. An Assistant Scientist may direct and supervise the work of Research and Project Assistants, if appropriate. An Assistant Scientist is expected to be active in scholarship and Writing and make contributions to the scientific literature in his or her areas of specialty.

An appointment as an Associate Scientist is appropriate for a researcher with outstanding promise who has shown excellence in scholarly contributions and is widely recognized for these contributions. An Associate Scientist is expected to have major responsibility within a research project and/or be responsible for major components within larger research programs. Significant contributions of professional service are to be expected. The appointment as Senior Scientist is reserved for those who have gained national recognition for outstanding contributions of scholarship and research. The qualifications and experiences should be above those of an Associate Scientist. It is expected that this appointment is not an automatic promotion from Associate Scientist reflecting years in rank, but a recognition of outstanding contributions to the field.

The duties and responsibilities of all individuals appointed within the Scientist series in the Department of Chemistry are related to specific research projects and programs of one or more faculty members who are Principal Investigator(s) for the grants which fund the Scientist's position.

Appointment Procedures

Appointment to the categories of Scientist are subject to careful review by the Executive Committee, resulting in a recommendation to the Dean (or designee) of the College of Letters and Science. Ordinarily the initiative for appointment to a Scientist position would come from the Principal Investigator(s) employing the candidate.

Review

The Principal Investigator(s) employing a Scientist shall review each spring the progress and performance of the Scientist, consider whether promotion is appropriate according to the criteria given above, and recommend the merit pay

increase for the following year.

Reappointment and Promotion

The initiative for promotion to higher Scientist rank, reappointment at present rank, or termination is reserved to the Principal Investigator(s) employing the Scientist. A recommendation is made to the Executive Committee, which shall act on the recommendation and transmit the results of its action, along with any supporting documentation, to the Dean (or designee) of the College for final approval.

Principal Investigator Status

Principal Investigator status is governed by University rules which normally reserve the right to become Principal Investigators to tenure or tenure track faculty. Persons holding a Scientist title in the Department of Chemistry may serve as Co-Principal Investigator on research grants at the discretion of the Principal Investigator(s).

A.13 Plan for Increasing the Number of Women Faculty

(March, 1999)

Goals for Hiring Women. Within six years, we will set the goal of increasing the fraction of women in chemistry to at least the fraction in the current applicant pool (15%). This will require increasing the number of women in the department to at least six of the approximately 40 faculty.

* Near and Intermediate Term Opportunities for Hiring Women. Next year we will likely be searching for at least two faculty: most likely an organic chemist and a combinatorial chemist from the Chemical Biology sesquicentennial program. Given the age distribution in our department, we anticipate having to hire 10-15 faculty within the next six years due to retirements. In 2005, 14 of our current faculty will be over age 65, and it is not improbable that others will leave or fail to get tenure.

* Near Term Strategies. Next year, although our most pressing needs will likely be focused more narrowly than this year, we propose to advertise for applicants in all areas of chemistry. This will allow us to find outstanding women across all areas of chemistry. We will thus be in a position to find and interview more women than if we wrote a targeted ad. We will set the goal of interviewing at least 30% women, twice the rate they have occurred in our applicant pool the past two years. We will thus remain open to the possibility of hiring excellent women in areas outside our primary targeted areas, anticipating future retirements that will occur 2-5 years hence. For such hires, we would seek help from the University's Women in Science hiring initiative.

* Mid Term Strategies. Early Identification of Women Candidates. When visiting universities to present seminars or while attending scientific meetings, some faculty have already begun to seek out potential faculty candidates in the latter stages of their graduate career or the early stages of postdoctoral appointments. We will ask all our faculty to make a concerted effort to do this. We will also write to faculty at other institutions to ask for help in identifying outstanding faculty candidates early, particularly women and minorities. This

should allow us to become acquainted with a substantial number of potential applicants. The most promising of these contacts will be invited to come to Wisconsin to present seminars in our regular seminar programs. (This seminar program will be mentioned in letters to faculty and will be an incentive to respond.) We hope to find at least four such women “pre-applicants” each year. This process should be valuable in identifying top women applicants and establishing a relationship with them that should enhance our chances of attracting them to Madison in a competitive environment.

New Sources of Outstanding Women Candidates. Our usual source of faculty is the traditional graduate student to postdoc to assistant professor progression. Other sources that we will explore in our search for outstanding women faculty include (1) Senior Hires, (2) Industry and National Laboratories, (3) faculty at four-year colleges, and (4) our own graduates.

*Long Term Strategies. Many of the strategies outlined here are designed to have us compete better in a zero-sum game for a small pool of women candidates. How can Wisconsin play a role in expanding the pool? We need to focus our attention on our role as a primary producer of chemistry Ph.D.s and convince talented female students (both current and prospective) that we will provide them with the training and support necessary to succeed at the highest levels of academia. We need to be pro-active in creating the new pool of female faculty; in doing so we will attract more female faculty candidates.

A.14 Policy to Ensure a Safe Pregnancy

(May 2006)

The goal of this policy is to assure a safe pregnancy for graduate students and postdoctoral research associates and to provide a climate of support for women who chose to combine family initiation with their chemical education.

To plan for a safe working environment, it is essential that the expectant mother, the research advisor, and the executive director of the department meet at the earliest stages to develop a plan. As soon as the pregnancy is confirmed by a doctor, the woman should inform, on a highly confidential basis, her research advisor and the executive director so that a meeting can be scheduled to begin planning.

The pregnant student, the faculty research advisor, and the executive director will look for safe ways to progress towards the PhD or to continue post-doctoral research during pregnancy. Options that may need to be considered include alternatives to research in a synthetic chemistry lab such as computer work, spectroscopy, library work, review and paper writing, working on graduate requirements such as seminars, proposals, 2nd year report, etc. For students who are TAs, consideration should be given to selecting appropriate assignments. It is recognized that each case will be different and that creative problem solving will be required to make the needed accommodations.

When a plan is agreed upon, the executive director will provide a written summary of the plan so that the agreement will be clear to all concerned.

A.15 Childbirth Accommodation Policy

(May 2006)

The goal of our Childbirth Accommodation Policy is to encourage more women to complete their PhD or postdoctoral research in the Department of Chemistry at Wisconsin and to provide a climate of support for women who chose to combine family initiation with their chemical education. The policy is designed to help new parents adequately care for their new-born by helping reduce academic and financial hardships.

The Chemistry Department will provide the graduate student mother with 12 weeks of paid accommodation time for childbirth. All academic requirement deadlines will be extended by a semester for the new mother. The policy seeks to maintain the student status of the new mother to assure continuation of health insurance and visa status, but it is not clear how this is to be accomplished within the university personnel system. The student must apply for the 12 weeks of paid accommodation time,

Similarly, the Chemistry Department will provide a postdoctoral researcher mother with 12 weeks of paid accommodation time for childbirth in a manner designed to assure continuation of health insurance and visa status , but it is not clear how this is to be accomplished within the university personnel system. The postdoctoral researcher must apply for the 12 weeks of paid accommodation time.

To adequately plan, the expectant mother should apply for the leave 6 months prior to the expected birth. The leave will ordinarily begin at the time of birth, but other proposals will be considered. There should be some flexibility to take some of the accommodation time on a part time basis (for example, 8 weeks full time and 8 weeks half time).

In the case of adoptions, the Chemistry Department will provide the primary caregiver (male or female) 12 weeks of paid Family Addition Accommodation. The policy seeks to maintain the student status of the new caregiver to assure continuation of health insurance and visa status, but it is not clear how this is to be accomplished within the university personnel system. All academic requirement deadlines will be extended by a semester for the new caregiver.

Graduate students whose spouse or partner is expecting a child are encouraged to confer with their advisor and the executive director of the department in order to insure that any necessary accommodations to facilitate infant care can be made in advance.

A.16 Childbirth Accommodation Policy

(3/13/07)

The goal of our Childbirth Accommodation Policy is to encourage more women to enter and complete the PhD program or undertake postdoctoral research in the Department of Chemistry at Wisconsin, and to provide a climate of support for women who choose to have children while in the Department in one of these capacities. This Policy has two components, detailed below.

A.16 .1 Ensure a Safe Pregnancy

The goal of this component of the Policy is ensure a safe working environment for pregnant students and postdocs. To this end it is essential that the expectant mother, her research advisor, and the Executive Director of the department meet at an early stage to develop a plan. As soon as the pregnancy is confirmed by a doctor, the woman should inform, on a highly confidential basis, her research advisor and the Executive Director so that a meeting can be scheduled to begin planning.

The pregnant student or postdoc, the research advisor, and the Executive Director will look for safe ways to progress towards the PhD or to continue postdoctoral research during pregnancy. In the case of students, with enough advance notice the group can consider the advisability of making an RA rather than TA appointment, and/or making a TA appointment that minimizes chemical exposure. In terms of research, options that may need to be considered include alternatives to working in a synthetic chemistry lab, such as computer work, spectroscopy, library work, review and paper writing, working on graduate requirements such as seminars, proposals, 2nd year report, etc. It is recognized that each case will be different and that creative problem solving will be required to make the needed accommodations.

When a plan is agreed upon, the Executive Director will provide a written summary of the plan so that the agreement will be clear to all concerned.

A.16 .2 Paid Accommodation Time, Requirement Extension, and Infant Care

This component of the Policy is designed to help new mothers by reducing academic and financial hardships associated with pregnancy and childbirth.

The Chemistry Department will provide the graduate student (on an RA appointment) or postdoc mother with 12 weeks of paid accommodation time for childbirth. Every effort will be made to assure continuation of health insurance and visa status during this period. The student or postdoc must apply to the Executive Director for this paid accommodation time, ideally 6 months prior to the expected birth. The leave will ordinarily begin at the time of birth, but other proposals will be considered. Some of the accommodation time may be taken on a part-time basis (for example, 8 weeks of full-time and 8 weeks of half-time leave).

All academic requirement deadlines will be extended by a semester for the new mother.

Pregnant students and postdocs are encouraged to confer with their advisor and the Executive Director of the department in order to ensure that any necessary accommodations to facilitate infant care can be made in advance.

FINANCIAL POLICIES

A.17 Policy on the sale of equipment

(3/30/1993)

Policy on the sale of equipment, formulated by the Finance Committee submitted to the Department for discussion.

(a) As a general rule, we want to encourage the sale of surplus equipment when it cannot be used elsewhere within the department.

(b) Equipment that was originally purchased from departmental funds for a faculty member is assumed to be a departmental contribution to the faculty member's research program and proceeds from its sale should be used to support the group.

(c) In general, funds from sale of other departmentally funded equipment in a group (inherited equipment for example) should be split equally between the group and the department.

A.18 Policy on Fund Transfers

According to a policy established (12/7/1983)

1) The Chemistry Department Business Office provides each principal investigator with a weekly itemized list of purchases from Departmental stockrooms and blanket orders.

