

Department of Chemistry Manual

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1. Introduction to The Department of Chemistry

Mission

The Department of Chemistry is located within the College of Arts and Sciences at Drexel University with supervisory oversight from the Dean of the College. The mission of the Department of Chemistry is to produce graduates who:

- Have acquired knowledge and understanding in all sub-disciplines of chemistry and related natural sciences
- Are well prepared to succeed in the next step of their chosen careers.
- Have developed the critical and scholarly thinking and problem-solving skills necessary for advancing in their profession.
- Are prepared to hold leadership positions in which they use their broad knowledge of chemistry to meet the diverse challenges we face in the areas of industrial development, fundamental research, energy, environment and health.

The purpose of this manual is to provide an overview of departmental organization and policies. The Departmental Manual serves as resource for faculty and staff to use in solving various issues that arise, to provide information on the resources that are available, and ensure that decisions made within individual committees are consistent with policies and rules stipulated in the manual.

2. Organization of Department

2.1. Departmental Officers

2.1.1. Department Head. (approved by faculty vote on 19 Sept. 2019)

The Department Head is a tenured member of the faculty who is tasked with the leadership of the department. The Head maintains his/her own research agenda, teaches a reduced load, and engages in professional development in higher education administration. The Head serves as a mentor to faculty colleagues, a collaborator with other college administrative officers, provides communication between the department and the college, advocates for the department's interests to the leadership of the CoAS and of the university, leads faculty in important processes that shape the curriculum and student learning, and effectively articulates the department's mission to internal and external constituencies. The Head is responsible for promoting the selection and retention of outstanding and diverse faculty and staff.

The Head fosters shared governance within the department (e.g., policies and procedures regarding promotion and tenure, policies and procedures for merit evaluations, long-range department planning, curriculum development and program review). The Head may delegate some responsibilities during his/her absence so that the department is appropriately represented outside the department. The Head is responsible for facilitating oversight of the teaching and

research mission of the department, in part through appropriate delegation to departmental committees. The Department Head works closely with the Advisory Committee, appoints the committee chairs, seeks the advice of faculty, staff, and students as needed, to provide leadership of the department's affairs, and determines space allocations. As such, the Head is receptive to questions, complaints, grievances and suggestions from the members of the department, both academic and staff personnel, and from students.

The Head provides leadership for the highest possible level of achievement in the academic programs, research and service activities of the department. The Head articulates the needs and accomplishments of the department, both within and without the department, articulates the department's requests in pursuit of these aims, and facilitates a climate that is hospitable and encouraging of faculty engagement, participation, collegiality, and innovation. The Head is responsible for informing the department of the perspectives and actions of the Dean and other administrators that might affect the department. The Head cultivates alumni relations and is available for participation in fundraising.

2.1.2. Assistant Department Head (approved by faculty vote on 19 Sept. 2019)

The Assistant Department Head is appointed by the Department Head currently or department's full-time faculty members upon recommendation of the Department Head. The appointment period is renewed annually. His/her primary responsibility is scheduling the teaching load among the department's faculty and teaching assistants, and hiring adjuncts for additional instruction needs. The Assistant Department Head will aid the Department Head on additional departmental issues as requested.

2.1.3. Graduate Advisor (approved by faculty vote on 19 Sept. 2019)

The Graduate Advisor is a tenured faculty member elected by the entire faculty of the department. The Graduate Advisor oversees all aspects of the departmental graduate program, serving as the first point of contact for all graduate students. Some of the specific responsibilities include advising graduate students about curricula and course issues, overseeing the scheduling of student exams and mileposts, coordinating student progress through the program including tracking registration exam results and academic performances of the graduate students, adjudicating any disputes between a student and a research advisor, and coordinating requests from the Graduate College. The Graduate Advisor communicates performance related issues (low GPAs) to the students, represents the graduate program on the CoAS Graduate Curriculum Committee and the university, and is an ex officio member of the Graduate Program Committee.

2.1.4. Organic Laboratory Coordinator (approved by faculty vote on 13 Jan. 2020)

The Organic Lab Coordinator is a faculty member selected by the Head of the Department of Chemistry to oversee undergraduate organic lab instruction. The faculty member should be knowledgeable in all organic lab courses including chem 244 and 245 for non-majors, and chem

246, 248 and 249 for chem majors, as well as all relevant lecture courses. Chem 346 Qualitative Organic Chemistry is not the responsibility of the Organic Lab Coordinator. The appointment is for a two-year term (excluding the summer terms) with no cap on the number of renewals. The Organic Laboratory Coordinator may or may not teach the corresponding courses and receives one credit of course release per quarter for fall, winter, and spring. The duties of the Organic Lab Coordinator are provided in the appendix.

2.1.5. General Chemistry Coordinator (approved by faculty vote on 13 Jan. 2020)

The General Chemistry Coordinators are faculty members selected by the Department Head to oversee the team-taught general chemistry service courses. The appointment is for a quarter term with no cap on the number of renewals. The General Chemistry Coordinators coordinate the corresponding courses as part of the teaching teams and receive up to 2 credit course release per quarter for fall, winter, and spring, depending on the class size. The duties of the General Chemistry Coordinator are provided in the appendix.

2.2 Standing Committees

2.2.1. Advisory Committee. (approved by faculty vote on 19 Sept. 2019)

The Advisory Committee (AC) serves an advisory and informational role to the Department Head for the optimal operation of the department. The Advisory Committee is comprised of: the Chairs of the Graduate Program committee, the Instrumentation committee and the Undergraduate Affairs committee, as well as one teaching faculty member, who is chosen by the Department Head to serve a 3-year term. Committee members rotate on and off as their roles on the major committees change. Other committee chairs may be invited to participate on an as-needed basis. The AC discusses a variety of personnel, policy issues, instrumentation, and problems of the department in an advisory role to the Department Head. The AC is formally required to send its agenda to the full faculty in advance of meeting and to send a bullet summary [with possible redactions when privacy is required, such as for personnel issues] to the full faculty after meeting. The Department Head chairs the committee. Typically, the committee meets every two to three weeks except over the summer when issues are addressed electronically or through sporadic meetings.

2.2.2. Undergraduate Affairs Committee (approved by faculty vote on 19 Sept. 2019)

The Chair of the Undergraduate Affairs Committee is appointed by the Department Head. Committee members are suggested to the Head by the appointed committee chair. The committee is responsible for reviewing and making changes to the undergraduate curriculum and plans of study. Any changes are approved by the faculty before submission to the CoAS undergraduate curriculum committee. The committee reviews all new chemistry course proposals before submission to the CoAS curriculum committee. Members of the committee also serve as departmental advisors for undergraduate chemistry majors.

2.2.3. Graduate Program Committee

The Chair of the Graduate Program Committee (GPC) is appointed by the Department Head. Committee members are suggested to the Head by the appointed GPC chair. The GPC chair communicates with the Office of Graduate Admission and with the Associate Dean for Graduate Studies. The Graduate Advisor is an ex officio member of the committee. The committee is responsible for determining the graduate curriculum and for formulating and enforcing the policies of the Graduate Program. The GPC keeps the Graduate Handbook updated and initiates changes to the handbook. All policy changes must be approved by the tenured/tenure track members of the faculty.

The GPC oversees and directs all recruiting efforts. Members of the committee are involved in on campus interviews of graduate applicants and under certain circumstances also in video interviews. The GPC chair solicits priority score worksheets completed by faculty who wish to recruit graduate students; the priority scores are then used to decide who is eligible for recruiting new graduate students with TF support. Subsequent recruiting is based on additional factors that is captured in a flowchart provided in the appendix of this manual. The GPC decides on the admission of graduate prospects and recommends such prospects for financial support (teaching fellowships) to the Department Head. The committee represents the graduate program at open houses.

2.2.4. Instrumentation Committee (approved by faculty vote on 19 Sept. 2019)

The Instrumentation Committee is charged with overseeing the acquisition and ensuring the smooth operation and accessibility of departmental chemical instrumentation as a shared resource for the department community. The Committee is responsible for the development of instrumentation access policies and operating procedures in collaboration with the technical staff members of the department, and serves as an advocate to the larger University community for resources for the acquisition, phased replacement, and upkeep of chemical analysis instrumentation vital to the teaching and research missions of the department. Meetings are held as required. The Chair of the Instrumentation Committee is appointed by the Department Head. Members of the Committee are appointed by the Head in collaboration with the Chair of the Committee. The technical staff members of the department (MS specialist, NMR specialist and Instrumentation specialist) serve as ex officio members of the Committee.

2.2.5. Safety Committee (approved by faculty vote on 19 Sept. 2019)

The Safety Committee is charged with overseeing laboratory safety issues throughout the department. It serves as a resource for safety related information for faculty, staff and students (both graduate and undergraduate) of the department. The Committee also serves as a liaison to and an advocate for the department to University level safety units including the Department of Environmental Health & Safety. Members of the Committee conduct routine inspections of departmental research and teaching laboratories on a regular cycle to help maintain the department's readiness for regular university inspections, as well as upon request. The Committee monitors all reports of incidents or near-misses occurring in both teaching or research laboratories and suggests. The Committee is responsible for the creation and maintenance of department level safety documentation and policies. Meetings are held as required. The Chair of the Instrumentation Committee is appointed by the Department Head. The Chair also serves as the Departmental Chemical Hygiene Officer and represents the department on collegial or

university level safety related committees as required. Members of the Committee are appointed by the Head in collaboration with the Chair of the Committee. A graduate student representative selected by the Chemistry Graduate Student Association serves as a liaison to the graduate students of the department.

