

Department Code

Department of Chemistry
College of Natural Sciences
Colorado State University
Last revised: August 28, 2018

A. Department Mission

The Department of Chemistry's mission is defined by these core objectives:

1. To maintain an outstanding research program in chemistry.
2. To maintain excellence in graduate student education and training.
3. To maintain an excellent undergraduate program, characterized by a high-quality curriculum, dedicated instruction, and thoughtful advising.
4. To maintain the high quality of faculty service and outreach activities.

B. Administrative Organization

1. Department Chair

The chemistry department shall be administered by a department chair, having the authorities and responsibilities outlined below. The department chair shall be selected as set forth in Section E.4.3 of the *Academic Faculty & Administrative Professional Manual* (aka *The Manual*) and Section e.1 of the *Code of the College of Natural Sciences*.

a. Administrative Duties

The chair shall be the primary department administrative officer, with attendant responsibilities enumerated in § C.2.6.2 of *The Manual*. The chair shall be responsible for executing departmental policy, coordinating the activities of the department's divisions, and representing the department to all external University administrative units (including the dean of the College of Natural Sciences, and the other departments within the college). The chair shall guide the various departmental committees in developing policies needed for the efficient and effective operation of the department.

b. Communication with Faculty

The chair shall keep members of the department informed on all matters pertaining to their duties and responsibilities. As stipulated in § C.2.5 and § E.14 of *The Manual* and in Section H below, the chair shall conduct a performance evaluation of each faculty member at least once per year.

c. Committee Membership

Unless otherwise noted, the chair shall be an *ex officio* non-voting member of all committees.

2. Associate Chair(s)

The department shall have at least one associate chair, selected by the department chair, and whose performance is subject to review by the chair. The associate chair(s) shall have sufficient signatory authority to carry out normal departmental activities in the chair's absence. The associate chair(s) shall supervise the academic appeal process, which shall be carried out in accordance with guidelines published in Section I.7 of *The Manual*. The other duties of the associate chair shall be as assigned by the chair.

3. Divisions

a. The Department of Chemistry shall be organized into the following divisions: analytical, inorganic, organic, and physical chemistry. All tenured and tenure-track faculty members shall associate with at least one division.

b. After consultation with the divisions, the department chair shall select heads of each division, responsible for intradivisional organization and for representing the division in



matters of common interest. The division heads shall serve at the pleasure of the department chair, and they shall represent the division on the Departmental Executive Committee.

C. Departmental Faculty Membership

1. Ranks
 - a. Colorado State University recognizes the following academic ranks, outlined in Section E.1 of *The Manual*: Professor, Associate Professor, Assistant Professor; Master Instructor, Senior Instructor, Instructor; and Faculty Affiliate.
 - b. Unless otherwise specified below or in *The Manual*, in the Department of Chemistry faculty members holding the rank of Master Instructor or Senior Instructor have identical rights and responsibilities as those at the rank of Associate Professor and Assistant Professor, respectively.
2. Appointment Types

Colorado State University recognizes the following basic faculty appointment types, outlined in Section E.2.1 of *The Manual*: tenured, tenure-track, contract, continuing, adjunct, and transitional.
3. Additional Titles

The department recognizes the following additional titles, defined within this code: Assistant Teaching Professor, Associate Teaching Professor, Teaching Professor, Assistant Research Professor, Associate Research Professor, and Research Professor. Faculty members holding these titles shall automatically hold the following official ranks, with all attendant rights and responsibilities as outlined either in this code or in the larger University structure:

 - a. Assistant Teaching or Research Professors shall hold the rank of Assistant Professor
 - b. Associate Teaching or Research Professors shall hold the rank of Associate Professor
 - c. Teaching or Research Professors shall hold the rank of Professor
4. Correlation of Appointment Type with Ranks/Titles
 - a. Tenure-Track Faculty (TTF) shall:
 - (1) hold tenured, tenure-track, or transitional faculty appointments
 - (2) hold ranks of Assistant Professor, Associate Professor, or Professor
 - b. Non Tenure-Track Faculty (NTTF):
 - (1) shall hold contract, continuing, or adjunct faculty appointments
 - (2) shall hold ranks of Assistant Professor, Associate Professor, Professor, Instructor, Senior Instructor, or Master Instructor
 - (3) may hold titles of Instructor, Senior Instructor, Master Instructor, Assistant Teaching (or Research) Professor, Associate Teaching (or Research) Professor, Teaching Professor, or Research Professor
5. Administrative Professionals

Administrative Professionals within the department may apply for a zero-time contract or continuing faculty appointment, following procedures outlined in the Department's Policies and Procedures manual.

