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CRITERIA AND PROCEDURES FOR TENURE AND PROMOTION
IN THE DEPARTMENT OF CHEMISTRY AND BIOCHEMISTRY
UNIVERSITY OF SOUTH CAROLINA

Adopted October 1, 1978

Amended May 4, 1981

Amended April 19, 1993

Amended May 12, 1997

I. PROCEDURES

A. Right of Faculty to Consideration for Tenure and/or Promotion In accordance with University regulations, each year all faculty, except tenured full professors, will be considered for tenure or promotion or both, as appropriate. While the administration considers recommendations for tenure and promotion separately, the Department of Chemistry and Biochemistry will recommend tenure for assistant professors, only if they are also qualified for promotion. Therefore, the Department of Chemistry and Biochemistry will generally consider simultaneously its recommendations for tenure and promotion of assistant professors. It is conceivable, however, that for those assistant professors who have held faculty appointments at other institutions, the Department may wish to recommend promotion without a recommendation for tenure. (See section III for additional details.)

Individuals may waive candidacy for tenure, promotion, or both. However, in order that the senior faculty may monitor the progress of their junior colleagues and formulate constructive criticism to help them achieve their career goals, the Department of Chemistry and Biochemistry requires that a non-tenured faculty member submit a tenure and promotion file for an internal progress review (identical to the Preliminary review specified subsequently in this document) during the third year of service and every year

thereafter until the final year of evaluation. A tenured Associate Professor shall be required to submit his/her file for such an internal review at least once every five years. If the candidate has waived the right to formal consideration for tenure or promotion or both, then an external review of the candidate will not be conducted, even though a Departmental internal review may still be required.

B. Composition of the Tenure and Promotions Committee

The Tenure and Promotions Committee will consist of all the tenured faculty of the Department acting as a committee of the whole. For consideration of promotion, deliberations and voting will be restricted to tenured faculty of rank higher than that of the candidate. The Chair of the Tenure and Promotions Committee shall be a tenured full professor to be selected by vote of the faculty as a whole prior to April 15 each year; however, the Chair of the Department cannot serve as the Chair of the Tenure and Promotions Committee.

C. Voting Procedures of the Tenure and Promotions Committee

The Chair of the Tenure and Promotions Committee shall give all appropriate faculty members at least three days advance notice of any meeting of the Committee. On all procedural questions, a simple majority of members present will be sufficient to decide the issue. For purposes of discussion or procedural action on tenure and promotion matters, a quorum shall constitute 51 percent of all faculty eligible to vote on the matter under consideration. 67% of all eligible voters, not counting those on leave who elected not to vote, must vote positively for a favorable recommendation for tenure or promotion. All eligible voters must vote ("yes", "no", or "abstain") on tenure and promotion recommendations.

The Department Chair shall be required to attend all meetings of the Tenure and Promotions Committee and may participate in discussions except when he/she is being considered for tenure and/or promotion. However, since the Chair's opinion is cast in the

Chair's recommendation, he/she is not permitted to vote also as a member of the Tenure and Promotions Committee.

D. Timetable for Notification of Candidates Eligible for Tenure and/or Promotion

Each year by April 15, the Department Chair will (1) ensure the election of the Tenure and Promotions Committee chair, (2) notify each untenured faculty member regardless of rank and each assistant and associate professor of impending tenure and promotion considerations, and (3) ask the candidates to prepare and submit a resume of professional activities and accomplishments, hereafter referred to as the "Tenure and Promotions file". A copy of such notification will also be sent to the Dean of the College of Science and Mathematics with a request for any information the Dean may wish to provide. The Department Chair will inform candidates of a timetable for submission and preliminary review of their files that is in accord with the University calendar for the Tenure and Promotion process. Should a candidate choose to waive consideration for promotion and/or tenure, the candidate must notify the Department Chair by letter prior to the date for submission of files (with a copy sent to the Chair of the Tenure and Promotions Committee). Otherwise, the candidate shall submit his/her file to the Chair of the Tenure and Promotions Committee.

E. Information to be contained in the Tenure and Promotions File

The candidate will follow the format of the University Tenure and Promotions File. A list of major subject headings is provided below. In some cases, where noted, the Department places additional restriction and/or requests information from the candidate in addition to that stipulated by the University. (Parentheses indicate lettering on the actual T&P Candidate File.)