2.2.6. Awards Committee (approved by faculty vote on 19 Sept. 2019)

This committee is comprised of at least two members (currently two with involvement by the OSC) who oversee the departmental awards. The committee serves to solicit applications for the various awards, both undergraduate and graduate, that are disseminated through the department. The committee seeks to ensure diverse applications from students throughout the department, in part by checking with a college generated list of students who meet the award criteria and making students aware of their eligibility to apply for an award. Travel awards distributed to students who are presenting at conferences are administered on a rolling basis throughout the academic year. The committee evaluates all applications based on merit and chooses the best awardees. The committee typically meets (formally) on a monthly basis, with informal communications in-between. A listing of awards and their corresponding eligibility criteria is included as an Appendix to this document.

2.3.7. Sustainability Committee (approved by faculty vote on 11 Nov. 2019)

The committee serves to enhance and improve the chemistry department's commitment to green chemistry and sustainability through implementing new material in the classroom and lab as well as looking to improve on existing practices within the chemistry department. The committee facilitates discussion on green chemistry topics that are relevant to both laboratory and lectures classes and their implementation into current curriculum. The committee is comprised of several faculty members and typically meets once a month.

2.3.8. Maryanoff Summer Research Committee (approved by faculty vote on 19 Sept. 2019)

The chair of the committee for the Maryanoff First-Year Summer Research Program in Chemistry is a faculty member selected by the Head of the Department of Chemistry. The chair works closely with the administrative staff members, faculty advisors and the head of the department to coordinate the selection process, orientation and symposium. The specific duties and the selection process are provided in the appendix.

2.3. Non-standing committees

Non-standing committees are appointed by the faculty and by the Department Head on an as-needed basis. In general, these tend to be short-term committees with specific tasks.

3. Faculty

The department is comprised of a blend of non-tenure track teaching/tenure track/tenured faculty. A description of the faculty expectations is provided on the provost's website (<https://drexel.edu/provost/policies/overview/>).

3.1. Faculty Meetings (approved by faculty vote on Feb. 2020)

Faculty meetings are attended by all full-time faculty members of the department (tenured, tenure-track and teaching faculty). Regular faculty meetings are organized by the Department Head, typically every month during the Fall, Winter and Spring Quarters. Additional meetings can be called by the Department Head as needed or on request of 2/3 of the full-time faculty. An agenda is distributed prior to a scheduled meeting, typically a week in advance; minutes are taken and subsequently distributed to faculty members. Minutes are subsequently circulated for review.

A faculty meeting has a quorum if 2/3 of its members are present. If Graduate Program related issues are being dealt with, 2/3 of the tenured/tenure track faculty constitute a quorum. In the absence of a quorum at a scheduled faculty meeting, departmental issues may be discussed among the members present. No vote may be taken which would result in changes in official departmental documents or policies, nor may votes be taken which may impact departmental curricula or hiring recommendations. For an attendance of half to less than two thirds of the faculty, then those faculty present will advise the Department Head on how the vote will be determined (for example, by email).

The faculty will decide on all matters of undergraduate and graduate curricula, general departmental policies, and faculty hires. Issues relating to the graduate program of the department are open for discussion with the faculty as a whole with voting on the graduate program only by the tenured and tenure-track faculty. The faculty will decide on the tenure and promotion policies and oversee their application in accordance with university policy described on the provost's website. Faculty meetings serve a variety of purposes including decisions on initiatives, such as strategic plans, committee deliberations, and reports from the Department Head and standing committees.

3.2. Ethics and Professional Conduct (approved by faculty vote on 13 Jan. 2020).

Those in the Department—faculty, professional staff, and students--are expected to adhere to a high standard of professional conduct and ethical behavior. Two sets of guidelines are relevant, the Drexel University Code of Conduct and the ethical principles of the American Chemical Society. **The Drexel University Code of Conduct** can be found at: <http://www.drexel.edu/cpo.policies/cpo-1/>. The preamble is as follows:

Workplace conduct involving sexual harassment, hostile workplace environment, or discrimination is governed by Title IX, a federal law implemented at Drexel through the Office of Equality and Diversity (OED, <http://www.drexel.edu/oed/>). OED functions to promote, support, and sustain a living, learning, and working environment of diversity, equality, fairness, inclusion, and respect. OED embraces the ideological, intellectual, economic, gender, ability, sexual identity, religious, age, racial, cultural, ethnic, national and all differences of Drexel students, faculty, staff and alumni, and values their contributions in shaping the transformation that Drexel

University has embarked upon, as a global educational leader. Drexel aspires to foster a community where diverse ideas can be evaluated with open dialogue and a respect for diversity; a community that has learned to engage with respect and with humility, honoring our fundamental difference and our sameness.

Problems such as sexual harassment; hostile workplace environment; and discrimination based on race, ethnicity, gender, sexual orientation, religion, and other protected groups are first reported to the departmental supervisor. Usually they are subsequently reported to the Department Head and the Dean of COAS. Ultimately such complaints are investigated by OED. (It is possible to approach OED directly with a complaint without going through either the Department Head or the Dean.)

The American Chemical Society (ACS) ethical expectations are available online: <https://www.acs.org/content/acs/en/careers/career-services/ethics/the-chemical-professionals-code-of-conduct.html> There are several guidelines including conduct with colleagues: Chemical professionals should treat colleagues with respect, encourage them, learn with them, share ideas honestly, and give credit for their contributions. Chemical professionals should carefully avoid any bias based on race, gender, age, religion, ethnicity, nationality, sexual orientation, gender expression, gender identity, presence of disabilities, educational background, or other personal attributes. They should show consistent respect to colleagues, regardless of the level of their formal education and whether they are from industry, government or academia, or other scientific and engineering disciplines.

3.3. Procedure for Complaints (approved by faculty vote on 3 Feb. 2020)

Issues that arise should be addressed following the appropriate chain of command. Issues involving undergraduates should go to the Chair of the Undergraduate Affairs Committee, graduate issues should go to the Graduate Program Advisor, and faculty and staff issues should go to the Department Head. If there is perceived serious supervisor misconduct, this should be brought directly to the Department Head. After meeting with the Head of the Department, any department member or student has the option of approaching the Dean of the Faculty of Arts and Sciences.

3.4. Annual evaluations

Faculty members submit an annual performance evaluation covering research, teaching, and service for evaluation in the fall. The Department has developed a rubric to guide the performance evaluation in each area providing general guidelines for the types of accomplishments that merit the weighted rating. (The rubric is provided in the appendix). Each category provides a list of the types of achievements associated with a particular rating rather than a requirement to achieve all items. There is latitude in ranking within the various categories to recognize factors such as a particularly meritorious publication in a high-ranking journal and the fact that some chemistry sub-disciplines take longer to generate publications than others (faculty should provide supporting information if this is the case). An individual faculty member is likely to achieve different rankings for different items, so that a final assessment is based on an overall average determined by

weighted contributions in each category. New faculty in the first years of their appointment will not be penalized if their performance is lower than other faculty in the department.

As part of the annual evaluation, each tenure track faculty member submits a percent effort indicating how they wish to be evaluated over the next year in the areas of service, teaching, and research. The evaluation percentages must include contributions equal to or greater than 10% and 25% in two of the three categories. Teaching faculty will decide between a 90:10 or a 100:0 teaching: service weighting for the annual evaluation ($0.9 \times \text{teaching score} + 0.1 \times \text{service score}$). Teaching faculty are encouraged to opt for a 90:10 load so that they can develop a strong portfolio that builds a case for promotion.

The Department Head evaluates the material using the rubric provided in the appendix, sends individual evaluations to each person, and after a few days meets individually to discuss the evaluation and the percent effort contributions for the next year. The evaluation will be used to determine merit raises depending on (a) the performance of the faculty member, and (b) the size of the overall merit pool.

3.5. Research Active (approved by faculty vote 13 Mar. 2018)

The Chemistry Department's policy on faculty workload provides additional details that supplement the Provost's workload policy: http://drexel.edu/provost/policies/faculty_workload/

The department's definition of "Research Active" applies only to Tenured Associate and Full Professors, recognizing that tenure track Assistant Professors often have a reduced load to establish a funded research program and a strong publication and teaching record.

A tenured faculty member is considered research active if he/she carries out sustained scholarly activity that supports an independent research program. Evidence over a two-year period includes publishing at least four peer-reviewed research articles or patents, directing student research, having external funding or submitting at least four research proposals, and either they or their students regularly present papers at scientific meetings. Such a faculty member is considered partially research active if he/she meets at least two of the four criteria or meets at least part of all four criteria (e.g., published two papers, submitted one proposal, directed students and had them present at meetings).

Notes:

1. The definition of research active is for an idealized average faculty member teaching one course per quarter whose scholarly activity is flexibly interpreted to accommodate differences arising from the nature of the research field.
2. This definition of research active roughly equates to an average annual merit review which does not presume a positive promotion decision to full professor. Promotion to full professor and annual merit reviews are distinct processes with related but separate expectations.
3. Research proposals should include salary support (when possible), be an equipment grant equivalent to an NSF MRI proposal, or a similar proposal to significantly support an independent research program. The requirement may be satisfied by co-PI status.