D. Voting Membership and Procedures of the Department of Chemistry

1. Except where specified below, or by *The Manual*, all persons holding academic rank other than Instructor or Faculty Affiliate with at least a 50% non-adjunct faculty appointment in the Department of Chemistry, shall be eligible departmental voters. Unless otherwise specified in this Code, more than one half of the voting membership shall constitute a quorum on any issue of department business, which shall be decided by a simple majority vote.
 - a. In the case where a faculty member has the rank of Instructor only because s/he lacks a terminal degree, but otherwise has been hired and/or endorsed by faculty vote (Section F)

and has effort distribution consistent with the title of Assistant Teaching Professor, s/he shall have departmental voting rights equivalent to Assistant Teaching Professors.

2. NTTF members shall not have voting rights on issues of hiring, promotion or tenure of TTF members.
3. Faculty members with adjunct or faculty affiliate appointments, or those with less than 50% appointments, are encouraged to attend faculty meetings and participate in discussions, but they are not voting members of the department. They shall have voting rights on committees to which they may be assigned.
4. Faculty members with emeritus/emerita status are not voting members of the department unless they hold a current appointment in the department as specified in Section D.1.
5. Proxy Policy
The department values decision making via face-to-face, open discussions at faculty meetings, but recognizes the inevitability of individual member absences from any given meeting. Faculty members that must miss a meeting may delegate their vote by one-time general or limited proxy. General proxies shall be voted as the holder sees fit, while limited proxies shall be voted in accordance with specific directions from the absent faculty member.
 - a. The absent faculty member shall communicate his/her intent to both the proxy holder and the chair (or the chair's administrative assistant) and shall specify whether the proxy is general or limited.
 - b. A specific proxy delegation is required for each individual meeting; permanent proxies are not permitted.
 - c. The incorporation of proxy votes in non-binding straw poll tallies is at the discretion of the faculty member presiding at the meeting.
 - d. Prior to a faculty meeting in which votes requiring a supermajority are expected, faculty members may declare their intent not to vote by written statement to the chair (or the chair's administrative assistant); these members will not count toward quorum requirements.

E. Standing Departmental Committees

Membership on departmental committees shall be determined by the department chair on an annual basis, as will designation of committee chairs. The standing committees of the Department of Chemistry are listed below.

1. Executive Committee
The executive committee shall be composed of the chair, the division heads, and the associate chair(s). The associate chair(s) shall represent the NTTF members. The committee shall advise the chair in matters of departmental policy, and serve as the grievance committee through which faculty may appeal performance evaluations made by the chair. Additional faculty members may serve on the executive committee in an advisory capacity, as deemed appropriate by the department chair.
2. Promotion and Tenure Committees
Full Promotion (and Tenure) Committees shall comprise all academic faculty members allowed by Section E.13 of *The Manual* who hold the same or higher rank as that sought by the candidate, as well as appropriate tenure status.
 - a. Standing Committee on Promotion and Tenure (SCPT)
After consultation with the divisions, the chair shall appoint one member from each division to the Standing Committee on Promotion and Tenure. Each appointee must hold the rank of professor, with tenure. The responsibilities of this committee shall include annual evaluation of the progress of each untenured tenure track faculty member toward tenure and/or promotion, and periodic evaluations of tenured faculty members toward promotion, as detailed in Section G below.
 - b. Standing Committee on Non-Tenure-Track Faculty Promotion (SCNP)

After consultation with the executive committee, the chair shall appoint a committee composed of at least three faculty members, including one tenured or tenure track faculty member, and one NTTF member. The chair may appoint one faculty member from outside of the department. The responsibilities of this committee shall include periodic evaluation (every three years or more frequently at the request of the faculty member) of the progress of each NTTF member toward promotion within the NTTF ranks.

3. Curriculum Committee

The Curriculum Committee shall consist of at least one faculty member from each division, along with two undergraduate student voting members and one graduate student voting member. The committee is responsible for annual review of Department of Chemistry catalog entries, formulation of undergraduate curriculum requirements, evaluation of existing and proposed content in undergraduate and graduate courses and processing of academic appeals other than appeals of grading decisions. Course additions and deletions as well as changes in curriculum may be submitted for faculty approval. The committee also maintains oversight on certification of undergraduate curriculum requirements for graduating majors and requests to waive departmental requirements. Routine decisions regarding undergraduate graduation requirements may be delegated to the department's key academic advisor.

