



UNIT STANDARDS REVIEW
SIGNATURE FORM

Department of: Chemistry and Biochemistry

Year: 2014

1) Department Chair:



Signature

6/10/2014
Date

2) Dean:



Signature

6-9-2014
Date

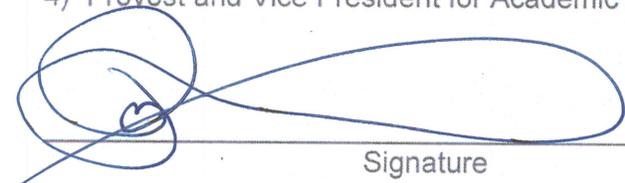
3) Chair, UM Unit Standards Committee:



Signature

4/17/15
Date

4) Provost and Vice President for Academic Affairs:



Signature

6/3/15
Date

DEPARTMENT OF CHEMISTRY AND BIOCHEMISTRY UNIT STANDARDS

The Collective Bargaining Agreement (CBA hereafter) between The University of Montana University Faculty Association and the Montana University System states the following:

10.120 UNIT STANDARDS FOR FACULTY EVALUATION

3. Preparation and Approval of Unit Standards: Unit standards will be prepared and proposed by the tenured and tenurable (i.e., tenure track) faculty of each respective unit. The unit standards for each respective unit must:

- a) be consistent with University standards;
- b) address the general activities;
- c) address participation in general education activities;
- d) address all academic appointments to the unit;
- e) specify the documentation or other evidence required to support evaluation of teaching, research/creative activity, and/or public service;
- f) specify, where appropriate, special standards and special procedures for the evaluation of individuals on grants, contracts, or other work assignments outside the normal academic activities of the unit, including but not limited to adjunct research faculty;
- g) guarantee peer review;
- h) ensure consultation between faculty members and chairpersons or deans before each individual recommendation is made final;
- i) and be approved by the Unit Standards Committee, the appropriate dean, and the Provost prior to application for evaluation purposes.

The following are the Unit Standards for the Department of Chemistry and Biochemistry.

I. PROCEDURES FOR FACULTY EVALUATION

A. Individual's Performance Record-Due October 15

1. The Individual's Performance Record (IPR hereafter) shall be prepared in accordance with Section 10.210 of the CBA.
2. A template for the IPR, provided by the Faculty Evaluation Committee, shall be distributed to the faculty by the department administrative associate. The IPR may contain supportive material beyond that requested in the template, but it must not contain less information and documentation than required by the template.
3. The faculty may choose not to use the provided template, but the IPR must not contain less information and documentation than required by the template.
4. A full citation of each publication must be provided in the IPR. A copy of the title page of a book, a copy of the first page of a book or monograph chapter, a copy of the first page of a journal article, and a copy of a letter or email message of acceptance are valid forms of evidence of a publication. A copy of the abstract from a program book is a valid form of evidence for a meeting presentation.

5. A citation of a grant award shall include the name of the granting agency, the name of the division (or equivalent) making the award, the granting agency award number (if applicable), the title of the project, the faculty member's role in the project (PI, co-PI, senior faculty, etc.), the start and end dates, and the total award amount. A copy of the award notice from the granting agency or The University of Montana Authorization to Proceed with a Sponsored Program form is valid evidence of a grant award.
6. The IPR and supporting documentation of each faculty member being evaluated shall be available in the department office between October 15 and November 15 for inspection by any faculty member.

B. Evaluation by Student Evaluation Committee-Due October 15

1. The Student Evaluation Committee shall be appointed and shall proceed with their evaluation in accordance with Section 10.220 of the CBA.