4. In accordance with the Provost's policy, tenured faculty who are not research active will have a heavier teaching responsibility.
5. Tenured faculty who are not research active can qualify as research active again by meeting the pro-rated standard over one year. The minimum standard does not distinguish among the ranking of peer-reviewed publications.

3.6. Mentoring

Mentoring of pre-tenure, tenure-track faculty is through a combination of advice from a senior colleague and a meeting with the Advisory Committee. Pre-tenure faculty will be paired with one or more senior colleagues to provide informal advice on a range of issues, though individuals are encouraged to approach any of the faculty for advice.

In the spring of years 1, 2, 4, and 5 tenure-track faculty will meet with the Advisory Committee to provide an informal update on their research, teaching, and service. The tenure track faculty will provide the Advisory Committee with a short update (5 minutes or so) on their achievements since the prior Faculty Annual Report (FAR), which the Advisory Committee will review in advance. Copies of the updated FAR should be sent to members of the Advisory Committee with their score redacted at least one week in advance of the meeting. The meeting is expected to last no more than 1 h. The goal of the meeting is for an informal interchange in which senior faculty can provide feedback in teaching, research, or service contributions, particularly if improvement seems necessary. Equally as important is the opportunity for tenure track faculty to ask questions on their professional development, particularly on future goals.

In years 3 and 6 pre-tenure faculty will submit a formal evaluation for third year review and tenure review, respectively. As preparation for these formal evaluations, tenure track faculty are encouraged to present their research in the departmental seminar program early in the term during their third year and will present a research seminar in the sixth year.

Faculty are encouraged to enroll in the CANOPI program offered through the Office of Faculty Affairs. The CANOPI program uses a 3:1 mentee/mentor model to facilitate the development of professional involvement narratives for Drexel faculty members.

3.7. Retreat

Departmental retreats are single-day meetings held off-site, for the purpose of discussing and planning departmental and program functioning. They are attended by all faculty unless otherwise noted. Retreats are typically held no more often than once per year, though there have been focused retreats sometimes in the spring.

3.8. Seminars

The department organizes a regular seminar series to bring experts to the department for talks reflecting current research topics in chemistry and related areas. Graduate students and faculty are expected to attend all department seminars. These seminars are held weekly during the fall, winter, and spring quarters for one hour with a social/refreshments time just before the seminar. Faculty members are encouraged to meet independently with the speaker and can sign up for a meeting time via the online seminar schedule Google doc. The speaker's host is responsible for

coordinating their lunch for the day of their visit as well as communicating/coordinating any travel requirements with the Office Services Coordinator. Seminars are currently coordinated by the seminar organizer, a faculty member appointed by the Department Head, with the assistance of the Operations Services Coordinator. Lunches and dinners for the seminar speaker and host may be funded by the department with use of the departmental Dragon Card obtainable from the Department Administrator.

3.9. Service

Faculty members are expected to perform service to the department, the college, and/or the university. Such service is typically in the form of committee assignments and administrative leadership. Faculty members receive service assignments from the Department Head. Occasionally a faculty member is asked by an outside unit (e.g., CoAS, the Provost's office, Athletics) to provide service. Any faculty member agreeing to such a request should inform the Department Head, so the faculty member receives credit for this service.

3.10. Faculty Residency Policy (approved by faculty vote on 19 Sept. 2019)

Faculty are expected to hold on-campus office hours to allow for student consultation on teaching issues and for mentoring of graduate students. Faculty who wish to work off campus may do so provided this does not impede their availability to work with students and fulfill their research, teaching, and service duties.

Faculty who wish to reorganize their teaching obligations to provide a quarter without teaching may do so to focus on off-campus research in consultation with the Department Head. The expectation is that the faculty will remain available to their research students and be able to accommodate or reorganize their service responsibilities.

4. Professional Staff

The department has three types of professional staff: office staff (Department Manager, Department Administrator, Office Services Coordinator), technical staff (Electronic Instrumentation Specialist, Instrument Specialist, and NMR Instrument Specialist), and lab staff (Lab Manager and Lab Specialist).

4.1. Annual Evaluation

Professional staff participate in an annual performance evaluation. They are evaluated for their performance in three areas: goals, competencies, and shared values. There is a five-tiered rating system:

1. Exceeded Expectations
2. Achieved More Than Expected Results
3. Fully Achieved Expected Results
4. Partially Achieved Expected Results
5. Did Not Achieve Expected Results

Merit raises are awarded depending on the performance of the staff member and the size of the overall merit pool. For research-funded positions, the size of the raise depends on the ability of the budget to accommodate salary increases.

Goals: In order to be effective, every goal should be written using the SMART criteria: Specific, Measurable, Ambitious & Achievable, Results-based, and with a Time limit.

<http://drexel.edu/hr/career/review/perfevaltips/#perfdevgoals>

Competencies: Communication, Customer Service, Dependability and Adaptability, Initiative, Job Knowledge and Skill Application, Supervision and Management (for those who manage others), Teamwork and Leadership

Shared Values: Quality, Integrity, Diversity, Access, Stewardship, Innovation and Entrepreneurship.

For more information: <http://drexel.edu/hr/career/review/>

4.2. Introductory Period Performance Evaluation for Staff

This initial 90-day evaluation reflects the “at will” nature of employment during the introductory period. Supervisors who determine that an employee is not performing satisfactorily have the opportunity to either extend the introductory period or terminate the employment. Before the 90-day Introductory Period is over, the supervisor rates the employee on each performance goal and competency using a three-point rating scale of Achieved, Partially Achieved, or Did Not Achieve.

4.3. Professional Expense Reimbursement

The Department will reimburse professional expenses on a case-by-case basis. Faculty and staff should provide an estimate sufficiently in advance of any planned expenses to the Department Head for authorization along with a justification for the expenditure. Travel costs associated with recruiting are anticipated to be covered by the Department of Chemistry. In cases where the available funds are insufficient to cover the expenses to present at a meeting the Department of Chemistry tries to provide the balance of support.

5. Graduate Students

Full details of the graduate program can be found in the graduate program handbook, which is available on the web and regularly updated by the Graduate Program Committee (<https://drexel.edu/coas/academics/graduate-programs/chemistry/documents-forms/>).

5.1. Competitive University/External Funding

The current Teaching Fellowship is \$23,500 and scholarship funds to cover 9 credits each quarter. Faculty submitting grants should plan for a stipend for Research Assistants of \$27,500. Supplementary fellowships for doctoral program applications are awarded on a competitive basis during the admission process. There are three kinds of top-up fellowships: Dean’s Fellowships

(2 years of funding at \$5,000 per year), Provost's Gold Fellowships (2 years of funding at \$5,000 per year), and Provost's Blue Fellowships (2 years of funding at \$2,000 per year).

5.2. RA/TA Status Change

Graduate students whose TF/RF status will change need to inform the GPC and the Graduate Advisor as soon as they are aware and should not be any later than two weeks before start of term. The GPC and Graduate Advisor will immediately inform administrators (Department Administrator, Department Manager and Associate Department Head) so that they can make the necessary changes. Faculty advisors who plan to change a student's TF/RF status because of funding or other reasons are asked to alert the chair of the GPC as early as possible because this aids in recruiting new students and in hiring adjuncts where necessary and ensures administrators can process the changes timely.

5.3. Quarterly Review of TAs and Adjunct Faculty

1. The course coordinator must complete an electronic Teaching Evaluation Form for each Teaching Fellow or adjunct who is a laboratory/recitation instructor or tutor, by the end of the final exam week. The Office Services Coordinator will provide the form to all course coordinators by the beginning of week 10 of each term (initially this will be by email but this may transition to a fillable web form).

2. The course coordinator will email a copy of the completed form to each instructor by the end of the final exam week. Instructors will have 72 h to respond to the evaluation and/or to ask the course coordinator for a one-on-one meeting. The comments and/or meetings are optional.

3. The course coordinator must meet with any instructor who received a "Needs Improvement" overall evaluation. If the instructor is a graduate student, the research adviser must also be present at the meeting.

4. Each quarter, after instructors have had the opportunity to respond to the teaching evaluation, the course coordinator will email the completed evaluation form for each instructor to the Office Services Coordinator.

5. At the beginning of the summer term, the evaluation forms for Teaching Fellows will be forwarded to the Graduate Program Committee and evaluation forms for Adjuncts will be forwarded to the Associate Department Head. Renewal of the contracts for Teaching Fellows will require a completed evaluation for each quarter where the individual taught. Instructors with two or more "Needs Improvement" overall evaluations per academic year will lose their teaching stipends or their adjunct position. Instructors with constant "Excellent" overall evaluations per academic year may be recommended for Teaching Excellence Awards from the Department, College, and/or from the University.

6. Evaluation of Faculty

6.1. Adjunct Faculty

Appointment as an Adjunct Instructor is made without any expectation of tenure, and years of service in these positions do not apply toward tenure or any probationary period should an Adjunct Instructor transition to a tenure-track position. Adjunct teaching does not accrue any retirement

benefits or have any implications for obtaining a teaching, research, or tenured/tenure track faculty position at Drexel.

6.2. Teaching Faculty

Promotion of Teaching Faculty is governed by the Office of the Provost's Teaching Faculty Policy. Appointment as a Teaching Faculty member is made without expectation of tenure, and years of service in this position do not apply toward tenure or any probationary period should a Teaching Faculty member transition to a tenure-track position. Per university policy, Teaching Faculty can be appointed at the Assistant, Associate, or Professor level. Teaching Faculty members usually receive a one-year contract initially. After a period of strong performance, a Teaching Faculty member may progressively be offered a two-year then a three-year contract. The Department Head makes the request to the Dean who has the ultimate decision.