4. Graduate Committees

Responsibility for the graduate program shall be divided among the Graduate Recruiting and Admissions Committee (GRAC), the Graduate Operations Committee (GOC), and the Graduate Teaching Assistant Supervisory Committee (GTASC). Major policy changes shall be submitted to the faculty for consideration. The duties and responsibilities of each committee are outlined below.

- a. GRAC - The Graduate Recruiting and Admissions Committee shall be responsible for graduate recruiting materials and coordinating graduate recruiting activities. It shall review graduate applications and make offers of admission to incoming first-year students, subject to review by and approval of the department chair. The GRAC shall also be responsible for advising the chair on graduate enrollments, stipends, and fellowships.
- b. GOC - The Graduate Operations Committee shall be responsible for developing guidelines and regulations for the academic portion of the graduate program, which shall be collected in the Graduate Student Procedures handbook. The committee shall assign faculty members to graduate student committees, monitor each student's standing in the program, and enforce programmatic regulations as appropriate. The committee shall be responsible for decisions regarding graduate student graduation requirements as well as changes to graduate programs of study.
- c. GTASC - The Graduate Teaching Assistant Supervisory Committee shall be composed of all staff members with direct oversight of the undergraduate laboratory program, plus the associate chair of the department who has been assigned to chair the GTASC. Additional faculty may serve on the committee as deemed appropriate by the department chair. The committee shall supervise the orientation, training, and performance of all graduate teaching assistants in the department. It shall also make recommendations to the chair regarding appointment of continuing students to graduate teaching assistantships.

5. Department Services Committee

The Department Services Committee shall be responsible for overseeing the Central Instrument Facility (CIF), coordinating joint grant proposals (e.g., for instrumentation) while prioritizing department needs, and evaluating the cost of departmental services and shops. This committee shall also make recommendations to the chair for space allocation and renovations.

6. Undergraduate Recruiting Committee

The Undergraduate Recruiting Committee shall be responsible for undergraduate recruiting materials and coordinating undergraduate recruiting activities, including coordinating and

hosting visits of prospective undergraduate chemistry majors.

7. Faculty Awards Committee

The Faculty Awards Committee shall be responsible for coordinating international, national, regional and local awards for chemistry department faculty and administrative professionals, including identifying awards and nominators. The committee is also responsible for preparing nominations for college and University awards. In cases of awards with restricted nominations, where multiple individuals qualify for the same award, the Faculty Awards Committee will collect and use data to determine the best candidate for the award and forward that nominee to the college or University committee responsible for selecting an awardee.

8. Student Scholarship and Awards Committee

The Student Scholarship and Awards Committee will oversee both undergraduate and graduate fellowships, scholarships and awards, taking a proactive and deliberate approach to identifying and nominating students for such honors. The committee will be responsible for identifying qualified graduate students to nominate for national and regional awards and annually selecting undergraduate students for chemistry department scholarships and awards. The committee shall also organize and maintain processes and procedures for both undergraduate and graduate student awards and shall organize the department's annual awards event(s). The chair of the committee shall also serve on the College of Natural Sciences student fellowship committee.

9. Safety Committee

The Safety Committee shall consist of one faculty representative from each of the divisions as well as a graduate student representative from each faculty member's research group and a representative from the CIF. The primary responsibilities of the Safety Committee are to regularly assess the safety of laboratories in the department and to promote a positive safety culture in the department. The Safety Committee will be responsible for identifying unsafe conditions, notifying laboratory occupants of any unsafe practices, and ensuring identified issues are addressed in a timely fashion. The Safety Committee is also responsible for maintaining an up-to-date safety manual for the department.

F. Review of Candidates for Faculty and Administrative-Professional Positions

1. Planning

There shall be formal faculty participation, including discussion in faculty meetings, in the planning for new faculty and administrative-professional positions.

2. Hiring Procedures

Department hiring preferences shall be in accord with University, college, and department priorities as articulated through the strategic planning process. The hiring process shall be in accord with applicable University equal opportunity guidelines and procedures.

3. Administrative-Professional Positions

An ad hoc Search Committee appointed by the department chair shall screen applications and make recommendations to the chair, who shall decide which candidate(s) to advance.