C. Evaluation by Faculty Evaluation Committee-Due November 15

1. The Faculty Evaluation Committee (FEC hereafter) shall be elected and shall proceed with their evaluation in accordance with Section 10.230 of the CBA.
2. The FEC members shall be elected at a regular departmental meeting no later than October 15 of each academic year. Two of the three members must be tenured; the third member must be tenured or tenurable. An alternate tenured member or members, as appropriate, will also be elected to serve (a) when a regular FEC member is being evaluated and the FEC is considering that member's case, (b) when a promotion is being considered that is to a rank above a regular member's rank, (c) when a tenure case is being considered and the regular member is untenured, and (d) in case of a circumstance that causes a regular member to not be able to continue to serve after election.
3. The department chairperson is not eligible for election to the FEC.
4. The FEC shall evaluate the performance of the department chairperson when she or he is required to be evaluated, both as a "regular" faculty member and also based on her or his performance in the role of department chairperson.
5. The FEC may consult with department faculty and staff, students, and other individuals familiar with the performance of the faculty member under review. Each faculty member shall have the right to review and to respond to any additional evidence regarding her or him obtained by the FEC.
6. The FEC shall evaluate each faculty member as (a) above normal/outstanding (b) normal, or (c) less than normal, based on the criteria in Section II, Basis for Evaluation. Faculty can apply for tenure and a merit in the same year but cannot receive both a promotion increment and a merit increment in the same year.
7. The faculty member has the right to submit a written appeal in accordance with Section 10.230 of the CBA.

D. Evaluation by Department Chairperson-Due December 15

1. The Department Chairperson (Chair hereafter) shall proceed with her or his evaluation in accordance with Section 10.240 of the CBA.
 2. The Chair shall identify department faculty, staff, students and other individuals familiar with the performances of faculty members under review, and consult with them. The Chair shall also consider the reports of the Student Evaluation Committee and FEC. Each faculty member shall have the right to review and to respond to any additional evidence regarding her or him obtained by the Chair.
 3. The CBA requires the following (Section 10.240): The Chair shall prepare and append a summary list of those the Chair has recommended for promotion, merit increase, or tenure, respectively. The names on the list of recommendations for merit increase will be ranked in order of priority by the Chair.
 4. A brief explanation of ranking shall accompany the list of recommendations for merit increase, and the list and explanation will be distributed to each faculty member listed.
 5. The faculty member has the right to submit a written appeal in accordance with Section 10.240 of the CBA.
- E. A faculty member should consult the Collective Bargaining Agreement for procedures regarding the evaluation process beyond the Department Chair, and to determine the procedural requirements for appeals.

II. BASIS FOR EVALUATION

- A. The FEC and Chair shall rate faculty members being evaluated as (a) normal, (b) above normal/outstanding, or (c) less than normal in accordance with Section 10.110 of the CBA and the criteria in this section.
- B. The CBA Section 10.110 description of "normal" is (Section 10.110, 3b): The performance of a majority of faculty members will generally be evaluated as "normal." They will be expected to grow in value to the institution and will be rewarded with a "normal" increment to their salary.
- C. The overarching normal criteria for teaching effectiveness are (a) to carry a standard departmental teaching load (unless a reassignment of teaching has been approved), and (b) be effective in teaching.
 1. A standard load will vary depending on the number of faculty members, the number of courses offered, etc., but, in general, a standard load is approximately the number of courses offered divided by the number of faculty members.
 2. Judgment of effectiveness is largely subjective; usually an effective teacher can be recognized by (a) the choice of subject matter and emphasis (i.e. how well the instruction prepares the students for subsequent courses and how well it fulfills the students' career objectives), (b) systematic organization, (c) performance in helping students learn both in and out of the classroom, (d) the degree to which course material is kept current, (e) judicious experimentation with teaching effectiveness, and (f) rigor, fairness, and thoroughness of assessment and evaluation procedures. Judgment of teaching effectiveness will be based upon student evaluations, inspection of the curriculum, opinions solicited from alumni, and faculty classroom visitations if deemed appropriate by the Chair or the FEC.

3. The department recognizes that faculty members may be assigned to teach courses that may or may not be part of the general education curriculum of the university. Whether or not a course is assigned a general education designation will have no bearing on a faculty member's teaching evaluation outside of the criteria for judgment of effectiveness listed in II. C. 2.

