Tenure and Promotion Policy
Department of Chemistry

The granting of tenure and/or promotion to faculty holding the rank of assistant professor or above is established under the criteria and procedures stated in the TCU Faculty/University Staff Handbook. Recommendations are based on the candidate's performance and promise in teaching, research, service (including student advising), and professional development. Among these, teaching and research count most heavily. All members of the department are expected to contribute effectively to teaching, to pursue independent research, to direct graduate students in Master's and Doctoral programs.

Promotion to Associate Professor with Tenure

For the promotion of a candidate from assistant to associate professor, an initial review is conducted by all of the tenured members of the department (specified as the Tenure Committee). Subsequently, the Chair submits his or her recommendation to the Departmental Advisory Committee whose function it is to advise the Chair on a preferred course of action. Subsequent procedures also are in accordance with accepted University policy. In considering a candidate for promotion, all tenured members of the department are expected to familiarize themselves with the candidate's record and future plans; particular responsibility falls on those members most knowledgeable in the candidate's field of research.

Evaluation of Research and Creative Ability. Included among the measures for evaluating research and creative ability and promise are the quality and number of publications in refereed journals, the quality and number of technical lectures delivered at professional meetings, the quality and number of theses/dissertations directed, the quality and number of external grant proposals submitted (and the number funded), and the level of sophistication of scientific interaction with other members of the faculty. In applying these criteria it is important in all cases to rank quality above quantity, although the latter cannot be ignored. In instances where external funding has been difficult to obtain and/or where graduate student involvement and support has been minimal, special attention must be given to the issue of quality and to the long term prospects of the research program of the candidate. It is advisable in all instances to solicit letters of evaluation from persons outside the department, generally outside the university (see below). Because tenure decisions establish the character of a department for many years into the future, it is vitally important to consider not only the candidate's accomplishments of the moment but his or her plans and prospects for the future. Insight into this should be solicited from other faculty members as well as from the candidate him or herself by means of interviews, written statements, and grant proposals.

Evaluation of Teaching Performance. Teaching ability, generally construed as classroom teaching ability, is weighed equally with research accomplishment when considering a candidate for promotion. The means for evaluating it, however, are somewhat less objective than those for research. In large part, the committee must depend on class syllabi, on seminars delivered by the candidate, on carefully interpreted student evaluations, and on the informed comments of those faculty who have interacted with the candidate most closely on matters of classroom teaching. It is desirable for one or more faculty members to sit in on some of the lectures of the candidate, both at the undergraduate and graduate level. Good teaching, of course, can also take place outside the classroom and research provides an important pedagogical vehicle. The productivity of the candidate's research students and the attractiveness of his or her work to graduate and undergraduate students can also be an indication of good teaching.
Evaluation of Advising and Service Activities. A third responsibility of a faculty member consists of student advising and/or other service activities. Faculty members not involved in advising are expected to accept an adequately proportionate share of other service obligations which can include, for example, participation in departmental, college, and university committees, participation in the speaker's bureau, etc. Advising and/or service activities are a necessary but not sufficient component comprising the criteria for promotion.

Evaluation of Professional Development. Professional development is expected of all faculty members and is appropriately considered as inseparable from the teaching and research components. For example, faculty are expected to attend scientific meetings to communicate their research results and to stay abreast of current research developments. Similarly, faculty are expected to keep informed of new ideas and techniques in teaching that can enhance their effectiveness in the classroom.

Letters of Evaluation. Letters of evaluation will be solicited from individuals well acquainted with the candidate's research. The Chair compiles a list of names by consulting with the candidate and with members of the Tenure Committee. It is the candidate's prerogative and obligation to point out external referees whom he or she believes might be biased or unfair. The Chair, in consultation with the Tenure Committee, then compiles a list of appropriate referees which, generally, should include at least five individuals. To each of the referees the Chair will send a letter indicating the promotion under consideration along with a dossier on the candidate which will include a curriculum vitae, reprints of publications in print, and preprints of manuscripts submitted and in press. All letters of recommendation will be transmitted to the Dean, along with the department's recommended course of action.

Annual Review. Each year the Chair solicits an up-dated curriculum vitae from each untenured, tenure-track faculty member, copies of which are circulated to the members of the Tenure Committee. A meeting is then called by the Chair, at which the status of the candidate is discussed. The Chair summarizes the results of this review in a letter to the candidate, the wording of which preserves the anonymity of the members of the Tenure Committee. One copy of the letter goes to the faculty member, one copy is placed in the departmental files, and a copy is sent to the Dean of the College. In exceptional cases, where early recommendation for tenure or for dismissal is perceived to be a possibility, the department may undertake a complete review according to the protocol described above.

Promotion to Professor

For the promotion of a candidate from associate to full professor an initial review is conducted by all of the full professors of the department. Subsequently, the Chair submits his or her recommendation to the Departmental Advisory Committee whose function it is to advise the Chair on a preferred course of action. Subsequent procedures also are in accordance with accepted University policy. In considering a candidate for promotion, all full professors of the department are expected to familiarize themselves with the candidate's record and future plans; particular responsibility falls on those members most knowledgeable in the candidate's field of research.

Evaluation of Research Accomplishments. The same general criteria apply for promotion to full professor as described above for promotion to associate professor, but with greater emphasis on accomplishments than on promise. The degree of national and international recognition plays a significant role, as measured by the quantity and quality of papers published in refereed journals,
invitations to participate in conferences, invitations to participate in collaborative research projects, invitations to write review chapters in specialized research areas, invitations to serve on national or international committees or review panels, awards, or other recognitions of professional competence.

**Evaluation of Teaching Performance.** Although research accomplishments generally provide the centerpiece for promotion to full professor, the evaluation of teaching performance must not be neglected. It is essential for the future of the department and the university that all the members of the faculty be accomplished and respected teachers, and this vital activity must not be sacrificed to research involvement. Thus, the candidate whose research credentials qualify him or her for promotion to full professor also must have demonstrated a serious and continuing commitment to good teaching.

**Evaluation of Service Activities.** See above.

**Evaluation of Professional Development.** Visibility within the profession, as indicated by invited lectures, editorship of journals, research grants received, and awards won is clearly a positive factor for promotion to full professor, but in itself does not substitute for excellence in teaching and research. Faculty are expected to request merited leaves of absence and to use them to good professional advantage.

**Letters of Evaluation.** See Above.

**Addendum**

**Multi-authored Scholarship.** To an ever-increasing extent, papers in the sciences are multi-authored, with the authorship sometimes in alphabetical order, sometimes in the order of extent of contribution, sometimes in chronological order of participation on the project, sometimes with the senior author's name first, sometimes with the senior author's name last, etc. The contribution of any particular individual frequently is not easily discernible from the list of authors alone, and additional information must be sought in such instances - sometimes by reviewing a group of papers in which the individual is a co-author; sometimes by direct discussion with one or more of the other authors of the paper(s) in question. The quality of the journal in which a paper is published plays a significant role in assessing the stature of the work. Consequently, work that appears via electronic publishing, which is seldom if ever refereed, cannot yet be given much weight. This is likely to change in the future, but until such publications are held to the same standards of presentation and refereeing that currently obtain for the best of today's hard copy journals, electronic publications must be relegated to second class status.

**Professional ethics.** Faculty members are expected to adhere to the ethical conduct code adopted by the TCU Faculty Senate as well as the professional ethics codes of American Chemical Society.