4. Faculty Positions

An ad hoc Search Committee with appropriate representation in the area(s) of the search shall be appointed by the department chair. For searches targeting teaching faculty, the committee shall have at least one teaching professor of any rank. The committee shall elicit and screen applications and recommend interview candidates to the faculty, who shall approve the final interview list by majority vote of the faculty eligible to vote on hiring. On completion of the interviews, the search committee and department chair shall present the department faculty with the candidate(s) whom they feel best merit an offer of employment. Upon approval by a 2/3 majority vote of faculty members eligible to vote on hiring, the chair shall submit a request to the dean to extend an offer to the candidate(s). The Department of Chemistry recognizes that by



the law of the State of Colorado, the Board of Governors has exclusive power over all personnel decisions and that this authority has been delegated to the President of Colorado State University.

a. Adjunct Appointments

Instructors with adjunct appointments may be hired from time to time at the discretion of the chair to fill short-term teaching needs, subject to the restrictions described in Section E.2.1.5 of *The Manual*.

G. Review of Candidates for Promotion and Tenure

1. Annual Evaluation

The appropriate Standing Committee on Promotion (and Tenure for tenure-track faculty) shall provide written progress evaluations to candidates for promotion and/or tenure. The SCPT shall annually evaluate the progress of untenured tenure-track faculty members toward promotion to associate professor and/or tenure; the committee will also assess the progress of associate professors toward promotion to professor every three years or more frequently at the request of the faculty member. The SCNP shall provide written progress evaluations of NTTF members every three years or at the request of the faculty member, and will assess the progress of NTTF toward promotion to the next higher rank. Progress will be independently measured by the appropriate committee in the somewhat overlapping areas of research, teaching/mentoring, and service/outreach, as defined by the faculty member's effort distribution. Each of these three areas will be evaluated according to the appropriate specific criteria detailed below. Information for the evaluation will be gathered primarily from the candidate's curriculum vitae and annual self-reporting mechanisms, potentially supplemented by external sources.

a. Criteria for Promotion to Associate Professor with Tenure

(1) Research

The main research criterion is establishment of a vibrant independent research program with demonstrated excellence. This is evidenced by the number and quality of independent research publications, success in raising extramural funds to support the program, involvement of students, and community recognition in the form of competitive research awards and invitations to present research results.

(2) Teaching/mentoring

The fundamental expectation is positive contributions toward the departmental instructional program and its research training effort. Instructors are expected to be well-prepared, conscientious, and effective in communicating material across a broad range of departmental offerings, including freshman and sophomore lecture courses. As mentors, faculty members are expected to provide an excellent research training environment for future scientists, ideally one that attracts and graduates high-quality students to the department's graduate program.

(3) Service/outreach

To facilitate proper functioning of the University's academic program, faculty members are expected to conscientiously perform their assigned committee duties. Evidence of service to the scientific community (e.g., review of manuscripts and proposals) and the University that benefits the field of chemistry and raises the profile of the institution is also desirable.

b. Criteria for Promotion to Professor

(1) Research

The main research criterion is evidence of increased maturity of the research program with establishment of recognized excellence. Specifically, it is expected that the scope of the program will have expanded beyond the area that was its main focus prior to tenure, including significant progress in at least one additional research area. Recognition within



the international scientific community is also expected. Progress will be measured by the number and quality of independent research publications, success in raising extramural funds to support the program, and community recognition in the form of competitive research awards and invitations to present research results at both national and international venues enhancing scientific visibility and demonstrated leadership in the scientific community (e.g., meeting organization, leadership roles in professional societies).

(2) Teaching/Mentoring

The fundamental expectation is positive contributions toward the departmental instructional program and its research training effort. Teachers are expected to be well-prepared, conscientious, and effective in communicating course material. As mentors, faculty members are expected to provide an excellent research training environment for future scientists, ideally one that attracts students to the department's programs and graduates high-quality students.

(3) Service/Outreach

To facilitate proper functioning of the University's academic program, faculty members are expected to conscientiously perform their assigned committee duties. They are also expected to assume additional responsibilities in this area after the award of tenure and/or promotion to associate professor. Evidence of exceptional service to the scientific community (e.g., review of manuscripts and proposals, service on editorial boards, organization of symposia or conferences) and the University that benefits the field of chemistry and raises the profile of the institution is also desirable.

c. Criteria for Promotion to Assistant Teaching Professor

Instructors may apply for promotion to the rank of assistant teaching professor. Criteria are: demonstrated teaching excellence and an expressed commitment to department service.

d. Criteria for Promotion to Associate Teaching Professor (or Senior Instructor)

Criteria for promotion to associate teaching professor are commensurate to those described in Section G.1.a for each area, as defined by the candidate's effort distribution. Evidence of service may include outreach activities and involvement in the chemical sciences community that benefits the field of chemistry and raises the profile of the institution.