D. The overarching normal criteria for research/creative activity effectiveness are based on demonstrable evidence (publications and presentations) that (a) the research has made a positive contribution to the body of knowledge and has received national or international recognition, (b) the faculty member has played a significant leadership role in the conduct of the research, and (c) the research has and will continue to provide significant educational and training opportunities for students.

1. The extent to which the research has made a positive contribution to the body of knowledge will be evaluated primarily on the quality and number of publications, presentations and patents and the receipt of external grants and honors. All publications, presentations, and other scholarly works will be considered, and greater recognition will be given to publications in high-impact peer-reviewed journals, grants from funding agencies that have a careful review process, and invited presentations at national or international symposia. Citations of the faculty member's scholarly works by others, invitations to present work at symposia or as an invited speaker, and invitations to referee manuscripts for journals or proposals for funding agencies will be considered as evidence that the research has received national or international recognition. A faculty member may be appointed for a special purpose that precludes development of an effective research program as defined in Section D. For such faculty, the criteria for evaluation of research/creative activity effectiveness will be defined in writing at the time of hiring and approved by the FEC, Chair, and the Dean of the College of Humanities and Sciences.
2. The extent to which the candidate has played a leadership role in research/creative activity will be determined by the quality and number of publications on which the candidate is first or corresponding author and the quality and number of grants received on which the candidate is principal or co-principal investigator.
3. An effective academic research program provides the opportunities for students to be educated and trained while participating in significant, original research. The number of undergraduate and graduate students mentored and the quality and number of publications and presentations with students as coauthors will be used to evaluate participation of students in the research program. The capacity of the faculty member to seek and provide financial support for students involved in research will also be considered in the evaluation.

E. The overarching normal criteria for service effectiveness are (a) meaningful service to the department and the university and (b) participation in service to the scientific community.

1. Meaningful service to the department includes activities such as (a) participation on departmental committees, both standing and ad hoc, that provide a needed service to the department, (b) participation in recruitment of potential new graduate students through personal contact and in-person meetings, and (c) regular participation in departmental faculty meetings and involvement in projects identified at the meetings, (with workload approximately corresponding to the total amount of work needed to be done divided by the number of faculty members).

2. Participation in service to the scientific community includes activities such as (a) serving as a reviewer of papers submitted to journals, (b) service on review committees, panels, and study sections for granting agencies, (c) review of tenure and promotion dossiers, (d) serving as the organizer, chair, presider, etc. of sessions or panels at scientific meetings, and (e) membership on and participation in committees of professional organizations.
- F. The CBA Section 10.110 description of 'merit' is (Section 10.110, 3a): Above normal performance in at least two (2) of three (3) areas: teaching, research/creative activity, or public service; or outstanding performance or special recognition in at least one (1) of these areas, and normal performance in the remaining area or areas of assigned duties.
- G. The overarching criterion for above normal and outstanding performance is quality. Above normal quality is that beyond what is normally accomplished by peers at the faculty member's rank in the faculty member's field of specialization at similar institutions in the United States. Work of outstanding quality is clearly distinctive at the national level.
1. Above normal and outstanding performance in teaching exceeds the normal level of expectation specified in Section II. C. Evidence of above normal and outstanding performance includes accomplishments such as (a) a grant award for course, curriculum, and/or laboratory development, (b) publication of peer-reviewed curriculum materials such as textbooks and laboratory manuals, (c) favorable peer review of the curriculum of a course and the classroom performance of the faculty member by an external expert who submits an evaluative letter to the FEC and Chair, (d) high-quality mentoring of students as evidenced by the quality of research completed during their studies, students' own opinion of their mentor, professional positions achieved after graduation, and informed faculty opinion, and (e) consistent excellence in teaching across a workload substantially greater than that specified in Section II.C.1. Any letters of evaluation from external experts must not be from collaborators, former students, or former mentors. Collaborators are defined as having coauthored a paper or proposal in the last 5 years.
 2. Above normal and outstanding performance in research/creative activity exceeds the normal level of expectation as specified in Section II.D. Evidence of above normal and outstanding performance includes accomplishments such as (a) earning a peer-reviewed grant award as the principal investigator from a major national or international granting agency, (b) publication of research findings in peer-reviewed journals of high impact, (c) publication of monographs, textbooks, etc. that are recognized for excellence by being broadly distributed or adopted and/or having a meaningful impact on the field of specialization, and/or (d) invitations to give presentations at national or international meetings or symposia of significant stature or to give seminars at universities.
 3. Above normal and outstanding performance in service exceeds the normal level of expectation as specified in Section II.E. Evidence of above normal and outstanding performance includes accomplishments such as (a) review of a significant number of grant proposals for a major national or international granting agency, (b) review of a significant number of papers for high-impact journals, (c) significant service to a professional organization such as being an executive officer or chairing or organizing a major meeting, (d) significant service to The University of Montana such as chairing a major university committee and/or participation in a broad variety of university service activities, and/or (e) performance of significant public service to benefit the citizens of Montana and beyond. For the Departmental Chair, exceptionally able service to the department can be classified as above normal or outstanding service.