2) Directly on the itemized list, the P.I. assigns a fund number to each item charged to an externally funded project. More than one fund number is assigned if the item is used in multiple projects; in this case, a percentage allocation is also recorded. The assignment is initialed and dated by the P.I. within two weeks of receipt of the itemized list.

3) To initiate a fund transfer, the P.I. submits the allocation records to the Business Office. The Business Office calculates the transfer amount informs the P.I., records the transaction, and returns the allocation records to the P.I.

4) The P.I. maintains the original file of allocations for the period required by the funding agency.

Fund transfers can be initiated at anytime during the fiscal year prior to June 15. Fund transfers must be initiated if the P.I.'s supplies allocation is overdrawn by more than \$1000, and no allocation can be overdrawn at the end of the fiscal year (July 31).

A.19 Policy for Shop Charges and Spending

(3/13/07)

1. A separate account will be set up for each shop, showing debits, credits, and current balance.

2. Any positive balance in a given shop account can be spent, at the discretion of the faculty member in charge of that shop, on travel to professional meetings for shop staff and/or the purchase of permanent equipment. Each shop staff member can travel (funds permitting) to a maximum of two meetings per year.

Purchase of permanent equipment items over \$5K requires prior approval by the Finance Committee.

3. Charge rates for each shop will be reviewed once a semester by the Finance Committee, based on activities for the past six-month (Jan-Jun or Jul-Dec) period. Shop directors will be notified in advance of this meeting, and will be invited to submit proposals for modifying charge rates, and/or for the purchase of permanent equipment over \$5K. Any Finance Committee proposal for charge rate changes will come before the Executive Committee for approval.

CENTERS AND INSTITUTES

A.20 Chemistry Tutorial Program

(4/17/1990 Exec.)

[relevant portions of motion approved]

1.) We accept the formal autonomy of the Tutorial Program as a campus-wide program administered through the College, but at the same time hope, in so far as possible, to be able to treat the Program as a departmental program, and to include the staff as members of the General Chemistry Division. We agree to incorporate the business and personnel functions of the program into the Department under the separate Tutorial UDDS with signature authority retained by the Director.

....

3.) We recommend that a small committee be appointed, consisting of staff from the Department and from other constituencies of the Tutorial Program to provide guidance and oversight to the Program. One of the members of the committee would serve as the formal supervisor of the Director. The committee would be appointed by the Chair of the Department, with the advice of the Director and the approval of the Dean. It is expected that the Director would be a member of this committee.

A.21 The Institute for Chemical Education

Revised ICE operating procedures document was approved by the Executive Committee (12/5/1989). The complete document is filed with the minutes; selected parts are quoted here.

The Institute for Chemical Education ... is housed in the Department of Chemistry, College of Letters and Science, University of Wisconsin-Madison.

The organizational structure of the Institute for Chemical Education Includes a National Board. an Implementation Committee. Field Centers at other universities or colleges, a Director, other staff, and ICE Fellows.

...

National Board

The Chancellor of the University of Wisconsin-Madison will appoint a National Board composed of representatives of chemical industry and chemical education who are widely respected for their contributions in the chemical sciences. Membership on the board should reflect the interests and priorities of all groups concerned with chemical education at all levels. The Board will consist of 12 members, each serving four-year, once-renewable terms that will be rotated to preserve continuity. At least two members of the National Board shall be high school chemistry teachers or pre-high school teachers; at least two members of the National Board shall be members of the faculty of the University of Wisconsin-Madison selected from colleges and departments with appropriate interests in the Institute's activities (such as chemistry, chemical engineering, biochemistry, pharmacy, science education). In addition, the Institute's Director and Assistant Director, the Chancellor, the Dean of the College of Letters and Science, and the Chair of the Chemistry Department will be ex-officio, members of the National Board.

The National Board will: (1) determine major policy directions of the Institute; (2) provide regular advice on the major programs of the Institute; (3) advise the Director in developing fund-raising strategies; (4) assist in raising sufficient funds to carry out Institute activities; (5) react to and enhance ICE proposals and programs, insuring that overlap with existing programs is minimized and gaps in efforts to enhance science education are addressed.

...

[Implementation Committee, Field Centers]

Director of the Institute

The Director will be appointed by the Dean of the College of Letters and Science of the University of Wisconsin-Madison. The appointment will be made with the advice of the National Board and the Executive Committee of the Department of Chemistry. The Director should have a Ph.D. in the chemical sciences, proven administrative ability, and evidence of vigor and recent and continuing productivity in chemistry and chemical education. It is expected that the Director will be, or will be concurrently appointed as, a member of the faculty of the Chemistry Department of the University of Wisconsin-Madison.

The Director will have responsibility for the institute's programs and operations. The Director's duties will include supervising the Institute's programs and activities, evaluating proposals submitted by prospective Institute Fellows, appointing and supervising Institute staff members and Fellows, hiring needed consultants and part-time help, developing the Institute's budget, overseeing the fiscal operation of the Institute, supervising preparation of and approving the Institute's annual report to the National Board, and organizing and conducting fund-raising efforts to support Institute programs and

staff.

...

[Fellows, Institute Staff, Associate Director, Assistant Director]

Grants and Contributions

Proposals to granting agencies will carry the Director's name as Principal Investigator. Grants to the University of Wisconsin-Madison will be handled in the same way as any grant to a member of the Chemistry Department faculty. Contributions from industrial or other sources, monetary or in kind, will be the fiscal responsibility of the Director, who can expend them in support of the general policies set by the National Board.

Gift funds with the UW Foundation in the Institute for Chemical Education Fund may be used to support any appropriate function of ICE. Expenditures must be consistent with donor requests and must be made within constraints of Foundation and University rules governing use of funds. Commitments and expenditures of these funds must be authorized by the Director of ICE with approval by the Chairperson of the Chemistry Department and the Dean of the College of Letters and Science.

When undertaking new initiatives that involve major expenditures from these funds, the Director of ICE is expected to seek the advice of any or all of the following: the ICE National Board; the ICE Implementation Committee; the Chairperson of the Chemistry Department; the Executive Committee of the Chemistry Department. Annually the ICE Director will provide the Chemistry Department Chairperson and the Dean of the College of Letters and Science a short report on the expenditures from this fund. It will be easiest to coordinate this report with the annual financial report from the UW Foundation, available in mid-January.

The ICE Director will coordinate with the Chairperson of the Chemistry Department all major efforts to seek gift funds.

A.22 Organosilicon Research Center

Document approved (11/3/98):

Proposal for an Organosilicon Research Center At the University of Wisconsin-Madison

Purposes and Functions

This center is intended to serve as a site for fundamental research in organosilicon chemistry, with support from industry and the federal government. Its mission will be to develop new areas of organosilicon chemistry of potential importance to the state of Wisconsin, the nation and the world. 'Center' in the name is appropriate because it will be, in fact, THE center for organosilicon chemistry in the United States. The name "Organosilicon Research Center" is also designed to appeal to industrial sponsors.

The lifetime of the center is not fixed, but funding for four years has already been secured, and if the center is successful funding may be renewed after this time. The center will cease to exist if a) funding is not available or b) the director retires and no successor is available to take his place.

Organization

The center will operate within the Department of Chemistry. Prof. Robert West will serve as the director, and will report to the Chair of the Department. The director will be responsible for securing funding, appointing staff, and organizing and guiding the research effort.

Overlap and Endorsement

The center's activities will not overlap with those of any other units of the University. (Statement about endorsement by Chem. faculty.)

Evaluation

An annual report will be written by the director of the center, and given to the chair of the Chemistry Department as well as to the sponsoring companies and agencies. The center will also be evaluated on a regular basis by representatives of the sponsoring companies.

Support

Support totaling \$170,000 per year for the first four years has been secured from two corporations and the National Science Foundation. This amount will be adequate for the operation of the center, but additional industrial and government support may be sought.

No state funds will be used to support the center. Prof. West has resigned his University appointment to serve as director, so even his time will be at no cost to the University. Grants to the center will be administered by the Department of Chemistry.

Staffing The research work of the center will be carried out by graduate students and postdoctoral associates, appointed by the director. Credit for their professional activities will be shared between the Chemistry Department and the center.

Space The center will operate in laboratories of the Chemistry Department presently occupied by members of Prof. West's research group. No additional need for space is anticipated.

B. Model Motions

Some model motions for annual delegation of authority and other recurring motions are provided here for convenience. Appropriate modification should be made, and material [in brackets] is not part of the motion.

B.1 Closed Session

"I move that the meeting go into closed session to consider the items identified in the agenda."

B.2 Delegation of Departmental Authority

Probably at the last meeting of the year

“I move that authority be delegated to the Finance Committee to act for the Department during the summer, with the understanding that if matters of great importance or questions of policy arise a special meeting of the Department will be called.”

B.3 Delegation of Executive Committee Authority

Probably at the first meeting of the year

“I move that the authority of the Executive Committee be delegated to the Finance Committee for classified and student appointments; and that authority to authorize use of departmental funds for equipment and supplies is delegated to the Finance Committee when the amount involved does not exceed \$2,500, and to the Chair when the amount involved does not exceed \$2,500. The Finance Committee is to report to the Executive Committee the total expenditures authorized under this delegated authority.” [Amounts to be adjusted as appropriate.]

Probably at the last meeting of the year

“I move that authority be delegated to the Finance Committee to act for the Executive Committee during the summer, with the understanding that if matters of great importance or questions of policy arise a special meeting of the Executive Committee will be called.”

B.4 Salaries

Probably at the meeting at which salary recommendations are considered; several possibilities exist

“I move that authority to make recommendations for salaries of [faculty — tenured faculty — professors] be delegated to the Chair.”

“I move that authority to make recommendations for salaries of associate professors be delegated to the Senior Executive Committee” (When this approach is used, the motion has usually been made by an associate professor).

C. Subjects Appropriate for Meetings

Business to be considered in open or closed meetings of the Department or Executive Committee are governed by *Faculty Policies and Procedures* and *Wisconsin Statutes*. The types of business appropriate for each type of meeting are summarized in Table 1.

Table 1: Business for Department and Executive Committee Meetings

Departmental meeting (open session)

- New courses and modification or discontinuance of existing courses.
- Degree requirements
- Graduate admission policies and procedures
- Requirement for admission to undergraduate major
- Departmental policies other than those to be decided by the Executive Committee

Departmental meeting (closed session)

- Awards of fellowships and scholarships
- Exceptions to requirements

Executive Committee (open session)

- Budget and spending authorization
- Hiring priorities

Executive Committee (closed session)

- Appointment offers
- Promotions
- Salary budget allocations

D. Summary of Some Rules of Procedure

A few of the provisions of *Robert's Rules of Order* are summarized here for convenient reference. This set is not intended to be complete and in some cases simplifications have been made. For precise statements or matters not addressed here, a complete, current edition of *Robert's* should be consulted when necessary.