e. Criteria for Promotion to Teaching Professor (or Master Instructor)

Criteria are commensurate to those described in Section G.1.b for each area, as defined by the candidate's effort distribution. The main teaching expectation is evidence of increased maturity and excellence of the teaching practice while in the rank of associate teaching professor. Evidence of exceptional service to the department is required. Service to the college, University and broader chemical sciences community is desirable.

f. Criteria for Promotion to Research Associate Professor and Research Professor

Criteria for promotion are commensurate to those described in Section G for each area, at the respective ranks, as defined by the candidate's effort distribution.

g. Time in Rank

Promotion and/or tenure is based on scholarly achievement and demonstrated excellence in the areas of research, teaching, and service. As a guideline, 5 full years in rank are usually required to achieve the appropriate level. Notwithstanding, except where specified by University policy, promotion and/or tenure is not based explicitly on time in rank, and candidates of exceptional accomplishment may expect to be put forward.

2. Assembling Materials

Official consideration of a candidate for tenure and/or promotion shall be initiated by the department chair, who shall direct the Committee on Promotion (and Tenure) to:

- a. Develop an evaluation packet describing the candidate's efforts in the areas of teaching, research, and service/outreach.



- b. Develop, in consultation with senior members of the candidate's division and the department chair, a list of external reviewers of the candidate's work. For NTTF candidates, "external" may include reviewers inside the University, but outside of the department. The list of external reviewers shall normally include selected individuals from among a list of reviewers recommended by the candidate. The final list will be made available to the full promotion (and tenure) committee.
 - c. Solicit opinions of the external reviewers.
 - d. Schedule a departmental seminar by the candidate at a suitable time during the semester in which consideration by the full promotion (and tenure) committee shall take place.
3. Faculty Vote
- The formal departmental recommendation on tenure and promotion shall reflect the majority vote of the full promotion (and tenure) committee, as specified in *The Manual*. This vote shall be taken by written ballot at a meeting called by the department chair, and chaired by the chair of the SCPT or SCNP, as appropriate, who shall provide the department chair with a written account of the faculty recommendation on each candidate. All the information gathered by the standing committee, detailed in Section G.2 above, shall be made available to the full promotion (and tenure) committee for examination at least five working days before the meeting.
- a. Votes on an individual tenure and promotion (or promotion) action will be sealed at the meeting for a period of 24 hours if any faculty members eligible to vote on the action are not present and have not provided a proxy vote for the decision. This will allow all eligible faculty the opportunity to provide a silent ballot.
 - b. When multiple faculty members are being considered for promotion to the same rank in the same year (e.g. two or more faculty members being promoted to full professor or two or more faculty facing tenure and promotion), the votes on all candidates will be sealed until after the vote on the last candidate. Provided all faculty have had the opportunity to vote on all candidates, the votes on all candidates will be released after the last meeting/vote has been taken. If there are outstanding votes or proxies, the 24-hour rule will be invoked and the results for all candidates will be held for 24 hours following the final voting meeting, at which point the results from all votes will be released.
 - c. If multiple faculty members are being considered for promotion and/or tenure, discussions and voting for each individual will be held on separate days.
4. Submission of Recommendations
- The department chair shall forward both the faculty recommendation and a personal recommendation to the dean of the College of Natural Sciences. The chair shall not recommend a reversal of the faculty's recommendation without providing compelling evidence in writing as to why a reversal should be considered. As required by *The Manual*, both recommendations shall be provided to the candidate at the time that they are submitted to the dean of the College of Natural Sciences.
5. Annual Reappointment
- Untenured (tenure track) faculty members are subject to annual reappointment, which shall be the responsibility of the chair, in consultation with the executive committee. The chair shall not fail to reappoint an untenured tenure-track faculty member without a vote of the tenured faculty.

H. Annual Evaluation of Faculty Performance

1. Annual Activity Summary
- Each faculty member shall annually submit a completed summary of all teaching, service, and research activity, using the currently approved University platform. This summary, together with such other information and documentation as may be deemed necessary and appropriate, shall form the basis for evaluating faculty performance, consistent with the departmental mission. Guidelines for departmental performance criteria (as described in Section C.2.5 of *The Manual*)

are provided in the Department's Policies and Procedures manual.

2. Meeting with the Chair

The department chair shall hold a conference with each faculty member after reviewing the information in the annual summary, and shall subsequently provide each faculty member with a written evaluation. The performance review shall be conducted in accord with Section E.14 and Section C.2.5 of *The Manual*.