Teaching Faculty are eligible to apply for promotion after having completed five (5) years in a given Teaching Faculty rank. For promotion, Teaching Faculty undergo a formal review. The criteria for promotion from Assistant to Associate include the following: demonstrated excellence in teaching and applied visible and durable initiatives in improving their teaching skills, teaching materials, and in curriculum development; involvement in service responsibilities within the Department of Chemistry, College of Arts and Sciences, and the university; and a clearly demonstrated ability to keep abreast of new professional developments and to communicate ideas to students and colleagues so that their own performance is improved. The criteria for promotion from Associate to Full include the following: demonstrated continued excellence in classroom teaching; demonstrated leadership in service responsibilities within the Department of Chemistry, College of Arts and Sciences, and the university; demonstrated continued professional development and leadership in matters of curriculum development, methodological innovation, or appropriate scholarly or artistic contributions beyond that expected of Associate Teaching Faculty; and demonstrated commitment to inspire colleagues and students to greater achievement and identify new developments and best practices. Research is not expected of Teaching Faculty. For those who do engage in research and scholarship, this counts for no more than a small percentage of consideration regarding promotion.

Teaching Faculty submit their written application for promotion with all supporting documentation to the Department Head in accordance with the timetable for promotion of Teaching Faculty established by the Provost. The Department Head then forwards documentation to the College of Arts and Sciences. Although the Department Head may encourage faculty to apply for promotion when he or she thinks it is appropriate, a candidate may take the initiative and present himself or herself for promotion without the initiative of the Department Head. Teaching Faculty who are considering applying for promotion should have informal discussions with the Department Head. Teaching Faculty may apply for promotion no more than once every two (2) years.

6.3. Tenure Track Faculty: Mid-Term (Pre-Tenure) Review

During the third year, a junior faculty member is reviewed by a committee of three faculty colleagues, the Department Head, and the CoAS Dean in what is known as the "mid-term review." This review is designed to provide formal feedback on progress toward tenure and promotion,

with one of three conclusions: (1) appropriate progress is being made, (2) progress is satisfactory but needing certain adjustments, or (3) progress is unsatisfactory and the individual is unlikely to receive tenure or be promoted. In the latter case, the faculty member will receive a one-year contract only and will not remain at Drexel after that. The pre-tenure review provides important information in preparing for the tenure/promotion decision in the sixth year, and also provides a template that is similar in some respects to the later decision on tenure/promotion.

The mid-term review is initiated by a Third Year Review Committee (TYRC) comprised of all the tenured faculty whose rank is equal or higher than that of the candidate. A chair is chosen who convenes the TYRC at the beginning of the academic year (September) during which the review is done. The committee chair solicits a dossier from the faculty member whose performance is under review. The dossier should provide detailed information about a candidate's accomplishments in research, teaching and service. The dossier is submitted to the TYRC chairperson following the timeline on the Provost's website (typically the first day of the winter quarter. The Provost's website provides a description of the procedures for mid-term review (<https://drexel.edu/provost/policies/overview/#T>) as well as a timeline (<https://drexel.edu/provost/calendars/admin-calendars/>).

Members of the TYRC review the dossier and discuss their opinions at a meeting of the committee. The TYRC chairperson writes an evaluation which the committee reviews and approves before sending to the Department Head. If the committee is not in full agreement then... The Department Head writes a report which together with the TYRC's evaluation is transmitted to the candidate who must acknowledge receipt and send any comments on the evaluation within 7 days to the Department Head. Only the tenured faculty, the Department Head, and the candidate have access to the TYRC and Department Head report. The complete dossier with the acknowledgements and comments are forwarded by the Department Head to the Dean of the College of Arts & Sciences.

6.4. Tenure

The Provost's website provides a description of the procedures for promotion and tenure review (<https://drexel.edu/provost/policies/overview/#T>) as well as a timeline (<https://drexel.edu/provost/calendars/admin-calendars/>).

Departmental Procedures for Tenure and Promotion

The name of a candidate applying for tenure or promotion is sent by the Department Head to the Dean of the College at the appropriate time. For tenure and/or promotion to Associate Professor, the tenured faculty convene at a time determined by the Provost's timeline (currently prior to March 1) to appoint a Tenure and Promotion Review Committee (TPRC) and a chairperson. If the case involves the promotion to Full Professor, only the Full Professors of the department convene and appoint the TPRC and a chairperson. The committee consists of a minimum of three eligible faculty members. The chair submits the name of the TPRC to the Dean of the College of Arts and Sciences and the Department Head. The chair of the TPRC ensures that the evaluation process occurs in accordance with the evaluation timeline established by the Provost and maintains a record of all correspondence, particularly with the external reviewers.

Shortly after the TPRC is convened the TPRC meets to select 6-10 external reviewers, following university rules and procedures. The candidate provides a list of 6 potential reviewers. A total of six reviewers are required with less than half from the candidate (e.g., 4 and 2). A final list of reviewers is submitted to the Dean of CoAS for approval prior to the deadline in the tenure/promotion timeline. Once approved by the Dean, selected scholars are contacted by the committee chair to serve as reviewers. Within a period of weeks the research fraction of the candidate's dossier is sent to the selected referees and letters of evaluation are solicited from them. They are given an appropriate deadline.

At the appropriate time dictated by the university's timeline, the candidate submits their dossier to the Department Head: materials describing the accomplishments in research, teaching, and service during the period under review. The candidate must follow the College of Arts and Sciences format for presenting the dossier; a description of the format can be obtained from the Dean's Office on request.

The TPRC reviews the external letters and the candidate's materials. The committee (at their discretion) has the right to procure other information relevant and helpful to the preparation of their report in addition to reviewing the referees' letters and candidate's materials. The committee prepares a report which, together with all other materials from the candidate's dossier, are made available (in the Department Head's office) for departmental tenured associate and full professors to review.

The chairperson of the TPRC committee organizes and chairs a faculty meeting of all tenure-track and tenured faculty members, in the absence of the Department Head and the candidate, to discuss the case. The chairperson appoints a minute taker who writes a report in the form of summary minutes of the meeting that is signed by the minute taker and the committee chair and forwarded to the Department Head. Following the discussion, the tenured faculty convenes to vote on the case(s). For tenure decisions and for decisions concerning the promotion to Associate Professor, all tenured faculty vote. For decisions concerning the promotion to Full professor, all tenured Full Professors vote.

After having received the TPRC report and the summary minutes of the above faculty meeting, the Department Head writes a separate evaluation and recommendation regarding the decision of promotion and/or tenure. This letter and the report of TPRC is forwarded to the candidate prior to a date dictated by the timeline on the provost's website. The candidate reviews the dossier, but does not have access to the external reviews, evaluation of the Tenure and Promotion Committee, and writes a letter of acknowledgement, correcting any errors or omissions, with the option of adding comments. The letter of acknowledgement and comments from the candidate are provided to the Department Head within 7 days. The candidate's acknowledgement and comments, accompanied by the letter from the Head, the report of the committee and all other materials from the candidate's file, including the letters from external referees, are sent to the Dean of the College of Arts & Sciences.

7. Recruiting

7.1. Replacing the Department Head

The department head is usually appointed for a 5-year period, after which they can be reappointed for a second 5-year term. There is a mandatory performance review in Year 5

conducted by the college if a second term is being considered. When a department head steps down, the Dean of CoAS (in consultation with department faculty) can appoint an interim department head while conducting a full search (national in scope) or conduct a more limited internal search if there are candidates within the faculty who appear interested and qualified. See http://www.drexel.edu/provost/policies/department_heads_selection/

7.2. Hiring Faculty

Faculty searches are international in scope, involve at least three members comprising a search committee appointed by the Department Head, and report back to the entire faculty. The search committee works with the Head of Department to create an advertisement and arrange to disseminate recruiting messages to universities and individuals to facilitate applications from high quality candidates. The committee screens the candidate pool to arrive at a short list of approximately 15 candidates, fewer if appropriate, ensuring that a diverse slate of finalists is achieved. Candidates on the short list will be interviewed using a video interface and asked a standard set of questions.

Following the video interviews the committee will present a series of candidates to the faculty to select a sub-set of candidates for a campus interview with one or more presentations and faculty interviews. The Head of Department presents the finalists to the dean who authorizes the department to initiate on-campus interviews with faculty, students, deans, and the provost or their representative. Following the on-campus interviews the faculty meet to select and rank the candidates with the Head of Department presenting the results to the dean. The Dean of COAS conducts negotiations with a candidate with the Department Head facilitating these negotiations.

7.3. Faculty Start-Up

A successful candidate will receive a start-up package for equipment, renovations (if any are needed), chemicals and supplies, salary (summer salary, post-doctoral salary, and graduate student RA salary as requested), and a reduced teaching load. The standard load is one course in the first year, two courses in the second year, three courses in the third year, then four courses until tenure.

7.4. Hiring Adjunct Faculty

Previous employers will be contacted for references when hiring new adjuncts. New adjuncts will be offered a maximum of 3 credits of teaching for their first term to gauge their suitability. Newly hired adjuncts must complete the Bioraft training in advance of their lab assignments. If a new adjunct cannot make the course organizational meeting at the beginning of the term, then they must meet with the course coordinator (or other member of the teaching team). For General Chemistry adjuncts will be able to meet during the first week of the term as the labs do not run in week 1. Any issues with adjuncts should be communicated to the course coordinator and the Head of Department as early as possible.