- H. The CBA Section 10.110 description of "less than normal" is (Section 10.110, 3c): Either the absence of any performance or poor performance of assigned responsibilities within the scope of employment may constitute grounds for a less than normal increment. It is understood that the absence of performance in any one or two of the areas of teaching, research/creative activity, and public service does not justify a less-than-normal increment if the quantity of performance in the remaining area or areas is proportional to the FTE of the appointment, if the quality of performance in the remaining area or areas is at least normal, and if the individual has assigned duties solely in the remaining area or areas.
- I. The overarching criterion for less-than-normal performance is job performance that is significantly less than that normally accomplished by peers at the faculty member's rank in the faculty member's field of specialization at similar institutions in the United States.
1. Less-than-normal performance in teaching is below the normal level of expectation as specified in Section II.C. Evidence of less-than-normal performance includes (a) cancellation of classes or not scheduling or missing scheduled office hours (while allowing for the occasional exceptional circumstance), (b) lack of academic rigor such that students who complete the course do not demonstrate a reasonable understanding of the standard course content, (c) lack of appropriate preparation, (d) inappropriate behavior with students, and/or (e) poor mentoring of students. Consistently poor evaluations will trigger an investigation of the person's teaching quality by the FEC.
 2. Less-than-normal performance in research/creative activity is below the normal level of expectation as specified in Section II.D. Evidence of less-than-normal performance includes effective cessation of scholarly activity (lack of papers submitted or in press, lack of proposals submitted, lack of proposal success, lack of patent applications, lack of any indication of national or international recognition) without assumption of significant new professional responsibilities (administration or other service).
 3. Less-than-normal performance in service is below the normal level of expectation as specified in Section II.E. Evidence of less-than-normal performance includes effective cessation of active contributions to departmental and university committees and other departmental activities and effective cessation of service to the scientific community.
- J. Before a less-than-normal recommendation is forwarded to the Dean, the affected faculty member shall have an opportunity to provide a written or verbal rebuttal to a joint meeting of the FEC, the Chair, and the tenured faculty members. The tenured faculty, excluding the affected faculty member, shall vote either for or against the less-than-normal recommendation. A two-thirds majority vote is required for a recommendation of less-than-normal from the FEC. The Chair also makes an independent recommendation, and the faculty do not vote on the Chair's recommendation. When the less-than-normal recommendation is forwarded to the Dean, the affected faculty member may include a written rebuttal of the FEC and/or Chair's recommendation in the Individual's Performance Record.

III. PROMOTION

- A. The CBA (Section 10.110.1.a) states: Promotion to Assistant Professor requires possession of the appropriate terminal degree or its equivalent as defined by the unit standards of each discipline.
- B. The Ph.D. degree and postdoctoral research experience beyond the Ph.D. degree is required for appointment as an Assistant Professor.