D.1 Substantive motions and amendments

A motion should be made and seconded before it is discussed. A motion made on behalf of a committee does not require a second. Once a motion has been introduced in this way it is “the property of the body” and can be changed only by amendment or by unanimous consent. There is no such thing as a “friendly amendment” to be accepted by the maker of the motion.

D.1 .1 Level of amendments

While a motion is on the floor, a motion to amend is in order. While a motion to amend is on the floor, a motion to amend the amendment is in order. No further level of amendment is possible. There cannot be two amendments on the floor at the same time. The current question must be disposed of by vote before another motion at the same level can be made.

D.1 .2 Votes

The vote on any question may be by voice, show of hands, roll call, or written.⁴² If a voice vote is taken, any member may ask for a division, normally a show of hands to be counted but a roll call or written vote could also be requested.

D.1 .3 Division of the question

When a motion involves two or more parts that can be logically separated, any member of the body may request that the question be divided. The chair of the meeting may divide the question into separate motions or decline to do so. In either case a motion to “appeal the decision of the chair” is in order and a vote is taken to sustain or overrule the chair’s decision. (This is also the case when a motion is ruled out of order.) When a question is divided or amended, care should be taken to assure that what results is meaningful in a logical/grammatical sense.

D.1 .4 Reconsideration

After a motion has been voted on, anyone who voted with the prevailing side may move to reconsider. An action that has been taken can be altered⁴³ by a

⁴²See statutory requirements in the case of a closed meeting, p. 6

⁴³*Robert's* says “in the same session”; here that should probably be taken to mean in the same academic year

motion to “rescind” or “amend an action already taken”.

This does not apply after a sufficient length of time, probably in a subsequent academic year. An ordinary motion may then be made when the result is to alter a previously approved policy or rule.

These motions can be made by any member of the body.

D.2 Procedural motions

D.2 .1 Refer to committee

While a motion is on the floor a motion to refer it to a committee is in order. If amendments are pending, all pending amendments and the main motion must be referred together. A motion to refer may include instructions to the committee, including a specified time for reporting back to the body.

D.2 .2 Postponing action

Action on a pending motion can be postponed by a motion to table or a motion to postpone. If amendments are pending, all pending amendments and the main motion must be postponed or tabled together. If a motion is tabled, then it can be brought back to the floor by a motion to remove from the table, at any time in that or subsequent meetings when no other motion is on the floor. A motion to postpone may include a specification as to a time after which the motion will again be before the body. A motion to “postpone indefinitely” is equivalent to killing the motion without actually voting directly on its substance.

D.2 .3 Limiting debate

When a motion is pending but no one is speaking, a member may “call for the question” or just say “question”. This is an invitation for the chair to ask if there is further discussion, and if not to proceed to a vote. It does not in itself terminate debate. To force a close of debate, one should “move the previous question”. This motion is not debatable and requires a 2/3 vote to pass. If it passes debate on the pending question terminates and a vote is taken. It is also possible to move to close debate on all pending questions (the main motion as well as an amendment, etc.) This is not debatable and requires a 2/3 vote. If passed, votes are taken first on any amendment and then, without further debate, on the main motion (as amended, if the amendment passes).

A motion to **adjourn** is always in order. If passed the meeting is adjourned and any pending motions are again on the floor at the start of business at the next meeting of the body.

D.3 Minutes

The minutes of a meeting should include the date of the meeting and the time it was called to order, the exact statement of any motions made and how each was disposed of (pass/fail, voice vote or show of hands, etc.). If a count of votes was made, the numbers are to be included in the minutes. The time of adjourning should also be reported.

It is customary in minutes of Chemistry departmental meetings to summarize any announcements that were made.

E. Excerpts from *Wisconsin Statutes*

36.05 (1) "Academic staff" means professional and administrative personnel with duties, and subject to types of appointments, that are primarily associated with higher education institutions or their administration, but does not include faculty and staff provided under s. 16.57.

36.09 (4) FACULTY. The faculty of each institution, subject to the responsibilities and powers of the board, the president and the chancellor of such institution, shall be vested with responsibility for the immediate governance of such institution and shall actively participate in institutional policy development. As such, the faculty shall have the primary responsibility for academic and educational activities and *faculty personnel matters*. [emphasis added] The faculty of each institution shall have the right to determine their own faculty organizational structure and to select representatives to participate in institutional governance.

36.09 (4m) ACADEMIC STAFF. The academic staff members of each institution, subject to the responsibilities and powers of the board, the president and the chancellor and faculty of the institution, shall be active participants in the immediate governance of and policy development for the institution. The academic staff members have the primary responsibility for the formulation and review, and shall be represented in the development, of all policies and procedures concerning academic staff members, including academic staff personnel matters. The academic staff members of each institution shall have the right to organize themselves in a manner they determine and to select their representatives to participate in institutional governance.

36.05 (8) Faculty means persons who hold the rank of professor, associate professor, assistant professor or instructor in an academic department or its functional equivalent in an institution, persons described under s. 36.13 (4) (c) and such academic staff as may be designated by the chancellor and faculty of the institution.

36.13 Faculty tenure and probationary appointments.

(1) DEFINITIONS. In this section: (a) **Probationary appointment** means an appointment by the board held by a faculty member during the period which may precede a decision on a tenure appointment. (b) **Tenure appointment** means an appointment for an unlimited period granted to a ranked faculty member by the board.

(2) APPOINTMENTS. (a) Except as provided under par. (b), the board may grant a tenure appointment only upon the affirmative recommendation of the appropriate chancellor and the appropriate academic department or its functional equivalent. Neither the chancellor nor the academic department or its functional equivalent may base a tenure recommendation upon impermissible factors, as defined by the board by rule.

(b) The board may grant a tenure appointment without the affirmative recommendation of the appropriate academic department or its functional equivalent if all of the following apply:

1. The board has the affirmative recommendation of the appropriate chancellor.

2. A faculty committee authorized by the board by rule to review the negative recommendation of the academic department or its functional equivalent finds that the decision of the academic department or its functional equivalent was based upon impermissible factors, as defined by the board by rule.

3. The board has the affirmative recommendation of a committee appointed according to the policies and procedures of the appropriate institution to review the individual's record with reference to criteria for tenure published by the institution under procedures established by the board by rule. No person may be appointed to the committee under this subdivision unless the person is knowledgeable or experienced in the individual's academic field or in a substantially similar academic field. No member of the committee appointed under this subdivision may be a member of the academic department, or its functional equivalent, that made the negative recommendation. The committee appointed under this subdivision may not base its tenure recommendation upon impermissible factors, as defined by the board by rule.

(c) A tenure appointment may be granted to any ranked faculty member who holds or will hold a half-time appointment or more. The proportion of time provided for in the appointment may not be diminished nor increased without the mutual consent of the faculty member and the institution subject only to sub. (5) [dismissal for just cause] and s. 36.21. [termination in the case of institutional financial emergency]

(d) A probationary appointment shall not exceed 7 consecutive academic years in a full-time position in an institution. A leave of absence, sabbatical or a teacher improvement assignment does not constitute a break in continuous service and shall not be included in the 7-year

period. The board may promulgate rules specifying additional circumstances that do not constitute a break in continuous service and that shall not be included in the 7-year period.

36.13 (3) RULES. The board and its several faculties after consultation with appropriate students shall promulgate rules for tenure and probationary appointments, for the review of faculty performance and for the nonretention and dismissal of faculty members. Such rules shall be promulgated under ch. 227. [procedures for adopting administrative code provisions]

F. Excerpts from *Wisconsin Administrative Code*

UWS 1.01 Academic staff. **Academic staff** means professional and administrative personnel, other than faculty and classified staff, with duties and types of appointments that are primarily associated with higher education institutions or their administration.

UWS 1.03 **Department** means a group of faculty members recognized by the faculty and chancellor of the institution, and the board of regents, as dealing with a common field of knowledge or as having a common or closely related disciplinary or interdisciplinary interest.

UWS 3.01 Types of appointments. (1) Appointments to the faculty are either tenure or probationary appointments. Faculty appointments carry the following titles: professor, associate professor, assistant professor, and instructor.

(a) "Tenure appointment" means an appointment for an unlimited period granted to a ranked faculty member by the board upon the affirmative recommendation of the appropriate academic department, or its functional equivalent, and the chancellor of an institution via the president of the system.

(b) "Probationary appointment" means an appointment by the board upon the affirmative recommendation of the appropriate academic department, or its functional equivalent, and the chancellor of an institution and held by a faculty member during the period which may precede a decision on a tenure appointment.

...

(e) A person holding a faculty appointment under ss. 36.13 and 36.15 Stats. shall not lose that appointment by accepting a limited appointment for a designated administrative position.

UWS 3.03 Appointments-general. The faculty of each institution, after consultation with appropriate students and with the approval of the chancellor, shall develop rules relating to faculty appointments. Each

person to whom an appointment is offered must receive an appointment letter in which an authorized official of the institution details the terms and conditions of the appointment, including but not limited to, duration of the appointment, salary, starting date, ending date, general position responsibilities, probation, tenure status, and crediting of prior service. Accompanying this letter shall be an attachment detailing institutional and system rules and procedures relating to faculty appointments. If the appointment is subject to the advance approval of the board, a statement to this effect must be included in the letter.

UWS 3.04 Probationary appointments. (1) Each institution's rules for faculty appointments shall provide for a maximum 7-year probationary period in a full-time position, and may provide for a longer maximum probationary period in a part-time position of at least half time. Such rules may permit appointments with shortened probationary periods or appointments to tenure without a probationary period. Provision shall be made for the appropriate counting of prior service at other institutions and at the institution. Tenure is not acquired solely because of years of service.

G. Excerpts from *Faculty Policies and Procedures*

Faculty Senate

2.04. SELECTION AND TERMS OF SENATORS.

A. A district shall be entitled to elect from among its members one senator for each ten voters. Where the number of voters in a district is not exactly divisible by ten, the district shall be entitled to elect one additional senator if the number of its voters exceeds a multiple of ten by six or more.

B. Elections of senators shall be held in the various districts in April and May. All university faculty members shall be eligible for election, except that the persons designated as ex officio members 2.02.A.2. and 3. shall be ineligible. No senator shall be eligible for re-election or for appointment as an alternate before the lapse of two years after six consecutive years of service, unless the number of other nominees is less than the number of senate seats.

C. Each district shall have a chair for each election. The chair of the largest department within a district shall be the district chair. (If the district does not include a largest department, the secretary of the faculty shall name on advice of the University Committee a member of the district to be chair.) The chair shall supervise the election and shall promptly certify the results to the secretary of the faculty.

D. Procedures for nomination and election of senators in each district shall be as follows:

1. The district chair shall designate a date in April or May for the election and shall notify the voters of the election date in writing at least three weeks in advance of the date chosen. The notification shall state that nominations signed by the candidate and one other voter within the district may be submitted to the district chair at any time during the two weeks following the distribution of the notice. The final date on which nominations may be accepted shall be stated in the notice.