7.5. Hiring Professional Staff

Professional staff members may be replaced with a search beginning 120 days from the time of the resignation or retirement. The ideal timeline is to initiate the search several months in advance of a staff member's departure so that the replacement occurs immediately after an individual leaves. The search must be approved by the College and by Human Resources. Searches are generally conducted by a search committee appointed by the Head of Department. The searches may be regional and will be organized to comply with [Drexel Human Resources policies](#).

7.6. Graduate Student Recruiting

Faculty who wish to recruit respond to a request from the GPC in the fall asking for faculty who want to recruit to submit their Research Priority Score values. The score is determined by completing an Excel spreadsheet that weights the priority score in favor of pre-tenure faculty and based upon the funding, publication, and student support. The GPC creates a priority list based on the Research Priority Score formalism and works with the Head of Department to create a list of faculty who will recruit students. The recruitment procedure is provided in the appendix.

8. Teaching Load

8.1. Teaching Faculty

The load for teaching faculty is four courses per quarter for three quarters (4-4-4). Teaching faculty wishing to teach additional courses in the summer have the opportunity to coordinate summer teaching with the Assistant Head of the Department.

8.2. Tenured Faculty

The teaching load for research-active faculty is dependent upon the research activity:

1. For faculty whose research is evaluated in the annual evaluation to be 5: 9 contact hours (3-4 courses) per year
2. For faculty whose research is evaluated in the annual evaluation to be 4: 12 contact hours (4-5 courses) per year
3. For faculty whose research is evaluated in the annual evaluation to be 3: 15 contact hours (5-6 courses) per year
4. For faculty whose research is evaluated in the annual evaluation to be 2: 21 contact hours (7-8 courses) per year
5. For faculty whose research is evaluated in the annual evaluation to be 1: at least 27 contact hours (9 courses) per year

8.3. Tenure-track Faculty

The teaching load is lower for assistant professors, typically one course in the first year, two in the second year, three in the third year and four courses per year until tenure. The reduced teaching load is to allow junior faculty to firmly establish a vibrant, funded, research programs, prepare new courses, and devote significant time to seeking extramural funding.

8.4. Buyout/Teaching Reduction

All tenured/tenure track faculty members must teach at least one course per year. Those who are awarded a grant or contract can buy out courses for a reduced teaching load commensurate with their percentage of effort in the extramural project. The relationship between percentage of full-time salary needed to “buy out” of teaching one or more courses is available from the Associate Dean for Research.

The Assistant Head receives a course buyout of 4-credits per term for the academic year. The Graduate Advisor (two-year appointment) does not receive a course reduction but does receive a stipend. The Organic Chemistry Coordinator gets a 1-credit course release per term (two year appointment). Every course coordinator with over 50 students gets 1 credit of course support and 2 credits of course release if over 100 students. If someone is teaching a course for the first time, they receive 1 credit for course development.

8.5. Class Rescheduling and Class Absences

Faculty members teaching classes are expected to be present in each class. This applies even if a guest lecture is being conducted. On occasion there may be a justification for missing a class (e.g., a national conference at which one is presenting). Cancelling a class without arranging for a replacement should not occur for more than one class per term.

Classes may be rescheduled if no students in the class indicate a conflict. Faculty may also attempt to reschedule classes that were cancelled by Drexel's closure (e.g., for weather-related reasons), but should be prepared to offer a sound educational alternative to students by means other than in-class contact if courses are cancelled because of inclement weather.

8.6. Teaching of Electives

New courses need to be developed in consultation with the Undergraduate Affairs Committee. In addition to a syllabus, an advertising and recruitment plan need to be developed. Teaching of the course must be approved by the Department Head which is best discussed early in the course development process. Once the course is approved by the Department Head the course will be passed to the Assistant to the Head for scheduling.

9. Fiscal Policies and Resources

Purchasing must be done through approved vendors. Details are available from the Department Administrator. See <http://www.drexel.edu/procurement/makingPurchases/overview/>

9.1. Purchasing Card (PCard)

Procurement Services offers the Purchasing Card (PCard) to qualified employees to assist in making simple, non-personal transactions. An overhead account and/or extramural funding is required for the credit card, allowing purchases to be charged to a Drexel account (e.g., grant, overhead, department). Issuance of a PCard is based on purchasing need. PCard holders must use the PCard responsibly and in a manner consistent with the University's mission, ethical practices, policies, applicable laws and regulations. Cardholders are responsible for all purchases and returns/refunds made to their account, as well as monthly reconciliation and maintaining all records and receipts. Budget managers that delegate PCards to individuals also delegate the scope of responsibility to that individual. The university secures credit; there is no individual credit check or liability (other than for fraudulent use). **Lost or stolen cards need to be reported immediately to both JPMorgan Chase (800-270-7760) and the PCard Administrator at pcard@drexel.edu and notify the Department Administrator 215.895.2660.**

Note: Purchasing alcohol for planned events must be approved in advance by both the Department Head and the university. See the Department Administrator in Disque 314 for details.

Using a PCard reduces paperwork (Purchase Requests and check requests), allows an employee to deal directly with suppliers, decreases processing time, and eliminates the need for using and reimbursing personal funds. The PCard **cannot** be used for personal expenses.

PCards should be used for Purchase Requests (\$4,999 or less) such as:

- Dues, memberships, licenses, and application fees
- Conference and seminar registration fees
- Books, publications, periodicals, subscriptions, reprints, newsletters, and video and audio recordings
- Advertisements
- Interlibrary loans to external libraries
- Photography, art, shop, and lab supplies
- Computer supplies and *non-network* software
- Airline, hotel, and rental car reservations for University-related **business** travel

Payment for meals or catering that meet the criteria set forth in these guidelines must be made using a University P-Card and as follows:

- a. Request approval from the Department Administrator for meal expenses that adhere to the [Business Meal Expense Pre-Approval Form \[PDF\]](#) prior to the event whenever feasible or as soon as possible afterward;
- b. Request approval from Department Head for special request that may go beyond the guidelines.
- c. Adhere to the P-Card Policy, including submission of an itemized receipt; and
- d. Include the following information in the Transaction Notes:

1. Business purpose of the meal;
2. Name of venue, location, date, time of event/meal if not ascertainable from the transaction detail and/or receipt (e.g., catering expenses); and
3. Names and business relationship of meal attendees (for large events without an ascertainable invitation list, provide the number of attendees, a general description of the invitees, and their connection to the function).

Payment for meals or catering with personal funds followed by a request for reimbursement:

- a. Request approval from the Department Administrator or Department Head prior to the event whenever feasible or as soon as possible afterward;
- b. Adhere to the Business Travel Expense Policy, including submission of an itemized receipt; and
- c. Complete the [Business Meal Expense Approval Form \[PDF\]](#) to travel@drexel.edu.

University funds may not be used to provide meals during business meetings unless the meal is proven to be necessary and integral to the business meeting.

For a meal to be considered integral to the meeting, it should be included as part of a meeting that takes place over a period of two hours or more during a reasonably accepted meal period with an agenda that requires a working meal, and not simply offered as a matter of convenience.

The inclusion of Drexel faculty and professional staff at these business meetings should be kept to a minimum, and meal costs should be kept to a reasonable level within the maximum limits provided within these guidelines.

Approved business meal per-meal, per-person maximum limits are as follows (including approved alcohol, applicable taxes, and appropriate gratuity):

Breakfast	Lunch	Dinner
\$25	\$35	\$80

Using University funds to provide meals for frequent or routine meetings, including staff or team meetings, is prohibited.

Meals in local restaurants with only Drexel faculty and professional staff are not reimbursable. Meals in local restaurants with suppliers, consultants or contractors are generally not eligible for payment using Drexel funds, are not reimbursable, and are considered a personal expense unless there is a business purpose for the meeting not being conducted on campus.

These guidelines do not apply to meals associated with University sponsored travel.

SHIPPING ADDRESS

When having purchased items mailed to you, your shipping address **MUST** include:

- Your Name**
- Your Department**
- Your Building and Room Number**

Delivery Addresses: Drexel's Central Receiving and Mailroom will receive all packages and mail delivered to the University. For items shipped via UPS or FedEx, Central Receiving will deliver to Disque Hall 303, where you will need to sign a package log when retrieving packages. For items shipped via USPS, the Mailroom will deliver to the Main Office and the Office Services Coordinator will distribute in each individual mailbox located in front of the Main office.

Department faculty, staff, and students should use the following shipping address:

Items being delivered via UPS or FedEx:

Name, Department of Chemistry, 3141 Chestnut Street, Disque Hall 303, Philadelphia, PA 19104.

Items being delivered via USPS (Regular Mail):

Name, Department of Chemistry, 3141 Chestnut Street, Your Building and Office number, Philadelphia, PA 19104.

BILLING ADDRESS

When placing orders with your PCard, use the billing address listed on your PaymentNet profile. This information can be obtained by logging into the [PaymentNet website](#), clicking on *Menu*, and then *Profile*.

9.2. Instrumentation Policy (approved by faculty vote 11 Feb. 2019)

Departmental instrumentation (NMR, MS, AFM, Raman, and the Analytical Instrumentation Lab) is available for use within the department by faculty and their research personnel without cost. Drexel researchers outside the department are charged for the use of instrumentation and for the cost of training in cases where external researchers use the department's instrumentation.