- C. The CBA (Section 10.110.1.b) states: Promotion to Associate Professor: Except in unusual circumstances, four (4) or more years of full-time service in rank as assistant professor are required prior to the date of promotion (application may be made during the fourth year in rank), and possession of the terminal degree in the appropriate discipline is required consistent with applicable unit standards. The character of service in rank as assistant professor shall be such that there is a clear demonstration of professional growth and an increasingly valuable contribution to the University.
- D. The departmental criteria for promotion to Associate Professor are the same as those for tenure (as described in Section IV). However, promotion to Associate Professor is not tantamount to the granting of tenure. All faculty at the Associate Professor or Full Professor rank shall vote on a candidate's promotion to Associate Professor. The votes shall be yes, no, mandatory abstention (conflict of interest) or voluntary abstention. A majority of the eligible faculty (those without a mandatory abstention) have to vote yes for the FEC to recommend promotion. The tally of votes shall be included in the FEC evaluation.
- E. The CBA (Section 10.110.c) states: Promotion to Professor: Except in unusual circumstances, five (5) or more years of full-time service in rank as an associate professor are required prior to the date of promotion (application may be made during the fifth year) and possession of the terminal degree in the appropriate discipline is required consistent with applicable unit standards. The character of the service in rank as associate professor shall be such that there is a clear demonstration of professional growth and an increasingly valuable contribution to the University.
- F. Promotion to Professor is primarily based on growth as Associate Professor in research/creative activity. Teaching effectiveness and service quality and quantity must be maintained. Outside letters of support are required and will be considered for promotion. Outside letters of support from external experts must not be from collaborators, former students, or former mentors. Collaborators are defined as having coauthored a paper or proposal in the last 5 years. All faculty members at the Professor rank shall vote on a candidate's promotion to Professor. The votes shall be yes, no, mandatory abstention (conflict of interest), or voluntary abstention. A majority of the eligible faculty (those without a mandatory abstention) have to vote yes for the FEC to recommend promotion. The tally of votes shall be included in the FEC evaluation.
1. In most cases, the research will be chemical research. Professional work other than chemical research may be used for this promotion, but it must be scholarly in nature and clearly supporting departmental goals.
 2. The professional, scholarly work shall be considered significant only if it is published where it is widely accessible to the profession *and* it is judged as significant by the full professors of the department. Evidence of significance shall primarily be based on the history of high-impact peer-reviewed publications and the continuation of active and productive scholarship.
 3. If research activity is somewhat below normal levels due to an individual's contribution to the University in the form of extraordinary service, such service will be carefully considered. However, no faculty member may be promoted to full professor on the basis of teaching and service alone.

IV. TENURE

- A. The CBA (Section 9.310) states: A probationary appointee shall be eligible to make an application for tenure:

1. after the appointee has completed five (5) years of credited service (CBA 9.240) toward tenure, that is: during the sixth (6) year of credited employment.
2. the applicant must have the appropriate terminal degree for the discipline and unit in which tenure is to be awarded, and
3. the applicant should hold the minimum rank of associate professor, although faculty may apply for tenure and promotion to associate professor simultaneously. If a faculty member seeking promotion to associate professor and tenure simultaneously is not promoted, tenure will be denied as well. Under no circumstances may tenure be granted to an assistant professor.

Tenure shall not be awarded in absence of application by the eligible faculty and approval of tenure by the employer. Application for tenure must be in accord with unit standards.

B. Evaluation of the tenure candidate's research by external reviewers in the candidate's area of research specialization is required. To insure that this external review is completed by the October 15 deadline for the initiation of FEC review, the tenure candidate shall submit an external review package to the Chair by June 15. The package shall include the same information as required in the Individual's Performance Record (Section I.A.). It may include additional supporting documentation. The package shall be submitted in the form of a pdf file.