3. Salary Adjustments

Final departmental recommendations on annual salary adjustments rest with the chair.

However, the chair may consult with members of the executive committee regarding the scale of adjustments to be made and the criteria associated with steps in that scale.

4. Grievances

The executive committee shall normally serve as the Departmental Grievance Committee to resolve grievances that may arise between faculty members and the department chair with regard to the evaluation of performance. In such instances, the chair shall not serve as a member of the committee. If the Executive committee is not acceptable as a grievance committee to either the aggrieved faculty member or the chair, a four-person Grievance Committee shall be elected by vote of the faculty. Neither the chair nor the aggrieved faculty member shall be a member of this committee or shall vote on its membership. Grievances may also be pursued through the University Grievance Program, as described in Section K of *The Manual*.

I. Comprehensive Performance Reviews

1. Tenure-track faculty

Comprehensive performance reviews of untenured tenure-track faculty members shall be conducted by the midpoint of the faculty member's probationary period, as required by Section E.14.2 of *The Manual*. This review shall take place as specified in the faculty member's appointment letter, typically by the end of the third year of the normal six-year probationary period. This performance review shall be conducted by the Standing Committee on Promotion and Tenure in accordance with Section E.14.2.

2. Tenured faculty and NTTF members with continuing or contract appointments

a. Whereas Section E.14.3 of *The Manual* specifies procedures for tenured faculty members only, such provisions shall also apply to chemistry department NTTF members with continuing or contract appointments.

b. Phase I

Phase I comprehensive performance reviews for these faculty members shall be conducted by the department chair in accordance with the provisions of Section E.14.3.1 of *The Manual*.

c. Phase II

Phase II comprehensive performance reviews shall be carried out as necessary, in accordance with the provisions of Section E.14.3.2 of *The Manual*, and the provisions below.

(1) Peer review committee

When a Phase II review is initiated, a five-member peer review committee shall be elected of and by the faculty members with same or higher rank as the faculty member under review. For senior instructors under review, eligible faculty members have ranks of senior instructor, master instructor, associate professor and professor. For master instructors under review, eligible faculty members have ranks of master instructor and professor. Only tenured faculty members are eligible in the case of a tenured faculty member under review. The department chair and the faculty member under review shall not serve on the review committee. The department chair and the faculty member under



review shall each have an opportunity to challenge the impartiality of one committee member. Any member so challenged shall not serve as a member of the review committee.

(2) **Criteria for evaluation**

The performance of the faculty member under review will be evaluated in the areas of research, teaching/mentoring/advising, and service/outreach, in accordance with that faculty member's effort distribution.

(3) **Materials for Review**

In addition to the Phase I review materials, the department chair shall provide the faculty member and the review committee with a written summary of the reasons for initiating the Phase II review, including an analysis of the faculty member's performance under the professional development plan (if applicable). The faculty member under review may submit any additional materials for consideration.

(4) **Report**

The peer review committee shall prepare a report in accordance with the requirements specified in Section 14.3.2 of *The Manual*.

J. Disciplinary Action for Tenured Faculty

Any disciplinary action considered for a tenured faculty member must conform in all respects to the provisions described in Section E.15 of *The Manual*.

K. Self-Evaluation of the Departmental Operations

At the direction of the dean of the College of Natural Sciences, a committee of three faculty members selected by nomination and ballot by the department faculty shall review the departmental operation as outlined in *The Manual* and the University Guidelines for the Academic Review Process. This committee shall prepare a written report of their findings, which shall be presented to the faculty of the Department of Chemistry for review and modification, and to the University administration for further review. The committee may solicit the help of an outside review panel of up to five nationally known experts in the field of chemistry.

L. Changes to the Department Code

Revisions to this code may be initiated at any time by the chair, or by petition of at least one third of the department's voting members (defined in Section D above), and shall be drawn up by the executive committee. In accordance with Section C.2.4.2.1.l of *The Manual*, a two thirds majority of the department's voting members shall be required to amend the department code. At a minimum, the Code shall be reviewed at some point within a three-year period centered on the periodic evaluation of the department's academic programs and operations, as specified in Section C.2.4.2.2.e of *The Manual*. Any new code, whether the product of an amendment or a simple review, shall be submitted to the dean of the college and the provost.

M. Faculty Meetings

A minimum of one departmental faculty meeting will be held each semester of the academic year with written notice being given at least twenty-four hours in advance by the chair.