9.3. Overhead Accounts

Faculty members with grants are provided with overhead accounts for their share of indirect (Facilities and Administrative, or F&A) costs from grants and contracts. F&A costs are the portion of costs that support sponsored projects but are not directly charged to sponsored funds. The current F&A Agreement can be found on the Research Office website.

<https://drexel.edu/comptroller/research-accounting/financial/facilities-agreement/>

The funds in overhead accounts should be used for research activities. The expenditure of funds must comply with University policies (see previous section)

Within CoAS, the F&A (often called "indirects") share for investigators is 8% of the overall F&A costs collected on a research project. If there are multiple investigators, the 8% indirect costs will be split between the investigators per the credit split listed in the COEUS entry. For example, if a Principal Investigator (PI) receives 80% of the credit split and two other Co-Investigators (Co-I) receive 10% each, and the total F&A collected for a project during the fiscal year is \$100,000, then 8% of the total is \$8,000. Of the \$8,000 the PI receives \$6,400 (80%) and the Co-I's each receive \$800 (10%).

The timing of the deposit of F&A costs is variable. Typically the indirect cost has been deposited in the spring following the end of the prior fiscal year. This means that F&A funds

collected July 2013- June 2014 would be deposited into the overhead accounts in March 2015. The deposits are managed by the Associate Dean for Finance and Administration in CoAS.

9.4. Bridge Funding

The goal in providing departmental research support is to bridge faculty until they obtain external research funding. Faculty who do not submit grants are ineligible for support. The support is based on graduate students (up to a maximum of 3 students) and undergraduate students (up to a maximum of 4) who are performing research and remain compliant with Drexel's safety training. First year graduate students who are not enrolled for research credits and any student not registered in BioRaft is excluded from support. Faculty provide the Department Administrator with a list of their full time graduate and undergraduate students in the fall as described in the appendix.

The funding allocations to support the research expenses of graduate and undergraduate students:

- All lab members must have completed their safety training as shown in BioRaft by a screen shot provided to the Department Administrator
- For the 2018/2019 AY \$1000 per full year for each graduate student up to a maximum of 3 students (first year students are excluded until the summer the following fall term in their second year).
 - Any student being paid from research grant is ineligible
 - \$300 per undergraduate student up to a maximum of 4 students
 - Office supplies, liquid nitrogen, nitrogen, demurrage all Airgas orders, and dry ice will be covered by the department
 - CHEM 493 purchases will be covered by the department; CHEM 497 purchases covered by Faculty Support
 - Faculty must relay any change of a student's status by contacting the GPC, and receiving approval, by Week 4 of term prior to the term when the changes are implemented.

9.5. Travel Reimbursement

<http://drexel.edu/comptroller/general-accounting/policies-procedures/travel-policies/reimbursements/>

Business Mileage Reimbursement. For reimbursement at the standard mileage rate check the website: <https://drexel.edu/procurement/policies-resources/policies/travel-policies/business-mileage-reimbursement/> . Business mileage does not include your normal commute to and from work. When business travel originates from your home, subtract your "normal round-trip" commuting miles from the total miles associated with the trip.

Local Business Travel. All travel charged to the Department of Chemistry (rather than to a grant or contract) must be approved in advance by the Department Head. Drexel University will reimburse its faculty, staff and other appropriate individuals for authorized local business and entertainment expenses incurred while conducting University business in the *metropolitan*

Philadelphia area. Reimbursement will be made for expenses that are properly authorized, reasonable and appropriately documented as submitted on the Local Business and Entertainment Expense Report. All Drexel faculty and professional staff are expected to exercise appropriate care in incurring such expenses. Because the University is a non-profit, charitable, educational institution, a 501(c)(3) organization as defined by the IRS, expenses should be moderate both in frequency and in amount. Only actual expenses will be reimbursed. Individuals should neither gain nor lose personal funds while conducting business on behalf of the University.

By signing the Local Business and Entertainment Expense Report [PDF], both the individual and their supervisor certify that the report is complete and accurate. Reimbursement of business-related expenses will not occur without such certification and approval, as well as all required information and documents including justifications and receipts.

9.6. Check Requests (Reimbursing Purchases)

Authorized purchases are reimbursable by submitting documentation of the purchase (receipt) to the Department Administrator in Disque 314. If the purchase is to be reimbursed by the Department, then authorization must be obtained from the Department Head prior to purchase. If the reimbursement is to be drawn from a grant, contract, or overhead account, then only the authorization of the PI is needed. Reimbursement typically takes about 6 weeks, so purchases should be made using a P-Card whenever possible.

9.7. Keys

All students, faculty, and staff will provide a \$20 deposit for each key they require. The deposit will be fully refunded on return of the key or used to cover the cost to the department for a replacement if the key is lost. Keys are managed by the Office Services Coordinator located in the Main Office.

9.8. Reserving Rooms

There are a number of rooms on the Drexel campus available for hosting professional and social events. To get more information about what is available and the size of each, please talk with the Office Services Coordinator. If there will be a cost for the event (associated with food, drink, or a reservation fee), then this must be approved by the Department Head (if the Department is paying) or coordinated with the Department Administrator (if an outside organization is supporting it).

Disque and Stratton Hall conference rooms can be reserved for meetings, small classes or events during normal business hours, Monday through Friday. You can make a room request by checking with the Office Services Coordinator. The conference room should be left in its original condition, with tables and chairs returned to their original positions. All debris should be picked up, and the room cleaned, before vacating the conference room.

9.9. Coffee/ Tea

Coffee is available for faculty, staff, and graduate students in the Disque 307 conference room. Coffee is 50 cents per cup. Milk and sweetener is provided; participants must provide their own cup.

9.10. Facilities

General maintenance (e.g., burned-out light bulbs, overflowing toilet, heating problems, etc.) is typically covered by the University rather than charged to the Department. Requests beyond the scope of general maintenance are likely charged to the Department and can include services such as transportation (deliveries/trips), non-contracted trash removal, campus moves, space renovations, signage, installation of equipment, event set-ups, special departmental projects, special event requests, renovations and other miscellaneous duties. Facilities can be reached at (215) 895-1700 for non-chargeable work orders. Chargeable projects must be approved by the Department Head. See <http://drexel.edu/facilities/workOrders/Overview/>

9.11. Data Sharing

Microsoft OneDrive / Microsoft 365 / Sharepoint accounts (with 1 TB of storage and access to Microsoft Office) are available to Drexel students, faculty and staff. See <https://products.office.com/en-us/student/office-in-education>

9.12. Submitting a Research Proposal

The following outlines the process that pertains to all faculty, staff, and students who are interested in submitting a research proposal for funded research.

Office of Research Proposal Development & Processing Guidance:

<http://drexel.edu/research/pre-award/proposals/processing/>

1) Contact the Department Grants Administrator to determine what steps must be followed to submit your research proposal

2) All new projects for all schools and departments at Drexel are entered into COEUS and approved using this system: <http://drexel.edu/research/resources/coeus/>. Records and Completed Proposals/Applications to the Office of Research must be submitted three (3) business days prior to the sponsors' due date, and CoAS requests 1 additional day, so the entry should be submitted four (4) business days prior to the sponsor's due date.

<http://drexel.edu/research/resources/forms-and-policies/Policies/Submission%20Deadline%20Procedure/>. Contact the Grants Administrator to determine what steps must be followed to submit your research proposal.

3) Grants supporting PhD student stipends are required to include 5k of tuition per year at a minimum. Training programs may support more, and as an incentive to include those in budgets, excess tuition above 5k will split 50-50 between the College and the departments, with the understanding that the returned money be used for graduate education, broadly defined. The minimum tuition rates for the next few academic years are:

2019-2020: \$5500
2020-2021: \$5500
2021-2022: \$5500
2022-2023: \$6000

9.13. Grant/Contract Approval

Once a faculty member or a student has been awarded a grant, the Notice of Award should automatically be forwarded to the Department Grants Administrator as well as the Pre-Award Contact in the Office of Research. Depending on the amount funded, a budget revision may be necessary.

Once the new COEUS entry is approved (for budget revision), or if the old entry is still applicable, the Office of Research will check for Compliance and Financial Interest Disclosure before activating the new award. When the new award is activated, the Office of Research will send an email along with the fund number and request for any applicable personnel to be added to the grant. The Department Grants Administrator will assist in setting up personnel.