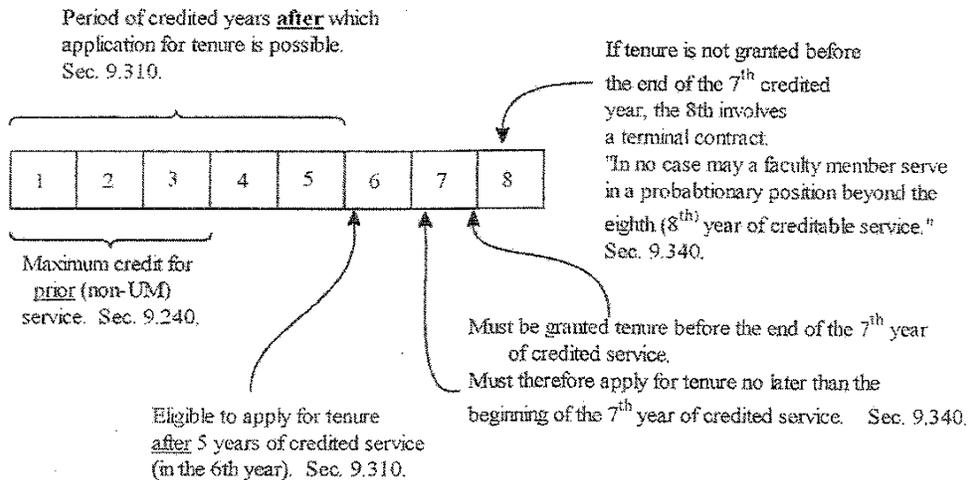
1. The tenure candidate shall submit to the Chair the name, email address, and a brief (2-3 sentences) explanation of the qualifications of six experts in her or his field of specialization who are not employed at The University of Montana. The candidate may also submit a list of up to three names of experts to be excluded from the external review. The Chair shall solicit participation in the review process from the experts on the list until three agree to participate. The Chair shall also solicit participation in the review process from experts in the candidate's field of specialization who are not on the candidate's list(s) until three additional reviewers agree to participate. The external experts submitted by the candidate and selected by the Chair must not be collaborators, former students, or former mentors. Collaborators are defined as having coauthored a paper or proposal in the last 5 years.
2. The Chair shall send the departmental Unit Standards, the candidate's review package, and a cover letter summarizing the information and asking the external experts to evaluate the candidate relative to the departmental standards listed in Section II.D. The experts' review shall be in the form of a memo or letter. The deadline for return of this memo or letter shall be October 15.
3. The memos or letters shall become part of the IPR.
4. The final tenure file submitted shall be updated to include all relevant information that is produced between the June 15 deadline for submission of the external review package and the October 15 deadline for initiation of FEC review.

C. The FEC and Chair shall evaluate the tenure candidate's performance during the probationary period almost exclusively on the quality of the candidate's teaching and research, with a significant weighting of the external evaluations. The candidate's effectiveness in service activities must also be no less than normal, as described in Section II.E. All faculty with continuous tenure shall vote on the granting of continuous tenure to a candidate. The votes shall be yes, no, mandatory abstention (conflict of interest), or voluntary abstention. A majority of the eligible faculty (those without a mandatory abstention) have to vote yes for the FEC to recommend tenure. The tally of votes shall be included in the FEC evaluation.

1. The potential and likelihood of continued professional growth as a researcher will be evaluated on evidence that the candidate's research program will remain active and vibrant. Continued research funding and participation of students in research, as well as recent publications, presentations, and awards, provide strong evidence that research activity will continue and grow. Pending grant proposals will also be considered as evidence that the candidate intends to stay active in research. A steady increase in the quality and number of scholarly works during the probationary period will also be considered as strong evidence that continued growth may be anticipated.

D. The results of the tenure package evaluation by the FEC and Chair shall be summarized into one of three categories: (1) recommend granting of continuous tenure, (2) do not recommend granting of continuous tenure but recommend renewal of the contract for one additional year (if allowed by the CBA, as described in Section IV.E.), or (3) do not recommend granting of continuous tenure and recommend nonrenewal of contract.