2. After all nominations have been received, the district chair shall prepare a ballot on which the names of all candidates shall be listed alphabetically. At the top of the ballot the following shall appear: Ballot for the Election of Faculty Senators District Each voter is entitled to * votes, which he/she may cast for any candidate or allocate among various candidates in any manner. Ballots cast for more than * candidates cannot be counted. [* Insert the number of senators to be elected.]

3. Each member of the district shall be entitled to one vote for each senate seat to be filled in the election and may cast all the votes to which he/she is entitled for one candidate, or may allocate them among some or all of the several candidates.

4. Voting shall be by secret ballot.

E. The term of office of each elected senator shall start at the beginning of the academic year following his/her election. The term of office of senators elected under subsection A. shall be three years, except when the year in which the district elects senators is changed, as provided in 2.03.D.

F. Each senator elected under subsection A. shall name an alternate from his/her district. The name of the alternate shall be reported in writing to the district chair and to the secretary of the faculty within fifteen days after the election of the senator. The alternate shall exercise the functions of the senator whenever the senator shall for any reason be unable to do so.

G. The office of senator shall become vacant on incapacity or resignation, or the absence of a senator from four consecutive regular meetings of the senate. The district chair shall call a special election to fill an existing vacancy.

Department

5.10. DEPARTMENTAL FACULTIES: MEMBERSHIP. All university faculty members as defined in 1.02. holding probationary appointments, tenure appointments, or joint governance appointments in a department shall have the right to vote and otherwise participate in the governance

of that department. The departmental executive committee may extend the right to vote and participate in departmental meetings to members of the academic staff (see 1.03.). The departmental executive committee also may invite members of the academic staff to participate in the annual preference balloting for department chair. Invitation to participate in departmental governance is not itself a faculty or academic staff appointment within the meaning of UWS 3 or 10, and therefore is not subject to notice and nonrenewal procedures. Invitation to participate in governance is for a specified term of not greater than three years and is made only by the executive committee (see 5.22.C.). Invitations to participate in governance are renewable.

5.11. DEPARTMENTAL FACULTIES: FUNCTIONS. The immediate governance of the department is vested in its departmental faculty (as defined in 5.10.) which has jurisdiction over all the interests of the department, including authority to determine all departmental questions that are not vested in the departmental executive committee by 5.20. and 5.21. The faculty of the department shall be responsible for teaching, research, and public service. The 1990 edition (9th edition) of Robert's Rules of Order Newly Revised (Addison Wesley Longman, Inc.) shall be the default parliamentary manual for all meetings of departments and for their executive committees, but in case of conflict between Robert's and any rules adopted by those bodies, the latter shall take precedence. Meetings of the departmental faculty shall be consistent with the provisions of the state's Open Meetings Law.

5.12. JOINT GOVERNANCE APPOINTMENT. A joint governance appointment allows a person who has an appointment to the faculty (under UWS 3) or the academic staff (under UWS 10) in one department to participate in the governance of another department without a continuing commitment or tenure relationship with that department. A joint governance appointment is not itself a faculty or academic staff appointment within the meaning of UWS 3 or 10 and therefore is not subject to notice and nonrenewal procedures. A joint governance appointment is for a specified term of not greater than three years and is granted only upon the affirmative recommendation of the departmental executive committee to its dean. Joint governance appointments are either "joint executive appointments" or "joint departmental appointments" as defined below. "Continuing commitment appointments" are governed by the provisions of 7.19 of these rules.

A. A joint executive appointment in a department confers voting membership in the department and its executive committee and can be granted only to tenured faculty.

B. Joint departmental appointments confer voting membership in the department, but not in the executive committee, and can be granted to

both probationary and tenured faculty and to members of the academic staff.

C. For academic staff appointed in more than one department, invitation to participate in departmental votes and meetings (5.10.) in one department does not automatically give those privileges in any other department.

5.13. AFFILIATIONS. An affiliation allows a faculty member to be associated with a department without governance rights or a continuing departmental commitment. Affiliations may be granted by the departmental executive committee only to probationary and tenured faculty and only for fixed terms.

5.20. DEPARTMENTAL EXECUTIVE COMMITTEES: MEMBERSHIP.

A. Each department or its functional equivalent has an executive committee consisting of:

1. All members of the department who are associate professors or professors and to whom the department has a continuing commitment of one-half time or more.

2. Professors and associate professors in the department to whom the department has a continuing commitment of less than one-half time, but for whom that department was the principal sponsor of the appointment. (See Chapter 7 of these rules [FPP].)

3. Other faculty members having tenure who have been granted joint executive appointments by action of that executive committee. (See [FPP] 5.12.A.)

B. Members of an executive committee who are on leave may participate in its decisions insofar as participation is feasible in the judgment of the executive committee.

C. Faculty members who retire and are appointed subsequently to the academic staff retain their membership on the departmental executive committee unless they elect not to do so.

5.21. DEPARTMENTAL EXECUTIVE COMMITTEES: FUNCTIONS.

A. The departmental executive committee has authority to make recommendations concerning faculty appointments, recruitment, leaves, nonretentions, dismissals, promotions, and salaries and other departmental budget matters, which are transmitted through the chair to the dean.

{ B. In schools in which departmental structures do not exist, executive committees shall have the same authority to make recommendations

to the dean concerning appointments, nonretentions, dismissals, promotions, salaries, and other budget matters, as departmental executive committees described in subsection A.}

C. Departmental executive committees shall have the power to review and make recommendations concerning the appointment, recruitment, nonretention, dismissal, promotion, appointment to indefinite status, or salary of academic and classified staff and other persons appointed within the department itself; or, for duties not departmentally administered, whenever those personnel actions affect the instructional activities or budget of the department.

D. 1. The departmental executive committee shall provide for the periodic review of the performance of every faculty member. Such reviews normally shall be conducted as part of the annual determination of recommendations for merit salary increments. Such reviews shall provide for a faculty member to be heard on his/her own case, if he/she wishes, and for the faculty member to be informed of the outcome of the review.

2. The departmental executive committee shall provide for the annual written evaluation of every probationary faculty member beginning with the second year of the initial appointment (see 7.05 of these rules). In a year in which a renewal/promotion review (see 7.06 of these rules) is being carried out, this evaluation shall normally be part of that review.

3. The functions of executive committees in reviewing and evaluating faculty shall be performed in an impartial manner. Any member of an executive committee may at any time disqualify himself/herself from any review.

E. The departmental executive committee shall ensure that affected probationary faculty members shall be kept informed of any changes in departmental goals or other circumstances which alter the opportunity for promotion to tenure.

5.22. DELEGATION OF AUTHORITY OF THE EXECUTIVE COMMITTEE.

A. The executive committee may, by annual vote, delegate to a subcommittee or to the chair the authority to make recommendations with respect to any or all of the following matters, except as noted in 5.22.C.:

1. salaries;
2. faculty recruitment;
3. nonfaculty personnel actions;
4. equipment and supplies.

B. The departmental executive committee may delegate to the full professors of the department the authority to make recommendations for promotions to the rank of full professor.

C. The executive committee may not delegate to a subcommittee or the chair the following:

1. Authority to make recommendations on probationary faculty appointments;
2. Authority to make recommendations on retention or nonretention of probationary faculty;
3. Invitation or renewal of invitation to academic staff to vote and participate in departmental meetings as allowed in 5.10.;
4. Invitation or renewal of invitation to academic staff to participate in annual preference balloting for departmental chair as allowed in 5.10.;
5. Authority to make recommendations for the appointment of academic staff to indefinite status, or for the conferral of modified professorial titles to academic staff.

5.30. DEPARTMENTAL CHAIR: SELECTION.

A. All members of a department as defined in 5.10. and 5.20 and those members of the academic staff who have been invited to participate in the annual preference balloting, shall be given the opportunity to express their preference for chair each year by secret ballot, and all ballots shall be transmitted by the departmental chair to the dean. The department may by annual vote authorize a committee to count the votes before the ballots are transmitted to the dean. A voting member of the departmental faculty who is on leave is eligible to participate in the balloting, but not by proxy.

B. If the dean does not wish to appoint the faculty member who received at least a plurality for chair, the dean, after consulting the department, the chancellor, and the University Committee, may appoint a chair from among the tenured members of the department, or may appoint a tenured member of the faculty who is not a member of the department. In exceptional cases, following consultation with the department, the chancellor, and the University Committee, the dean may appoint an assistant professor. The dean shall discuss the reasons for his/her action with the department, the University Committee, and the chancellor.

{. If the chair is an assistant professor, or not a member of the department, ad hoc arrangements shall be made in consultation with the dean, the chancellor, and the University Committee for the operation of the executive committee. }

D. The term of office of a departmental chair is one year, but there is no limit to the number of terms that may be served.

{ A unit which is not a department, but which functions as a department for budgetary or faculty personnel matters under 5.01.B. or C. and/or 5.21.B. may have an administrative head who is not subject to

the previous provisions of this section. The faculty members of such units may, at their option, have the opportunity to evaluate their administrative head. Such evaluation shall be in a form and procedure agreed to by the unit faculty and shall provide for anonymity.}

5.31. DEPARTMENTAL CHAIR: DUTIES. The chair of the department has the following duties:

A. Serves as the official channel of communications for all matters affecting the department as a whole, between the department and the chancellor, the dean, other university officials, or departments.

B. Calls meetings of the departmental faculty and of the executive committee and presides over the meetings. He/She shall call a meeting at the request of any two members of the department. Each department shall meet at least once every semester.

C. Has charge of all official correspondence of the department and of all departmental announcements in the catalogue or other university publications.

D. Determines that all necessary records of teaching, research and public service of the department are properly kept and are always accessible to the proper authorities.

E. Reports to the dean regarding the activities and needs of the department.

F. Has responsibility for all departmental supplies.

G. Submits new courses, major revisions of existing courses, and deletion of courses proposed by the department for action by the divisional executive committee and by the dean.

H. Takes action in case of emergency pending a meeting of the department or its executive committee.

I. In general, acts as the executive of the department.

Faculty Appointments

7.02. DEPARTMENTAL ROLE. Faculty appointments may be granted only upon affirmative recommendation of a departmental executive committee as provided in Chapter 5, except in the specific situation provided for under UWS 3.08(3) and 7. 10. of these Faculty Policies and Procedures. If the appointment is to be divided among several departments, each must make an affirmative recommendation regarding the appointment. One department shall be identified as the principal sponsor of the recommendation for appointment for the purposes of 5.20.A.2. of these rules. The fraction of a divided appointment in a department may be changed only by mutual agreement among the appropriate departmental executive committees, dean(s), and the individual concerned. The appointment must be at the same rank in each department.