Appendix

Annual Faculty Evaluation Rubric

Research				
1	2	3	4	5
<p>Not research active:</p> <ul style="list-style-type: none"> • No publications • No presentations • No external funding or submissions 	<ul style="list-style-type: none"> • 1 publication* or patent. † • Directs students and/or research personnel resulting in a thesis or presentations at regional or local meetings. 	<ul style="list-style-type: none"> • 2 publications* or patents.† • Directs students and/or research personnel leading to co-authored publications. • Has submitted research proposals to external agencies. • Faculty member and/or students have presented contributed papers at regional or local meetings. 	<ul style="list-style-type: none"> • 3 publications* or patents.† (Is the corresponding author on the majority of these papers.) • Significant student mentoring as evidenced by co-authoring papers. • Some external financial support and continues to seek additional funding • Has given external oral presentations, students have presented at national or regional meetings. 	<ul style="list-style-type: none"> • >3 publications* or patents.† (Is the corresponding author on the majority of these papers.) • Significant student mentoring as evidenced by co-authoring on papers, or defense of dissertation. • Externally funded by a major federal or industrial grant and continues to seek additional funding. • Has given external, invited oral presentations, students have presented at national or regional meetings.
<p>* Must be peer reviewed. † Will be counted in the year first submitted. Other considerations: undergraduate first authors, other extraordinary publications, invited book chapters, recipient of a research award, publication of a book, level of funding (multi-year, PI vs Co-PI).</p>				

Teaching				
1	2	3	4	5
<ul style="list-style-type: none"> • Fulfills contractual obligations: prepared for class, on time with minimal absences, timely posting of grades. • No evidence of course revision or updates. • Student course surveys have an average score of 1. • No student feedback is provided by the withdrawal date. • No student advising 	<ul style="list-style-type: none"> • Shows evidence of measures to enhance student learning in at least one course. • Minimal evidence of course revisions. • Minimal undergraduate or graduate advising. • Student course surveys have an average score of 2. • Insufficient student feedback during the quarter. 	<ul style="list-style-type: none"> • Shows evidence of good teaching in at least one course. • Evidence that successful learning techniques from past years continue to be used. • Advises several undergraduate or graduate students. • Student course surveys have an average score of 3. 	<ul style="list-style-type: none"> • Shows evidence of very good teaching in two or more courses. • Provides evidence that the class material is regularly updated, or improved, or incorporates innovative teaching. • Provides evidence for introduction of new teaching techniques or material. • Involved in successful teaching projects as documented by poster presentations. • Student course surveys have an average score of 4. • Coordinated a major component of a large enrolled courses. 	<ul style="list-style-type: none"> • Shows evidence of excellent, innovative teaching in two or more courses. • Provides evidence that the class design is improved or significantly modified. • Develops and teaches a new course. • Involved in successful teaching projects as documented by conference presentations, co-authorship on educational papers, or organizing teaching/pedagogical workshops and/or faculty learning communities (FLC). • Student course surveys have an average score of 5. • Coordinated a major component of two or more large enrolled courses.
<p>Other Considerations: Receipt of a teaching award, outstanding recognition of teaching by students, involved in major course revisions, receives several substantiated student complaints, low student evaluations because of unreasonable grading/expectations, course material is sub-standard, submission of grants for external funding related to instruction, obtains external financial support for projects related to instruction.</p>				

Service				
1	2	3	4	5
<ul style="list-style-type: none"> • Did not significantly contribute to departmental service. • Did not serve on any committees. • Has not contributed any professional service. • Did not attend any departmental seminars. 	<ul style="list-style-type: none"> • Limited participation in departmental events (recruiting faculty and students). • Served on one departmental, college, or university committee. • Attended a few departmental seminars. 	<ul style="list-style-type: none"> • Some participation in departmental events (recruiting faculty and students). • Served on two departmental, college, or university committees. • Attended departmental seminars. • Reviewed manuscripts (<5) for a peer-reviewed journal or 1 grant proposal. • Occupied a <i>member</i> role in professional organizations and/or chemistry-relevant community service. 	<ul style="list-style-type: none"> • Good participation in departmental events (recruiting faculty and students). • Served on three departmental, college, or university committees, at least one of which involved a major role such as chairing the committee. • Active reviewer of manuscripts for peer-reviewed journals (> 4) and grant proposals (2-5 reviews per year). • Editorial board member for a peer-reviewed journal. • Occupied an <i>Officer/Director</i> role in professional organizations and/or chemistry-relevant community service. • Attended most departmental seminars. • Chaired a symposium or session at a professional meeting. 	<ul style="list-style-type: none"> • Significantly involved in departmental events such as open house presentations, accepted student days. • Served on four or more departmental, college, or university committees, at least one of which involved a major role with major responsibilities such as chairing the committee. • Participated on a study section/grant review panel. • Active reviewer of manuscripts for peer-reviewed journals and grant proposals (more than 5 reviews per year). • Editor for a peer-reviewed journal. • Attended virtually all departmental seminars and met with seminar guests. • Organized a scientific meeting, held a major office(s) in a professional organization(s).
Additional considerations: extraordinary contributions, program directorship, non-stipendiary departmental appointment, major university post, a service recognition award.				

Organic Lab Coordinator

The duties include but are not limited to:

1. Serve as the point person for student issues in the organic lab courses.
2. Revise existing experiments to work correctly.
3. Design new experiments to replace existing experiments.
4. Hold regular meetings at the beginning of each term to discuss the upcoming term, any changes made, and any issues from the previous term. Arrange meetings at the end of each term to learn of issues that were encountered. Provide additional instruction in course policies to new instructors.
5. Update manuals as needed, usually about once a year.
6. Supervise grades so that grading is reasonably consistent between different sections.
7. Check regularly with the Lab Director for operational problems.
8. Evaluate all TAs and instructors with input from the Lab Director.
9. Form team to evaluate: textbook selection, lab manual composition, labs, safety videos, lab write-ups, and the emphasis on sustainability.

Maryanoff Committee Chair

The specific duties of the chair of the committee include but are not limited to:

1. Solicitate research proposals from the faculty members of the Department of Chemistry.
2. Review the research proposals, select faculty advisors for the program and recommend them to the head of the department. The final decision on the research advisors is made by the head of the department.
3. Establish the guideline and timeline for the students' application and selection process for the program.
4. Put together a program announcement to solicitate applications from students of the College of Arts and Sciences.
5. Process the applications and gather the additional information of the applicants.
6. Provide the information of applicants including their essays to the research advisors.
7. Work with the faculty advisors to identify a list of applicants whom they wish to interview for the positions in their research groups.
8. Inform the selected applicants for interviews.
9. Finalize a list of applicants (i.e., invitees) who will be invited to participate in the program upon the completion of the interview process. The decision is made based on the feedback from the faculty advisors. Resolve issues and conflicts if necessary.
10. Have the head of the department to approve the list of invitees.
11. Send out the official invitation to the invitees.
12. Help the research advisor to identify an alternate if an invitee declines the invitation.
13. Inform the rest of the applicants the decision of rejection on their applications with the assistance of the staff member after all the invitees have accepted the invitations.
14. Organize an orientation for the program.
 - a. Introduce the program to the Maryanoff scholars including history, timeline, symposium, etc.
 - b. Have the Department Administrator discuss the campus housing reservations and time reporting.
 - c. Have Maryanoff scholars from previous years to conduct some Q and A.
15. Confirm student acceptance and have Department Administrator initiate the hiring of the Maryanoff scholars (i.e., invitees).
16. Assist Department Administrator with reserving campus housing for the program

17. Monitor the progress of the program and resolve any issues when arise.
18. Organize the Maryanoff Symposium for the program
 - a. Inquire about the availability of all parties involved including Drs. Maryanoff, faculty advisors and Maryanoff scholars.
 - b. Notify everyone the date and time for the Symposium.
 - c. Prepare for the symposium including reserving a meeting room, ordering food, and requesting a parking permit for Drs. Maryanoff.
 - d. Post an announcement on various available information outlets.
 - e. Instruct the Maryanoff scholars about the presentation.

Maryanoff First-Year Summer Research Program in Chemistry Selection Process

Selection Protocol (Note: all dates are subject to change)

1. Research proposals will be solicited from the faculty of the Department of Chemistry:

Time: A solicitation for research proposals will be sent to the faculty of the Department of Chemistry by last Friday of October.

Proposal requirement:

- One page in length
- A brief description of the project that the student will be working on and the significance and relevance of the project to the faculty's current research.
- A statement concerning the skills and knowledge which the student will be able to acquire from working on the project.
- Due in two weeks (by the end of the second week of November)

2. Selecting faculty research advisors for the Maryanoff First-Year Summer Research Program in Chemistry.

Criterion:

- Available funding
- Quality of the proposal
- Past success as an undergraduate research advisor

3. An announcement will be posted to all Drexel first-year students who are enrolled in the following majors: Biological Sciences, Chemistry, Environmental Science, Environmental Studies & Sustainability, Geosciences, Mathematics, Nutrition Science, Physics, Psychology and Science (undecided). A eligible student is allowed to apply other Drexel research programs while being considered for this program.

Time: An announcement will be posted during the first or second week of December.

Announcement:

- Stipend (up to \$4000 depending on the number of research hours performed) and housing are provided. The eligibility to work is required.
- Commuter option.
- Starting date
- Research proposals from the faculty research advisors

- Each program participant is required to participate in the Maryanoff First-Year Summer Research Symposium and give a 10-minute power point presentation of his/her summer research to the donors, Drs. Bruce and Cynthia Maryanoff. The symposia will be held in Fall term.
- Application requirement:
 - A short (one page or less) essay on why you want to do research
 - Identification of the first, second and third choice of the research project
 - Declaration of the time period available to conduct summer research
 - Due in one month (last Friday of week 3 of winter term)

4. The information on all the applicants will be collated

Information:

- Name, ID, e-mail, major
- Research interest, availability, commuter option
- GPA, grade of chemistry course (from Drexel registrar office)

5. The applicants' information along with their essays will be sent to each faculty research advisor. Each advisor will be responsible for reviewing the information and developing a list of the applicants (i.e., finalists) whom he/she is interested to interview.

- The list will be due back to the committee in two weeks, i.e., by the end of week 5 of winter term.