1. Voting form (I.A.)
2. List of all supporting material submitted by the candidate (I.B.)

3. Curriculum vitae (II.)
 - a. Personal data (II.A.)
 - i. Name (II.A.1.)
 - ii. Education history (II.A.2.)
 - iii. Employment history (II.A.3.)
 - iv. Honors and awards (II.A.4.)
 - v. Names and addresses of outside referees. (II.A.5.) The candidate will provide names, addresses and phone/FAX numbers of three referees from outside the University who are competent to judge the value of the candidate's scientific work. None of these referees may be individuals with whom the candidate has had a close professional connection (e.g., dissertation advisor, postdoctoral supervisor, research collaborator, etc.).
 - b. Teaching summary, all teaching experience at USC (II.B.1.)
 - c. Scholarly and creative activities summary (II.B.2.)
 - d. Service activities summary (II.B.3.)
 - e. Teaching history (II.C.)
 - i. Research supervision (II.C.1.)
 - aa. Post-doctoral research programs (II.C.1.a.)
 - bb. Supervision of doctoral programs (II.C.1.b.)
 - cc. Supervision of masters research programs (II.C.1.c.)
 - dd. Undergraduate student supervision (II.C.1.d.)
 - ee. Other research supervision (II.C.1.e.)
 - f. Teacher Evaluation. (II.C.2.)The candidate must include summaries of the student evaluations that are conducted routinely for all of the standard lecture/laboratory courses in the Department.

- g. Scholarly and professional publications. (II.D.) If a book or manuscript is co-authored with another professional colleague, the candidate must provide a statement describing the candidate's actual contribution to the work.
 - i. List of books (II.D.1.)
 - ii. List of refereed publications, in print or in press. (II.D.2.) If a publication is listed as "in press", a copy of the acceptance letter should be presented. The candidate must supply a copy of each reprint or preprint of work performed at the University of South Carolina. Individuals with two or more years of postdoctoral or faculty level experience at other institutions may include copies of work performed at the postdoctoral/ faculty level in other institutions.
 - iii. List of abstracts and unrefereed publications. (II.D.3.)
- h. List of scholarly exhibits and performances in the arts (often does not apply). (II.D.4.)
- i. Other scholarly activities (II.D.5.)
 - i. List of publications submitted or under review (II.D.5.a.)
 - ii. List of papers presented at professional meetings (II.D.5.b.)
 - iii. Seminars (II.D.5.c.)
 - iv. List of book reviews (II.D.5.d.)
 - v. List of grant proposals submitted in last three years. (II.D.5.e.) Please list all grants submitted, not merely those for the last three years, and if a decision has been made by the funding agency, indicate if the project was funded or not funded. Under costs indicate the amount of direct costs and indirect costs and clearly indicate the period covered.
 - vi. Manuscripts and proposals reviewed or refereed (by title, and journal or agency) (II.D.5.f&g.) This information will not be submitted to outside reviewers.
 - vii. Other consulting, review panels, etc. (II.D.5.h.)

- j. Professional and public service (II.E.)
 - 1. Advisory and consulting services to private and government agencies (II.E.1.)
 - ii. Clinical activities (II.E.2.)
 - iii. University and community services (II.E.3.)
 - aa. Administrative and committee duties (University). (II.E.3.a.) Please list in three categories: Departmental, College, University. Indicate if you were the Chair.
 - bb. Community (II.E.3.b.)
 - cc. Professional or learned society (II.E.3.c.)
 - dd. Other (II.E.3.d.)
- 4. Faculty member's personal statement. (III.) Candidates for tenure are encouraged to include a personal analysis of their achievements, goals and an assessment of their program and strategies for reaching these goals.
- 5. Additional material for inclusion in candidate's file: (IV.)

The Department Chair will forward to the Chair of the Departmental Tenure and Promotions Committee any other relevant material concerning the candidate. This might include a summary of Departmental and University research support and any information received from the Dean. If the candidate holds a joint appointment in some other academic unit of the University, the recommendation of the Chair or Director of that unit will also be solicited by the Chair of the Department and included in the candidate's file.

F. Review of Candidate's Tenure and Promotions File

- 1. Preliminary Review. The Tenure and Promotions Committee will study the material received. As a result of this preliminary review, the Committee may conclude that the candidate is not ready for tenure or promotion or it may decide to conduct a

complete review. The Committee must complete the preliminary review, and the Chair of the Tenure and Promotions Committee, in consultation with the Department Chair, must notify the candidate by letter of the results of that review within one week. The Chair of the Tenure and Promotions Committee shall advise the candidate of the results of the Committee's discussions and the basis for its recommendations without compromising the confidentiality of these discussions. Should the Committee recommend against tenure or promotion on the basis of the preliminary review, the candidate has a period of 7 calendar days after being formally notified of this recommendation during which he may request, in writing to the Chair of the Committee, a complete review. If so requested, the Committee will then proceed with a complete review.