E. The CBA (Section 9.340) states: Any probationary faculty member who has not attained tenure at The University of Montana by the completion of his/her seventh (7th) year of credited employment will be given notice and placed on a one-year non-renewable contract. In no case may a faculty member serve in a probationary period beyond the eighth (8th) year of creditable service. Exception shall be made for new faculty being credited with six (6) or more years of credited service, who shall, at his/her discretion, be entitled to up to two (2) full years of service at The University of Montana before applying for tenure, and will be given notice and placed on a non-renewable contract if he/she has not attained tenure within the three (3) year period stipulated. This is summarized in the graphic below.



Finally, Sec. 9.220 includes this: "Specific exceptions regarding probationary service toward tenure may be granted by the President in a written agreement separate from the employment contract."

F. The CBA (Section 9.230) states: A probationary appointee has no right to reappointment, and a probationary appointment shall automatically expire at the end of the specified term in the absence of a written reappointment signed by the President. The President may request and review, but shall not be obligated to adhere to, recommendations from the unit, dean, and the Provost regarding questions of renewal of probationary appointments.

- G. A non-renewal recommendation shall be made after the probationary period for tenure if it is judged by the FEC that the faculty member does not meet departmental tenure standards. The FEC will first obtain an advisory vote of the tenured faculty of the department.
1. Non-renewal may be recommended earlier if it is unlikely that the faculty member will satisfy the tenure criteria by the end of the probationary period.
 2. The criteria for less-than-normal are sufficient for the non-renewal of untenured faculty at any point during the probationary period.

V. LECTURERS AND RESEARCH FACULTY

- A. A faculty member appointed to the rank of Lecturer shall be evaluated primarily based on quality of teaching as described in Section II.C. The criteria for a "Satisfactory" recommendation are the same as for a "Normal" recommendation for a tenurable faculty member. The criteria for an "Unsatisfactory" recommendation are the same as for a "Less-than-normal" recommendation for a tenurable faculty member. An "Other Recommendation" of merit may also be forwarded when the Lecturer meets the criteria for a merit recommendation, as described in Section II.G.1 for a tenurable faculty member.
- B. A faculty member appointed to the rank of Research Professor (Assistant, Associate, or Full) shall be evaluated primarily based on quality of research as described in Section II.D. The criteria for a "Satisfactory" recommendation are the same as for a "Normal" recommendation for a tenurable faculty member. The criteria for an "Unsatisfactory" recommendation are the same as for a "Less-than-normal" recommendation for a tenurable faculty member. An "Other Recommendation" of merit may also be forwarded when the Research Professor meets the criteria for a merit recommendation, as described in Section II.G.2 for a tenurable faculty member.
1. Promotion applications for faculty members appointed to the rank of Research Professor (Assistant, Associate, or full) shall be evaluated using the same criteria as for tenurable faculty as described in Section III.

VI. DEPARTMENT CHAIRPERSON

- A. The CBA (Section 16.210) states: The department chairperson is appointed by the Provost of the University upon recommendation of the dean and approved by the President. The dean shall consult with the appropriate unit faculty prior to making a recommendation. The chairperson may hold academic tenure as a faculty member but not as a chairperson.
- B. At or near the last regularly-scheduled faculty meeting of every third academic year (Spring 2010, 2013, 2016, ...), the tenured and tenurable faculty members shall vote on a recommendation for appointment as Chair. All tenured faculty members are eligible for appointment. Any faculty member who does not wish to serve as Chair must inform the department in advance of the vote. The Chair shall serve a three-year term.
- C. In addition to the Duties of Chairpersons described in Section 16.220 of the CBA, the Department Chairperson shall:
1. Appoint a committee to mentor each untenured faculty member. The committee shall consist of at least two tenured faculty members who shall mentor the untenured faculty member regarding research and teaching effectiveness. The committee will report to the Chair and/or the FEC regarding their mentorship activities and the progress of the untenured faculty member.

2. Obtain teaching evaluations including, when possible, evaluations from former students. All efforts should be made to see that polls of a class are representative of all the people in the class and that the classes polled are representative of the types of chemistry classes taught that year by the faculty member being reviewed. These student and chemistry alumni evaluations, as well as a summary of them (written by the department chairperson), shall be part of a yearly review given to untenured faculty.