7.03. RECRUITING AND INITIAL APPOINTMENTS. (See UWS 3.02 and 3.03.)

A. An initial faculty appointment is an appointment granted to an individual who has not previously held a faculty appointment in the university. An initial appointment may be probationary or with tenure. The provisions of 7.14. and 7.15. of these rules apply to initial appointments with tenure.

B. Faculty recruitment and the selection of individuals to whom appointments may be offered is the responsibility of the departmental executive committee. The procedures shall be consistent with UWS 3.02.

C. Faculty appointments shall be offered only in accordance with the provisions of UWS 3.03 and these regulations and with appropriate administrative approval.

7.04. THE MAXIMUM PROBATIONARY PERIOD. (Also see Faculty Legislation 11-327 which includes UWS 3.04., 3.06.)

A. The maximum probationary period is defined as the maximum amount of time a faculty member can be appointed in probationary ranks in the university. This period shall be specified for each individual at the time of his/her initial appointment. Except as otherwise provided in UWS 3.04(3) and (4) and in this section, the maximum probationary period is the equivalent of seven years of full-time service in the university in the ranks of instructor or assistant professor.

B. In calculating a person's maximum probationary period, provision shall be made for the appropriate counting of prior service at other institutions and at this institution. The departmental executive committee shall evaluate all such prior service, and shall determine, by mutual agreement with the dean, whether any or all of that prior service is equivalent to service at ranks of instructor or above in this university. All such equivalent previous service, but not to exceed three years, at one-half time or greater, shall be subtracted from the normal seven years, unless programmatic circumstances can be documented to justify otherwise. Prior probationary or tenure service at another institution while a candidate for a doctoral or equivalent terminal degree, by mutual agreement of the dean, the departmental executive committee, and the individual concerned, may be excluded in calculating the maximum probationary period.

C. The maximum probationary period may be decreased by agreement between the candidate and his/her department, if made at the time of the initial appointment and included in the letter of appointment. D. Each year of service at the rate of at least one-half time but not more than three-quarters time shall count as half of a year, and service at a rate greater than three quarters time shall be counted as a full year. In no case shall the probationary service exceed twelve calendar years.

E. An approved leave of absence differs from a temporary assignment (see 7.20. of these rules). An approved leave of absence is not included in the counting of probationary service, in accordance with the provisions of Sec. 36.13(2)(b)(d) Wis. Stats. A temporary assignment is included in the counting of the probationary service.

F. These provisions do not preclude a recommendation for the granting of tenure or a nonretention decision prior to the expiration of the maximum probationary period.

G. The term “extension” (of the probationary period) has been used at UW-Madison to refer to the practice specified in Faculty Policies and Procedures and in UWS 3.04 as “exclusion”, “subtraction,” or “non-inclusion” of a period of time in the probationary period. Though the term “extension of the probationary period” is used below to accord with current usage, the term should be understood to mean literally the exclusion of a period of time from the time counted as within the 7-year maximum probationary period.

H. The maximum probationary period may be extended for an appropriate period in accordance with the provisions of UWS 3.04(3) and these policies. Extensions shall be granted in periods of one or two semesters (for academic year appointments), or six months or one year (for annual appointments).

I . Requests for extension of the probationary period with respect to childbirth or adoption shall be submitted by the faculty member in writing to the vice chancellor for academic affairs and provost (with informational copies to the faculty member’s department chair and dean) within one year of the birth or adoption. Approval of the request for an extension of up to one year is presumed. The provost shall notify the faculty member, department chair and dean of the action taken.

More than one request may be granted because of responsibilities with respect to childbirth or adoption where more than one birth or adoption occurs during the probationary period. Where a leave of absence of six weeks or more has been granted for childbirth or adoption within one year of the birth or adoption, the total extension of the probationary period, for each birth or adoption, resulting from the leave and the provisions of 7.04.H. 1. may not exceed one year.

2. Requests for extension of the probationary period on the grounds of significant responsibilities with respect to elder or dependent care obligations, disability or chronic illness or circumstances beyond the control of the faculty member, when those circumstances significantly impede the faculty member’s progress toward achieving tenure, shall be submitted in writing to the vice chancellor for academic affairs and provost on the recommendation of the departmental executive committee(s) and dean(s) and may be granted with the approval of the University Committee.

More than one request pursuant to 7.04.H.2. may be granted. However, the total, aggregate length of time for all requests granted to a probationary faculty member under 7.04.H.2. ordinarily shall be no more than one year.

3. Requests for extensions of the probationary period based on the nature of the duties of an appointment shall be made prior to the time of appointment and, if approved, shall be specified in the initial letter of appointment; or shall be submitted in writing, at the time of a significant and substantial change in duties, to the vice chancellor for academic affairs and provost on the recommendation of the departmental executive committee(s) and dean(s), and may be granted with the approval of the University Committee.

4. Denial of a request shall be based on clear and convincing reasons and shall be in writing. 1. Requests for tenure clock extensions shall be made before the beginning of the sixth year of the probationary period or before the beginning of the year preceding the notice year in a maximum probationary period, unless a birth, adoption, or unforeseen circumstance occurs during that year.

J. Where a leave of absence or extension of the probationary period is granted, the individual's employment contract shall be extended by the same period as the leave or extension.

K. Requests for tenure clock extension shall not be a substitute for the grievance procedures of Faculty Policies and Procedures 8.15. Grievances alleging unfair treatment or failure to follow Faculty Policies and Procedures requirements, which could result in a tenure clock extension, must be filed in accordance with Faculty Policies and Procedures 8.15.

7.05. GUIDANCE AND ANNUAL EVALUATION FOR PROBATIONARY FACULTY.

A. The departmental executive committee shall establish procedures for the guidance and annual evaluation of each probationary faculty member and for the review of probationary appointments (see 7.06 of these rules). A written description of these procedures shall be filed with the relevant dean(s) and the provost. This must include specification of the voting rules of the departmental executive committee. A copy of this description and the departmental and divisional executive committee criteria for the granting of tenure (see 7.14.C. and D. of these rules) shall be given to each probationary faculty member at the time of his/her appointment.

B. Primary responsibility for the guidance of the probationary faculty member shall be assigned to one or more members of the departmental executive committee. The departmental executive committee shall ensure that guidance of probationary faculty members includes implementation of 5.21 E.

1. It is desirable that the faculty member(s) assigned responsibility for the guidance of the probationary faculty member remain the same throughout the probationary appointment unless the probationary faculty member requests a change.

2. In some circumstances it may be desirable to formally include tenured faculty from outside the department in the guidance of probationary faculty, for example in interdisciplinary fields in which no member of the department has expertise close to that of the probationary faculty member.

3. Guidance of probationary faculty should include information and advice on the areas of responsibility of tenure-track professors: research, teaching, service, and outreach. Experts outside the department who can provide specific information and advice on research, teaching and pedagogical effectiveness, and service and outreach should be consulted when appropriate as determined by the probationary faculty member and/or the guidance committee. Guidance committees should monitor teaching responsibilities and service assignments for appropriateness of workload and match of assignment to the probationary faculty member's expertise.

C. Responsibility for developing annual evaluations shall be assigned to a committee made up of members of the departmental executive committee. The probationary faculty member shall be informed of the membership of his/her oversight committee. In the case of joint appointments, executive committees shall establish procedures to coordinate the annual evaluations of probationary faculty members. At least once each year, one or more members of the oversight committee and the department chair shall discuss with the probationary faculty member departmental and divisional committee expectations and his/her progress toward tenure. The oversight committee shall ensure that the probationary faculty member's file contains all material relevant to effective evaluation including teaching evaluations and copies of publications.

Membership of the oversight committee may change from year to year at the discretion of the department. This policy allows either for separate guidance and oversight committees or for a single committee.

D. The oversight committee shall provide the departmental executive committee with an annual evaluation of the progress of the probationary faculty member. Following discussion of the evaluation by the executive committee, a written evaluation approved by the executive committee shall be given to the probationary faculty member. The probationary faculty member may respond to the evaluation in writing or may, upon request, address the executive committee regarding the evaluation.

E. The oversight committee shall have primary responsibility, in consultation with the probationary faculty member, for the collection of supporting material and preparation of necessary documentation prior

to executive committee review of the probationary appointment (see 7.06 of these rules).

7.06. REVIEW OF PROBATIONARY APPOINTMENTS. (See UWS 3.07.)

A. A probationary appointment may be reviewed by the departmental executive committee at any time; each probationary appointment, however, shall be reviewed by the departmental executive committee long enough in advance of its expiration to meet the time limits for notification of nonretention (see 7.11. of these rules) and to allow administrative actions provided for in these rules. The divisional executive committees and deans may provide deadlines for departmental recommendations to ensure adequate time for consideration.

B. In recommending the renewal of a faculty member in a probationary appointment, a departmental executive committee should ascertain that progress is being made by the faculty member towards meeting the criteria and standards used in granting tenure.

C. The departmental executive committee may recommend renewal with promotion to tenure, renewal as a probationary appointee subject to the constraints set forth in 7.06. of these rules, or nonrenewal. A probationary faculty appointment may not be converted to an academic staff appointment except upon recommendation by the appropriate departmental committee and the University Committee and approval by the chancellor. Such a conversion may not be made to circumvent the decision between promotion to tenure and nonretention.

D. At a time consistent with the provisions of UWS 3.09, administrative action shall be taken either to convert a probationary appointment to a tenured appointment or to issue a notification of nonrenewal (see 7.11. of these rules).

7.07. DEPARTMENTAL PROCEDURES FOR ACTION ON PROBATIONARY APPOINTMENTS. (See UWS 3.06 and 3.07.)

A. All probationary faculty members whose appointments are to be acted upon shall be notified of that fact in writing by the department. This preliminary notice should normally be provided early in the semester that precedes the semester in which the action will be taken; an exact date for the meeting of the executive committee need not be specified in the preliminary notice. The notice shall invite the faculty member to submit relevant material for consideration by the executive committee or a subcommittee thereof.

B. As soon as the date is set for the meeting of the executive committee at which action on a probationary faculty member's appointment is to be considered, the probationary faculty member shall be notified. The notice shall inform the faculty member of his/her right to require that

the meeting be open. Under no circumstances shall this notification be given less than twenty days before the meeting, except with the agreement of the probationary faculty member.

C. At the meeting specified in B. above, other persons may be invited by the executive committee to participate. This shall be a closed meeting, unless an open meeting is requested by the individual under consideration. In an open meeting, the individual under consideration may attend, but does not have the right to participate in the debate at this meeting unless specifically permitted by departmental rule. D. The faculty member concerned shall be notified in writing of the decision of the executive committee within five working days. The notification must further state that the faculty member will be given, upon request, the specific reason(s) for the decision in writing and a reconsideration of the decision.