2. Complete Review

- a. External Reviewers. For a complete review the Department will proceed to solicit advisory letters from no fewer than five external reviewers who are considered to be experts in the candidates field of study. External reviewers should have no affiliation with the University of South Carolina system. The external reviewers will be selected by the members of Tenure and Promotions Committee. Reviews will be solicited from two of the suggested reviewers submitted by the candidate. It shall be the duty of the Chair of the Tenure and Promotions Committee to solicit these letters. All external reviewers will be sent full versions of the candidate's file, excluding individual student teaching evaluations if these were included by the candidate. It will be the responsibility of the external reviewers to provide their personal analysis of the candidate's productivity and achievements, particularly with respect to scholarly work. The complete criteria are listed in Section II of this document. The external reviews will be included in the candidate's file. Within the legal limits, the names of all external reviewers shall not be revealed to the candidate.

b. Review by the Members of the Tenure and Promotions Committee

Following receipt of the complete set of external reviews, the members of the Tenure and Promotions Committee will have a period of at least one week in which to review the file of each candidate under consideration. At a meeting on or about October 15, the Committee will meet and vote by secret ballot on one or more of the following options for each candidate.

i. Promotion

ii. Tenure

In accordance with University regulations, all ballots must contain a written justification of the vote. The voting privileges of faculty who are unable to be present at the committee meetings are defined below. The Chair of the Committee shall collect the ballots and record the vote. This information will be placed in the candidate's file and the file forwarded to the Department Chair with the recommendations of the Tenure and Promotions Committee.

c. Voting Privilege of Faculty Who are Unable to Be Present at Committee Meetings

Any faculty member who will be on leave during the proceedings of the Tenure and Promotions Committee and who notifies the department chairman about the desire to vote before the beginning of the leave may elect to receive by mail a complete copy of the candidate's file. If appropriate, ballots identical in nature to those used by other members of the Tenure and Promotions Committee at the preliminary review and the final review will be included in this mailing. The faculty member on sabbatical leave may respond in writing in any manner he/she wishes. That member may vote and will be counted as part of the voting faculty providing the member's written ballot is received prior to a deadline set by the Chair of the Tenure and Promotions Committee. If the member on sabbatical does not wish to vote or if that member's vote is not available by the

deadline, then that member will not be counted among the faculty eligible to vote. For any other faculty member who must be absent from a Tenure and Promotions Committee meeting for a legitimate reason, a ballot identical in nature to those used by other members of the Tenure and Promotions Committee will be provided for his/her use. All ballots submitted by absent faculty members must be mailed or given to the Chair of the Tenure and Promotions Committee, who will include them with all other ballots. Any ballot from an absent faculty member (other than one on sabbatical leave) received after the adjournment of the meeting will be counted as an abstention. In no case will an oral vote be counted.

G. Action Following Vote by Tenure and Promotions Committee

The Department Chair shall forward the recommendations of the Tenure and Promotions Committee to the Dean. The Chair will report the results of the vote, including the total number eligible to vote, and will explain the absence of votes from any potentially eligible faculty members due to sabbatical leave or other excused absence. The Chair will also include his/her own recommendation. The Department Chair shall inform the candidate by letter of the action of the Committee and discuss his/her own recommendation to the Dean. In the case of a decision not to recommend tenure or promotion, the Department Chair will review with the candidate the reasons for this decision and provide the candidate with a written summary of the discussion by the tenured faculty and will provide specific constructive suggestions for improvement of the candidate's performance when appropriate. At this point the candidate may request in writing that his/her complete file be forwarded through administrative channels even though it lacks the positive recommendation of either the Tenure and Promotions Committee or the Department Chair. Otherwise, the Department Chair need send only a statement of the action by the Tenure and Promotions Committee to the Dean. The Department Chair will forward to the Dean a list of those faculty members who decline

candidacy for tenure and/or promotion. Individuals not recommended for tenure or promotion, except those in their final year of evaluation or already notified of termination, will be reviewed in subsequent years without prejudice. For a probationary appointment, the final year of evaluation is defined as the year immediately preceding the final year of the appointment.