6. The finalists will be asked to schedule interviews with their potential faculty research advisors. Upon the completion of the interviews, each advisor will be responsible for providing the committee with a ranking of the interviewees. The committee may request an update from the selected finalists on their research interests.

- The interview needs to be completed by the end of week 5 of winter term.
- Faculty research advisors should not make a promise of hiring to any applicant in any form in this process.

7. The committee will finalize a list of the applicants (i.e., invitees) who will be invited to participate in the Maryanoff First-Year Summer Research Program in Chemistry.

- A faculty research advisor will be granted his/her top choice unless there is a conflict with the choice of another faculty advisor.
- In the event that the first choices of two faculty are the same, then the student will be asked to choose between the two faculty.
- Any selection issues that arise will be mediated and decided by the selection committee.

8. The committee will submit the list of invitees to the head of the Department of Chemistry for approval.

9. The invitees will be notified of their selection by the end of week 6.

- The invitees will be given three days to either accept or decline the invitation.
- The faculty research advisor may go with an alternate if the invitation is declined by his or her choice of applicant. Additional interviews may be scheduled if needed.
- An invitee who accepts the invitation to participate in the Maryanoff First-Year Summer Research Program in Chemistry is now a Maryanoff scholar.
- The acceptance of the invitation is binding. A Maryanoff scholar is not allowed to switch to another Drexel research program (e.g., STAR program).

10. Remaining applicants will be notified by week 7 with a decision of rejection once all the invitees have accepted the invitations.

11. The committee will initiate the hiring of Maryanoff scholars.

Forms/Links

Undergraduate and graduate program links are provided below along with a link to the graduate student handbook.

[Undergraduate Programs](#)

[BS/MS Program](#)

[MS Program](#)

[PhD Program](#)

[Drexel University Graduate Student Handbook](#)

Graduate Recruiting Procedure

The recruitment of graduate students follows the process below:

- The GPC Chair will provide a list of suitable candidates available to recruit. The Department Manager will screen applicants to ensure a minimum level of competency, but faculty should check each applicant's credentials to ensure they meet the program requirements. This screening is important to avoid bringing an unqualified candidate to campus for an interview.
- Recruiting faculty contact promising candidates and conduct online interviews to narrow the candidates to one or two individuals. If the candidates are acceptable the faculty member consults with the GPC to invite candidates for a campus visit. If the candidate has a particularly strong application, an offer may be extended prior to the campus visit. The intention of extending an offer before a campus visit is to facilitate the department in obtaining a Dean's Fellowship for the applicant.
- The GPC then notifies the recruiting faculty member and the Office Services Coordinator (OSC) who then work together to arrange the candidate's itinerary ensuring that the candidate meets a group of graduate students (typically for lunch), other faculty in the same discipline, most of the GPC, and the Head of Department.

- The recruiting faculty member sends the invitation to the candidate copying the OSC. During the interview process the faculty recruiter should ensure that the candidate understands the offer would be to work specifically with them.
- The OSC works with the candidate on an itinerary and travel arrangements and email the candidate the final itinerary copying faculty, the Head of Department, the GPC, and the Department Administrator (DA).
- If the travel costs are anticipated to be higher than the \$200 allocation (see below) then the recruiting faculty member works with the DA for a travel budget overage who work with the Head of Department on a the travel budget decision.
- The candidate will forward any reimbursement forms to the DA.
- If the recruiting faculty member wants to offer the prospect a place in his/her research group, he/she will request the GPC to recommend a TA offer to the Department Head
- The GPC will confer and let the recruiting faculty and the Department Head know their recommendation.
- If the Head concurs, the OSC will create an offer letter, scan and email a copy to the candidate, and send a hard copy to the candidate by USPS.
- Faculty wishing to recruit a candidate following the interview should request that the GPC issue the candidate an offer.
- The GPC provides a collective evaluation of the candidate and checks that the suggested candidate meets the minimal requirements for admission and for receiving a TA stipend. If the GPC has concerns, those will be conveyed to the respective recruiting faculty. The final decision on issuing an offer and TA-stipend rests with the GPC.

The graduate student recruiting costs are paid from the departmental budget so need to be cleared with the DA. Expenses expected to be less than \$200 will automatically be covered but anything greater needs to be authorized by the DA. The OSC also needs to be involved because that person will help set up the travel, particularly parking, hotel, and ticketing.

1. **Full-Time Ph.D. Student Candidates.** The department will cover expenses incurred in recruiting full-time Ph.D. student candidates up to \$200.00 for:
 - Lunch with current graduate students (up to \$50.00)
 - On campus parking if applicable (the department requires 72 hours advance notice)
 - Travel expenses, which include mileage, toll, train/bus tickets, and flights

If a FT Ph.D. candidate's travel expenses will significantly exceed \$200.00, the faculty host must work with the department administrator before the candidate finalizes travel plans to determine the amount of overage that will be approved. Factors that may affect approval of overage could include, but are not limited to, the distance of travel, limited travel options, necessity of an overnight hotel stay (currently around \$250/night), and the availability of departmental funds.

2. **Part-Time Ph.D., Full-Time MS and Part-Time MS Student Candidates.** The department will cover expenses incurred in recruiting Part-Time Ph.D., Full-Time MS and Part-Time MS student candidates up to \$70 for:

- Lunch (up to \$50)
- On campus parking if applicable (the department requires 72 hours advance notice)

If a PT Ph.D./FT MS/PT MS candidate's expenses will significantly exceed \$70, the faculty host must work with the department administrator before the candidate's itinerary is finalized to determine the amount of overage that will be approved. Factors that may affect approval of expenses over the \$200 limit could include, but are not limited to, the distance of travel, limited travel options, and the availability of departmental funds.

Computer Help

Information Resources and Technology (IRT) is available for help with most computer issues.

General computer problems: IRT helpdesk, consult@drexel.edu, 215-895-2020

- Problems setting up or connecting to a networked printer: IRT helpdesk, consult@drexel.edu, 215-895-2020

Printers

The department has one network printer. Most Mac and Windows set-ups should be automatic once the IP address is entered and the printer model is recognized. If not, use the web to download the driver first. Canon Color LaserJet Pro M252dw. IP: 129.25.29.57

Location	Ink	Copy machine?	IP address
Disque 305	Greyscale	Yes	chemcanon.chemistry.drexel.edu

Software

Drexel maintains a software server at <https://software.drexel.edu/>. Commonly-used software on this site includes SPSS, Microsoft Office, Endnote and Adobe Acrobat Pro, though offerings differ by year and by faculty versus student status. You must be connected through VPN (see above) to access this software if you are off campus.

Appendix: Duties of the Organic Laboratory Coordinator:

(approved by faculty vote on 25 Nov. 2019)

1. Address issues and concerns of instructors and students.
2. Establish the instruction guideline including the grading policy.
3. Provide the instructional materials (lab manuals, course general information, course syllabi, lab notebook guidelines, instructor guidelines, and safety sheet) to instructors before the beginning of each term.
4. Hold the orientation meeting at the beginning of each term to discuss issues from the previous term and changes made for the current term.
5. Coordinate the training of new instructors.
6. Lead collaborative efforts in
 - a. Writing lab finals for chem 244, 245, 246, and 248.
 - b. Updating all lab manuals, usually once a year.
 - c. Revising existing experiments.
 - d. Incorporating new experiments including those with a sustainability component.
 - e. Developing new instructional materials (e.g., safety and lab technique demonstration videos, pre-lab and post-lab worksheets).
 - f. Designing experiments for lab practical finals.
7. Submit book orders for chem 244 and 245 lab manuals for the following term.
8. Supervise the final grade submission to ensure the compliance with the grading policy.
9. Evaluate the teaching of TAs and adjunct instructors at the end of each term with input from the Organic Lab Director and feedback from students.
10. Contact the printing service for publishing the new version of lab manuals.

Appendix: Faculty priority score rubric for graduate recruiting:
(approved by faculty vote on 10 October 2019)

Approved by TT faculty
10 October 2019

Have you been with the department > 1 year and want a new TA? If no, STOP. If yes, start with $P = 0$.

N is the number of years* since you signed a new TA. $P = P + N$

*First-year faculty automatically get 2 TA lines and are not subject to this priority score calculator

X is the number TAs currently in your group.
If any one of those TAs is past candidacy $P = P - X^2$
If none of those TAs is past candidacy $P = P - X$

•Left out as too subjective and difficult to quantify:
•Conference presentations
•Publicity

Y is the number of RAs in your group supported by indirect-producing grants.
Y' is the number of RAs in your group otherwise supported. $P = P + Y + Y'/2$

*Years are rounded to nearest smaller integer.
** includes both grads and undergrads
†full time PhD students + (1/3)part time PhD students

W is the number of years since you joined the department

IF (untenured and $W < 6$): $P = P + (5-W)$

For each indirect-producing grant on which you are PI or Col. $P = P + (\%responsibility)/100$

For each non-indirect-producing grant on which you are PI or Col. $P = P + (0.5) \times (\%responsibility)/100$

B is the number of peer-reviewed papers you published per student† in the last 3 years with one of your students** as first author.
B' is the number of peer-reviewed papers you published per student† in the last 3 years without one of your students as first author.
 $P = P + (B + B'/3)$

If you do not have an active indirect-producing grant: Let C be the number of years since you last submitted a proposal. $P = P - C$

D is the number of years since your last paper was accepted. $P = P - D$

E is the number of patents granted to you in the past year. $P = P + E$

Your priority score is P.