E. Upon written request by the faculty member concerned, within fifteen days of the receipt of the written notice of the decision, the departmental chair shall provide within thirty days a written statement, which has been approved by the executive committee, indicating its reasons for the decision. The faculty member shall be advised that this statement constitutes a confidential personnel document.

7.08. DEPARTMENTAL RECONSIDERATION OF A NONRENEWAL DECISION. (See UWS 3.07.)

A. If the faculty member concerned so requests within twenty days of receiving a statement of reasons, a reconsideration by the executive committee shall be provided. The meeting shall be held within twenty days after the faculty member concerned requests reconsideration.

B. The faculty member concerned shall have an opportunity to attend the reconsideration meeting, accompanied, if he/she wishes, by a representative of his/her choice, to respond to the statement of reasons, and to present any written or oral evidence or arguments relevant to the decision.

C. Reconsideration is not a hearing, nor an appeal, and shall be nonadversary in nature.

D. Within twenty days following the reconsideration, the chair shall convey the decision of the executive committee to the faculty member in writing.

7.14. CRITERIA FOR THE GRANTING OF TENURE.

A. Tenure is granted only following an affirmative recommendation of a departmental executive committee to that effect, except in the specific situation provided for under UWS 3.08(3) and 7.10 of these Faculty Policies and Procedures. Tenure is not acquired solely because of the number of years of service, nor is prior university service a requirement for an initial appointment with tenure.

B. In applying its professional judgment to the decision to recommend or not to recommend tenure, the departmental executive committee or ad-hoc committee under 7. 1 O.C. has the obligation to exercise its discretion in the interest of improving the academic and professional quality of the department; departmental executive committees or ad-hoc committees may not decline to recommend tenure for any reasons which are legally impermissible or which violate principles of academic freedom. C. Each divisional executive committee shall establish written criteria and standards it will employ in recommending the granting of tenure. These criteria and standards shall assure that the granting of tenure is based on evidence of (1) teaching excellence; (2) a record of professional creativity, such as research or other accomplishments appropriate to the discipline; and (3) service to the university, to the faculty member's profession, or professional service to the public.

D. Each departmental executive committee shall establish written criteria and standards it will employ in recommending the granting of tenure. These criteria and standards shall be consistent with 7.14.C. of these rules. A copy of these criteria and standards shall be furnished to probationary faculty member(s) (see 7.05.A. of these rules) and shall be filed with the appropriate dean(s) and the vice chancellor for academic affairs and provost. A copy of the departmental criteria along with a statement showing how they were applied to the candidate shall be forwarded with a departmental recommendation for tenure.

E. The standard of review (in annual probationary review and at the time of tenure decision) shall be the standard appropriate to the number of years at that point counted in the probationary period, i.e., not the standard appropriate to the number of calendar years since hire.

F. Notwithstanding the responsibility of departmental executive committees to provide for the guidance and evaluation of probationary faculty members (see 7.05. of these rules), it is the probationary faculty member's responsibility to meet the criteria for tenure as determined by the department and the relevant divisional executive committee.

7.15. THE GRANTING OF TENURE.

A. A departmental or ad-hoc committee under 7. 1 O.C. recommendation for the granting of tenure shall be transmitted by the department chair to the dean. Supporting material and documentation as specified by the dean and the divisional executive committee shall be included. Collection of supporting material and preparation of the documentation is the responsibility of the department chair after consultation with the executive committee and the probationary faculty member (see 7.05 of these rules).

B. Before approving a recommendation to a tenured position, or denying such a recommendation on the basis of professional qualifications alone, the dean shall seek the advice of the executive committee of the division in which the faculty member has membership (see 4.03. of these rules).

C. If the divisional executive committee advises against accepting the departmental or ad-hoc committee recommendation, the departmental executive committee or ad-hoc committee shall, if it so requests, be heard by the divisional executive committee and a new vote taken.

D. I . If the dean, after receiving the advice of the divisional executive committee, approves the departmental or ad-hoc committee recommendation, he/she shall transmit it to the provost and vice chancellor for academic affairs. All supporting material and documentation specified in 7.15.A. and all advice of the divisional executive committee shall accompany the personnel papers through administrative channels to the provost and vice chancellor for academic affairs and chancellor.

2. If the dean, after receiving the advice of the divisional executive committee, takes action contrary to the recommendation of the divisional executive committee and approves a departmental or ad hoc committee recommendation, he/she shall also forward to the provost and vice chancellor for academic affairs a statement explaining the reasons for not accepting the divisional executive committee recommendation.

E. The department or ad-hoc committee shall be notified promptly of the actions taken by the divisional committee and the dean. F. The faculty member shall be notified in writing within twenty days of the decision of the dean.

G. If a dean disapproves a departmental or ad-hoc committee recommendation for promotion to tenure, the faculty member concerned may request, or the department or ad-hoc committee, as appropriate, with the consent of the faculty member may request, a written statement of the reasons to be provided within twenty days, and may seek reconsideration or, if appropriate, appeal the dean's decision pursuant to 7.09. and 7. 10. of these rules.

H. At any time after receipt of a recommendation from a dean pursuant to Faculty Policies and Procedures 7.15.D.2., the provost and vice chancellor for academic affairs shall consult with the divisional executive committee and the dean about the tenure recommendation. The provost and vice chancellor for academic affairs shall consult with the dean prior to making a recommendation contrary to recommendation of the dean.

1. If the provost and vice chancellor for academic affairs approves the dean's recommendations, he/she shall transmit it to the chancellor for recommendation to the president and to the Board.

J. The faculty member shall be notified in writing promptly of the actions taken by the provost and vice chancellor for academic affairs and the chancellor.

K. If the provost and vice chancellor for academic affairs disapproves the dean's recommendation for promotion to tenure, the faculty member concerned may request, or the department or ad hoc committee, as appropriate, with the consent of the faculty member, may request a written statement of reasons to be provided within twenty days, and may seek reconsideration by the provost and vice chancellor for academic affairs and, if appropriate, appeal the provost and vice chancellor for academic affairs decision pursuant to 7.09 and 7. 10 of these rules.

H. Other University Policy

H.1 Participation By Assistant Professors in Executive Committee Meetings

Faculty Policies and Procedures does not explicitly address the question of participation by assistant professors in executive committee meetings. On October 7, 2004, I (JEH) raised the question with David Musolf, Secretary of the Faculty:

A question has arisen as to the extent, if any, to which assistant professors may be authorized by the department to participate in departmental executive committee meetings. I have not found anything in FPP that addresses this question, so it appears they can't. Of course there is some tradition of "don't ask, don't tell" with respect to how departments conduct their business. Do you know of anything addressing this issue?

His response was

Nothing in FPP provides that executive committee cannot permit others from attending and participating in its meetings, and therefore by motion and vote (or unanimous consent), an executive committee can permit anyone it wants to attend and participate in its meetings, including staff and assistant professors, and to cast advisory votes. Many departments on campus, and in fact all of the clinical departments in the Medical School, function in that manner, allowing nonmembers (in the case of the Medical School their clinical professors and professors (CHS)) to vote in executive committee meetings but segregating the reporting of the votes so that only the votes of the members of the executive committee determine an outcome. What an executive committee cannot do is delegate its authority beyond its membership as defined by FPP 5.20.

I. Degree Requirements

The information provided here for reference is a summary only. For details, exceptions, and justifications the appropriate University publications should be consulted.

I.1 B.S. Chemistry Major

I.1 .1 General L&S Requirements

The requirements summarized here are for the Bachelor of Science degree; for Bachelor of Arts there are some differences. Variations and possibilities usually not relevant for chemistry majors are omitted here.

- A total of 120 credits are required for graduation. Of these
 - At least 80 must be outside any one department.
 - A minimum of 60 credits must be earned in courses designated by the departments as intermediate (I), advanced (A), or intermediate/advanced (D).
 - All students must earn a minimum of 30 degree credits in residence at the University of Wisconsin-Madison.
 - All students must complete in residence a minimum of 15 credits of major course work defined as “upper-level” by the major department or program.
 - A maximum of 20 credits (in approved courses) taught outside the College of Letters and Science may be counted toward the L&S degree.
- The university-wide General Education and Ethnic Studies requirements must be satisfied. These are
 - Communication Parts A and B: Part A may be met with appropriate scores on the English placement exam or the English Advanced Placement test, or by passing a designated Communication A course by the end of the first year. Part B of the requirement is satisfied by passing a designated Communication B course.
 - Quantitative Reasoning Parts A and B: Part A may be met by achieving appropriate scores on the math placement exam or Advanced Placement test, or by passing a designated Quantitative Reasoning A course. Part B may be satisfied through appropriate math placement exam or Advanced Placement test scores, or by passing a designated Quantitative Reasoning B course.
 - Ethnic Studies: 3 credits in a course designated to satisfy the ethnic studies requirement.
- Foreign Language: Completion of the second year level of a single foreign language in high school is normally a requirement for admission. For the B.S. Degree, the foreign language requirement may be met by completion of the third-year level of foreign language in high school, or the equivalent third semester level college work.
- Breadth
 - A minimum 12 Credits in the Humanities, including a minimum of 6 credits of literature.
 - A minimum 12 Credits in the Social Sciences
 - A minimum of 16 credits in the Natural Sciences, to include 6 credits of biological science (B) and 6 credits of physical science (P).

- Completion of a major. A maximum of 60 credits can be specified with a maximum of 40 credits in the major department required.

I.1 .2 Chemistry Major Requirements

Required Chemistry Courses for the Chemistry Major:

A. General Chemistry: Chem 109 (5 cr), Chem 109H (5 cr), or Chem 115 (5 cr) (Chem 104 may be taken in lieu of Chem 109.)

B. Analytical Chemistry: Chem 329 (4 cr) or 116 (5 cr) (Students who declare the Chemistry major after taking Chem 327, may count 327 towards the Major instead of Chem 329. Chemistry 110 will be treated as equivalent to 329 in terms of satisfying credits for the major.)

C. Inorganic Chemistry: Chem 311 (4 cr)

D. Organic Chemistry: Chem 343 (3 cr), Chem 344 (2 cr), Chem 345 (3 cr)

E. Physical Chemistry: Chem 561 (3 cr) or 565 (4 cr), Chem 562 (3 cr), Chem 567 (2 cr) (Chemical Engineering 211 may be taken in place of Chem 561.)

F. Additional course work (5 cr) Chosen from any 500-600 level course in Chemistry, Biochemistry, and/or Environmental Chemistry and Technology. The extra credits associated with 116 and 565 count towards the 5 credits.

G. Additional laboratory work (3 cr) Chosen from the following Chemistry labs: 346, any 500 level laboratory, 681-682, 691-692, and/or 699.

Note: 2 cr of Chem 524 counts for requirement F and 1 credit for requirement G.

All students are required to fulfill the L&S requirement of at least 15 credits of upper-level work in the major completed in residence. Chem 346, all courses with numbers greater than 500 in Chemistry, as well as Biochemistry 501, 507 and 508, count toward this requirement. Other advanced level courses in departments outside of Chemistry may also count in this area. Note: completion of all courses in the major automatically satisfies this requirement.

Chemistry Major Requirements Outside the Chemistry Department:

Math 222 is required; Math 234 and Math 320 are highly recommended.

A year of physics based on calculus is required. Physics 207-208 is recommended. Physics 201-202 also fulfills this requirement.

The chemistry major may take more than 40 credits of chemistry but a minimum of 80 credits in subjects outside the department is required for graduation in the College of Letters and Science.

I.2 Chemistry Course

The Undergraduate Catalog currently states that “The Chemistry Course curriculum, set entirely by the Department of Chemistry, lacks the breadth of the chemistry major, but the requirements are more comprehensive in chemistry.

Currently, the Chemistry Course degree is undergoing development. Please consult the Department of Chemistry for current information.”

I.3 Graduate Degrees

The general requirements of the Graduate School for degrees are

I.3 .1 M.S.

The Graduate School requirements for a masters degree are a minimum of 16 graduate credits⁴⁴ (300 level or above, no audits of pass/fail) taken at UW-Madison, with a grade of B or better. An average grade of B or better in all course work (300 or above, not including research credits) taken as a graduate student.

I.3 .2 Ph.D

Graduate School requirements for doctoral degrees

- A Ph.D. degree requires 32 graduate credits (300 level or above, no audits of pass/fail) taken as a graduate student at UW-Madison. An average grade of B or better is required in all course work (300 or above, not including research credits) taken as a graduate student.
- Doctoral students are required to take a comprehensive preliminary examination⁴⁵ after they have cleared their record of all Incomplete and Progress grades (other than research and thesis).
- Doctoral students have five years from the date of passing the preliminary examination to take the final oral examination and deposit the dissertation. A candidate for the Ph.D. who fails to take the final oral examination within five years after passing the preliminary examination is required to take another preliminary examination and be admitted to candidacy a second time.
- The Graduate School normally requires a Ph.D. minor of 10 credits: Average GPA of 3.00, work must be at the graduate level, maximum of 3 credits of independent study, no more than 5 credits completed more than five years prior to admission to the Ph.D. and no work taken more than ten years ago.
- Research and thesis courses cannot be used to satisfy the minor.

Departmental requirements for a Ph.D.⁴⁶

The PhD Program in Chemistry

⁴⁴Note that the Chemistry Department requires 18.

⁴⁵Each department defines what constitutes the preliminary examination for its students.

⁴⁶As approved 8 November 2005

The requirement to produce a PhD thesis, the dominant feature of any graduate program, unites all doctoral students in Chemistry. Other requirements, however, vary somewhat among the divisions and programs within the Department. The purpose of this document is to suggest a set of guidelines that support a degree of uniformity among these other requirements, while at the same time allowing for the diversity among different programs that is inevitable and desirable in so highly specialized a process as earning the Ph.D.

The key aspect is that the PhD requirements for the *Department* are stated as a sequence of steps, each of which may be completed in any division or program. The requirements are represented by six stages: 1) Domain knowledge, 2) Thesis background presentation, 3) Literature evaluation, 4) Research Proposal, 5) Thesis planning meeting, and 6) PhD Thesis. The first four stages will normally be completed before the end of the sixth semester of the student's study and will fulfill requirements for dissertator status. These stages are outlined below, with details determined by each individual program.

1) Domain knowledge

The PhD candidate should demonstrate knowledge in a domain of expertise

Departmental requirements for these skills are normally completed before the end of the fourth semester, and it is anticipated that different programs may have different components for this requirement. For example, this requirement could include course-work, completion of a minor, and exams that test domain knowledge skills.

2) Thesis background presentation

The PhD candidate should present, justify, and defend the thesis research project.

Departmental requirements for these skills are normally completed before the end of the fifth semester. The purpose of this requirement is to assess the student's preparation for research, including the goals, techniques, and background for the problem to be addressed. Actual research results are not required, but may of course be included if available. It is expected that this requirement will include a written and an oral component. An example is the written 2nd year research report in organic and inorganic chemistry and the accompanying oral exam.

3) Literature Evaluation

The PhD candidate should demonstrate the ability to read, understand, analyze and critically evaluate research papers.

Departmental requirements for these skills are normally completed between the end of the 2nd and 4th year, and it is anticipated that different programs may have different components for this requirement. Examples include the literature seminars in organic and inorganic chemistry and the series of Topic exams in

Physical Chemistry, where (in each exam) students are given a research paper and have to take a written test a week later.

4) Original research proposal

The PhD candidate should present and defend an original research proposal

The original research proposal should be in an area not closely related to the student's PhD research. The proposal should establish that the proposed research will be of interest and that it is feasible. It is expected that the candidate will prepare a written proposal and then present and defend the proposal. It is expected that the entire proposal, including the core idea, its development, and the writing of the document, will be substantially the work of the candidate. The proposal will normally be completed before the end of the 3rd year.

5) Thesis planning

The PhD candidate should plan for the timely completion of the thesis.

For students who have neither completed nor set a date for defense of their thesis by the end of the 5th year, a thesis committee meeting will be held to review progress, to plan for completion of the PhD research, and to work out an "end-game" strategy. If at this meeting, a thesis completion date within a year is not set, a second meeting will be held six months later. The purpose of thesis planning meetings is to help the student make it through the program in a timely manner.

6) PhD Thesis

The PhD candidate should carry out and disseminate research that extends the boundaries of current knowledge.

Scientific excellence is our central goal. This is the final stage, and it is expected the candidate will complete this requirement before the sixth year, although no time constraint is placed.

Thesis committee

A candidate will have a committee with (at least) three faculty members. The composition of the committee will be decided by mutual consent of the candidate and major professor before the *Thesis background presentation*. The committee will be involved as much as possible in evaluation of each of the requirements.

Philosophy

All the existing programs and divisions already have the above requirements. The main point of elucidating the structure is that all programs will be more or less *in phase*, i.e., the requirements will occur in sequence and at roughly similar times. This will significantly aid the (admittedly few) students that wish to change programs. A student could, for example, complete the domain knowledge and literature evaluation skills in Physical Chemistry and then complete the rest

of the requirements in a different program. We also anticipate that this structure will facilitate the creation of new programs. A new program could be created with requirements taken from existing programs.

We hope that programs will be constructed with “traits of output” in mind, and that successful PhD candidates will:

- Possess domain expertise and breadth of knowledge
- Be self-taught, and able to find, define, and solve new problems
- Possess communication, teamwork, and leadership skills.

Notes

p. 1: Historical Note: Prior to about 1960 the University of Wisconsin was what is now UW-Madison, including UW-Extension and the Center System. It was governed by a Board of Regents under Chapter 36 *Wisconsin Statutes*. The state colleges (formerly state teachers colleges) had a separate board and were governed by Chapter 37 *Wisconsin Statutes*. A coordinating body was added to try to relate the two systems. In the late 1960s the University of Wisconsin-Milwaukee was formed by merger of Milwaukee State College and the Milwaukee Center campus. It was considered to be a separate campus of a single University of Wisconsin. Faculty meetings, usually in Madison, included faculty from both campuses as well as UW-Extension and the Center System. The policies and rules governing the University were codified, largely by Professor David Fellman, and approved by the Board of Regents as the *Laws and Regulations of the University of Wisconsin*.

Not long after, under the presidency of Fred Harvey Harrington, new campuses were established at Parkside and Green Bay and it became apparent that changes would be required. New rules were developed by a representative faculty group from all campuses, the University Faculty Assembly. System-wide rules were established with individual campus variations allowed. Not long after this work was completed, the State decided to merge the University and the State Universities (as the State Colleges had been renamed). Chapter 36 *Wisconsin Statutes* was rewritten and the new Board of Regents created a portion of the State Administrative Code (UWS) to implement statutory requirements while allowing for variations among individual institutions. The document was drafted by committees of faculty from different universities of the combined system.⁴⁷ The traditions of the two previous systems were rather different: the Chapter 36 universities (UW) had a strong tradition of faculty governance; the Chapter 37 were more administration-dominated and had developed a faculty union. In the UWS Administrative Code that resulted, the strong faculty role was preserved.

It then became necessary to recodify UW-Madison rules yet again. The result was *Faculty Policies and Procedures*, which has continued to be revised since.⁴⁸ It should be noted that several chapters of *Wisconsin Statutes* in addition to Chapter 36 affect the University. The open meetings law (Chapter 19) was ruled to apply to University faculty meetings.

In the fall of 1971 a committee consisting of Professors C. D. Cornwell, Chairman, R. F. Fenske, J. D. Ferry, J. E. Harriman, L. A. Haskin, and A. Kotch was appointed and asked to examine the organization of the chemistry department and to make recommendations regarding allocation of responsibilities, especially with respect to the chairman's office and the divisions of the department. Some of the report of that committee is quoted here. There has been no analysis and collection of Departmental structure, policies and procedures since then until

⁴⁷For parts of it, JEH was a representative of the Madison campus.

⁴⁸JEH was involved with the first recodification and with several of the revisions since.

the present compilation.

p. 5: Assistant Professor participation in Executive Committee. Action of the Executive Committee 9/21/1995 stated that Junior faculty (assistant professors) are invited to attend Executive Committee meetings except when personnel issues are discussed. The proposed language reflects current practice. Voting as permitted by University rules was approved by action of the Executive Committee (9/15/1998). University policy is discussed in the Appendix, p. A.49.

p. 6: Written (absentee) votes. According to *Robert's Rules of Order* "It is a fundamental principle of parliamentary law that the right to vote is limited to the members of an organization who are actually present at the time the vote is taken at a legal meeting. Exceptions to this rule must be expressly stated in the bylaws.

A vote by mail is possible if authorized in the bylaws, usually when only a small fraction of the members normally attend meetings."

Since *Robert's* applies unless we specify otherwise, it is necessary to define our policy. The proposed policy is that included on p. 6.

p. 8: Preferential ballot for chair. It has been the wish of the Department to submit a close-to-unanimous vote. Presumably if that would not be the case the Academic Department Manager would inform the Department so that further action could be considered. It is not clear that FPP would permit a second ballot, but no rule is proposed at this time.

p. 8: Duties of the Department Chair In the report of the Cornwell Committee (2/25/72) to the Departmental Executive Committee[See Historical Note, Appendix, p. N.1] it was noted that

By implicit departmental consent, the executive role of the chairman includes the following:

(1) He is responsible for putting into practical effect actions and policies adopted by the departmental faculty or the departmental Executive Committee.

(2) He assigns duties to both faculty and non-faculty employees of the department, within the bounds of educational and administrative policies determined by the departmental faculty and Executive Committee, and other applicable laws and regulations.

(3) He directs the work of the departmental staff, including the administrative staff, secretarial staff, shop personnel, and stockroom personnel.

(4) He hears grievances from faculty, students, staff members, and the public, pertaining to the department, and takes appropriate action.

This is the most recent departmental action on this subject. The proposed language updates this to reflect current practice.

p. 8: Executive Director One of the motivations for the Executive Director position was to provide continuity as the chairmanship passes from one faculty member to another every few years. Continued existence of this position depends on budgetary approval of the Dean.

p. 9: Finance Committee The Executive Committee adopted a resolution (5/21/1971) defining the membership of the Finance Committee, delegating authority to it, and specifying reporting requirements. The addition of Executive Director and Academic Department Manager as nonvoting members is a modification reflecting current practice.

p. 10: Divisions According to the report of the Cornwell Committee

A division is a committee created by action of the departmental faculty and consisting of members whose research activities or teaching responsibilities are in the same or closely related subject areas. The primary role of a division is to formulate recommendations and to carry out policies adopted by the departmental faculty in areas where the departmental faculty has jurisdiction, and to assist individual professors in the discharge of their educational responsibilities.

The Cornwell Committee report said that

- (1) With respect to courses in the subject area of a division, the division is responsible for
 - (a) planning, review of content, evaluation;
 - (b) proposing new courses, major revisions, or deletions;
 - (c) surveying needs and making requests for equipment, supplies, services, and staff support;
 - (d) preparing timetable and catalog statements for courses in its area;
 - (e) recommending course offerings and staffing for each semester and summer session.
- (2) With respect to inter-divisional courses, the division is responsible for participating in any or all of the activities in (1) to the degree called for by departmental action
- (3) Each research division offers a graduate degree program suitable for students specializing in its research area. To this purpose, the division
 - (a) supplements the work of the departmental recruiting committee, with particular attention to providing appropriate information regarding opportunities for research in its area;
 - (b) provides temporary advisors for first year graduate students expecting to follow a degree program in its area;
 - (c) develops divisional criteria for satisfactory progress for students who are seeking to enter, or are already in, its degree program;

- (d) prepares and administers a preliminary examination program (e.g., cumulative examinations and oral propositions);
 - (e) periodically reviews progress of graduate students in its degree program.
- (4) A division makes requests for departmental equipment, supplies, services and supporting staff needed for its research and teaching activities.

Executive Committee of Division

The Executive Committee of a division functions both as a subcommittee of the departmental Executive Committee and as Executive Committee of the division. Its functions include the following:

(1) It acts on proposals for additions to membership of the division.

(2) It takes initiative in faculty recruitment when authorized to do so by the departmental chairman. It acts in this matter in accordance with recommendations and policies of the departmental Executive Committee.*

{(3) It makes preliminary recommendations to the departmental Executive Committee for non-tenure appointments, tenure appointments, and promotions of faculty whose research or teaching is within its subject area.}

(4) It supplements the work of the departmental Executive Committee in evaluating teaching and research of non-tenured faculty members of the division, and in advising them.

(5) It evaluates and documents needs for equipment, supplies, and services for new faculty of the division.

Chair of Division

The duties of the divisional chair are as follows:

(1) put into practical effect actions and policies adopted by the division or by the divisional Executive Committee [*i.e.* executive committee of the division].

(2) tries to see that the division meets responsibilities assigned to it by the departmental faculty or the departmental Executive Committee.

(3) calls meetings of the division and of the Executive Committee of the division.

(4) serves as the divisional representative on the departmental Finance Committee. No faculty member, however, is precluded from bringing views on any matter to the attention of any member of the Finance Committee.

(5) After consultation with the faculty members of the division, prepares lists of course offerings and teaching assignments for courses

in the subject area of the division; after review and possible amendment by the division, he submits these recommendations to the departmental chairman.

p. 17: Chemistry Learning Center

The Center began as the Chemistry Tutorial Program, a separate entity in the College.

p. 17: TCI was originally established as an entity within the College of Letters and Science and was supported by grants from NASA and later NSF. TCI occupies space in the Chemistry Building which was partially funded by its NASA grant, and thus its space assignments did not come within the purview of the Chemistry Department Rooms Committee.

p. 27: Motions from Long Range Planning Comm (1/21/03) and presumably approved, but minutes do not say so explicitly, say that the Graduate Recruiting Committee is directed to consider the issue of moving to a system of graduate recruiting on a department-wide basis, and if deemed desirable, to formulate a plan to implement department-wide graduate recruiting for the next academic year.

p. 29: Authority for decision making on admission of second degree candidates in chemistry was given to the Undergraduate Curriculum Committee (4/23/1974). Current policy in practice is the advisor.

p. A.2: According to motions from Long Range Planning Comm, presented (1/21/03) and presumably approved (but minutes do not say so explicitly) say "The Graduate Curriculum Committee and Long Range Planning Committee are directed to consider the issue of synthesizing the various divisional Ph. D. programs that currently exist in the department into a single structure that is consistent across the entire department, and if deemed desirable, to work with the various divisions to establish such a structure."

p. A.8: (4/14/1992 Exec.)
{In most instances, the Executive Committee of a Division (ECD) or a subcommittee of this group acts as the mentoring committee for a probationary faculty member. The ECD consists of tenured members within a traditional Division in the Chemistry Department (Analytical Sciences, Inorganic, Organic, and Physical Chemistry Divisions). On those occasions when the research interests of a faculty member do not align with those of a single division, a pandivisional committee may be established for this purpose by Executive Committee action.} If appropriate, faculty members not in the Chemistry Department could serve on a mentoring committee.

Current policy is

The mentoring committee is appointed by the Chair of the Department. Initial consideration of promotion or renewal of the appointment of a faculty member is undertaken by the mentoring committee. Based on criteria described below, the mentoring committee assembles documentation and presents a report and recommendation to the full Executive Committee of the Department. Motions on appointment renewals will be acted on by voice vote. For recommendations involving promotion to tenure, the Executive Committee, after discussion, votes by open ballot. Members of the Executive Committee not in attendance may submit comments to be read at the meeting and a statement of preference regarding renewal or promotion. The results of balloting and, separately, a tally of written preferences for members not in attendance, are included in the recommendation to the Dean and Divisional Committee.

In accord with State open meeting laws, mentoring committee and Executive Committee meetings dealing with reappointment and promotion are held in closed session, unless the candidate requests an open meeting at which he/she and others can be present.

A recommendation for renewal or promotion is based on performance in three areas: teaching, research, and service. Excellence in these areas is a prerequisite for favorable consideration.

1. Teaching performance encompasses formal instruction at the undergraduate and graduate level and research instruction in the candidate's area of specialization. For formal course instruction, evaluation is based on student responses in questionnaires and faculty assessments on course content, the candidate's knowledge of the material, and teaching pedagogy.

2. The measure of the candidate's scholarly activity is whether he/she has, or gives clear indications of soon having, a national or international reputation of leadership in the chosen research area. This is evaluated in several ways including: publications of merit in scientific journals, text authorship, presentation of submitted and invited lectures at universities and government labs and research laboratories in chemical industry, and awards and honors. Extramural funding is important to the extent that it reflects peer evaluation. An important aspect of the evaluation will be external evaluations of the candidate's research performance by recognized authorities from the external scientific community.

3. Service may include departmental and university committee activities and discipline-related professional regional and national activities. Professional service activities may include: reviews of scientific proposals for NSF, NIH or other funding agencies, manuscript review, service as a conference organizer, and service on scientific review panels and study sections and editorial boards. It may also include professionally related assistance to or consultation with state agencies, businesses, and individuals.

p. 17:

A document describing purpose and program of Theoretical Chemistry Institute (TCI) was endorsed by Department (2/23/1982), including as Section H

H. Specific Questions Which Require Resolution

It is hoped that there is general support within the faculty of the Chemistry

Department for the program outlined in the previous sections. In order for this program to succeed, however, it is necessary to achieve explicit agreement on several specific issues.

The relationship of TCI to the general organization of the College and to the Chemistry and Physics Departments has given rise to some difficulties in the past. There will be no attempt to describe these problems here, since there is little agreement on their causes or consequences. It is necessary, however, to clarify the organizational status of TCI within the University.

The primary issues are (1) the appointment of the Director; (2) the space and other facilities assigned to TCI; (3) the budgeting of secretarial services and supplies and equipment.

The present status of these issues is confused. Professor Hirschfelder was appointed Director in 1962, presumably by the Dean of L & S, which implies that TCI is organizationally independent from any academic department. Although the NASA grant provided for all secretarial services and all supplies and equipment, these are now obtained through the Chemistry Department. Thus, at present TCI is organizationally neither completely independent nor completely a part of the Chemistry Department.

It is very desirable to rationalize the organizational status of TCI in a manner which is mutually satisfactory to TCI, the Chemistry Department, and the University administration.

Despite strong interdepartmental ties, the center of gravity of TCI has always been in Chemistry. Thus it is reasonable for TCI to be a unit of the Chemistry Department, provided that there is general recognition of its ties with faculty in other departments and of its needs which are somewhat different from those of experimental chemistry.

It is essential that TCI continues to offer space and facilities to its members from other departments. It is necessary for space to be assigned to TCI as a group and not as individuals. It is important to recognize the role which visitors play in TCI and to provide adequate space. It is necessary for TCI space to remain quiet and free from heavy foot traffic.

It is necessary that the secretarial support staff of TCI be maintained. It is essential that members of TCI, including members from other departments, continue to have access to the departmental computer.

If there is general agreement on these points, TCI could become for administrative purposes a unit of the Chemistry Department in that its Director could be appointed by the Chairman of the Chemistry Department on the basis of an annual advisory ballot of members of TCI. It is expected that the Chemistry faculty in TCI also will continue to participate in one of the traditional research Divisions. Because of the importance of issues of space and facilities, the Director of TCI should be consulted in the formative stages of any proposal for change in these areas.

If TCI becomes a unit of the Chemistry Department, its space will become subject to assignment by the Departmental Rooms Committee. It is expected that the traditional pattern of usage of TCI space will be respected, and that future adjustments will be made through collegial negotiation.

When the Daniels Chemistry Building was originally occupied in 1967, TCI was assigned all of the eighth floor and one-third of the ninth. Since the end of NASA funding, unused space has been turned over to the Chemistry Department so that now TCI occupies space only on the eighth floor, which it shares with the experimental group of Professor Weisshaar.⁴⁹

At the present time, TCI space is not occupied to the maximum extent possible. If new programs described elsewhere in this document are successful, however, the space will be utilized fully in the near future. In the meantime, office space is available on a temporary basis to meet other needs in the Chemistry Department. Already, space on the eighth floor is extensively used by industrial recruiters.⁵⁰ The small visitor's offices are used by graduate students in the throes of thesis writing. The seminar rooms are available to all research groups in the department. The members of TCI are open to suggestions for other, nondisruptive uses.

⁴⁹Now Zanni

⁵⁰No longer true

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