II. CRITERIA

A. General criteria

1. Scholarly Work, including:
 - a. The quality and number of
 - i. original research reports published in scientific journals
 - ii. review articles
 - iii. books authored
 - b. Funding
 - i. The dollar value of extramural funding obtained for research
 - ii. The level of University support provided for the candidate's research program and the candidate's use of those resources.
 - c. The number of scientific presentations given at
 - i. professional meetings
 - ii. symposia
 - iii. at other universities or research institutions.
2. Teaching Performance in formal classroom instruction will be assessed based on student evaluations and peer reviews with regard to:
 - a. Content: Is material presented appropriate to the course taught?
 - b. Clarity: Is material presented in a clear and organized fashion?
 - c. Style: Does the delivery of information interest and stimulate the audience?
 - d. Fairness: Is grading done impartially with regard to a published scale and criteria announced in the course syllabus?

- e. The number of graduate students who have obtained degrees or who are currently pursuing degree programs under the candidate's direction will also be considered under the area of teaching performance.
3. Service, including:
- a. Participation on Department, College, and University committees
 - b. Evaluation of manuscripts for professional journals and/or proposals for granting agencies
 - c. Service on editorial boards and review panels
 - d. Service in official posts in professional organizations
 - e. Anything else that brings credit to the University.
4. Personal Characteristics that affect the candidate's interactions with members of the University community, particularly as relate to:
- a. ability to work constructively with others to achieve common goals
 - b. maintenance of high ethical standards in all aspects of candidate's professional life.

B. Specific Criteria for Promotion to Associate Professor with Tenure

1. Scholarly work. The candidate must demonstrate a commitment to continued scholarship as evidenced by a research program that is based on his/her own initiative and that has advanced significantly beyond, or is independent of, dissertation and postdoctoral research accomplishments. The work must be clearly recognized as having been executed at the University of South Carolina and should be published in refereed scientific journals. Although collaborative research efforts with colleagues at the University and elsewhere are honored and encouraged, it must be possible to identify the candidate's creative and independent contributions to the research accomplishments. While the number of publications expected will depend on factors such as the candidate's field, a minimum number will typically be an average rate of one reviewed publication

for each year spent at USC. This material as a whole is expected to be of high quality and significance to the candidate's field. These characteristics will be assessed in part by the reputation of the journals in which the work is published, by the perception of the members of the Tenure and Promotions Committee, and importantly, by the aggregate opinion of the external reviewers.

The candidate must have actively sought appropriate levels of extramural funding to support his/her research program, and is expected to have been successful in this endeavor. The level of extramural funding is one measure by which the overall quality of the candidate's research will be assessed. In general, the level of extramural funding is expected to be sufficient to sustain the major portion of the candidate's research program and to be commensurate with the investment the University may have made in the candidate's research program. The aggregate opinion of the external reviewers will be of value to the Tenure and Promotions Committee in determining how the candidate's level of funding compares to comparable individuals at institutions similar to USC.

2. Teaching. The candidate should have demonstrated a clear commitment to providing a high quality, interesting, and fair educational experience for students in the courses that have been taught at USC. High quality in this context refers to the clear and organized presentation of material appropriate to the course. Interesting and fair were defined above in section II.A.2. Assessment of performance in formal courses will be as described above in section II.A.2. The presence of a significant number of graduate students working under the candidate's direction will also be considered a positive indication of the candidate's teaching effectiveness at the graduate level. Teaching performance will be assessed by regularly administered surveys of student opinions of faculty teaching and by evaluations of lecture style, organization and content made by colleagues who have attended and/or viewed videotapes of the

candidate's lectures. Participation in laboratory and curriculum development and in student advisement will also be considered.

3. Service. Required service will normally be limited to participation on Departmental Committees, on which the candidate is expected to work in a cooperative and constructive manner.
4. Personal Characteristics. The candidate is expected to have shown an interest and ability to work together with others to achieve common goals and to uphold the highest ethical standards in the conduct of scientific research, teaching, service, and in all relationships with students and professional colleagues within the University and elsewhere.

^d C. Specific Criteria for Tenure at the Level of Associate Professor

1. Scholarly work. The candidate must demonstrate a commitment to continued scholarship as evidenced by a research program that is based on his/her own initiative and that has advanced significantly beyond, or is independent of, dissertation and postdoctoral research accomplishments. The work must be clearly recognized as having been executed at the University of South Carolina and should be published in refereed scientific journals. Although collaborative research efforts with colleagues at the University and elsewhere are honored and encouraged, it must be possible to identify the candidate's creative and independent contributions to the research accomplishments. While the number of publications expected will depend on factors such as the candidate's field, a minimum number will typically be an average rate of one reviewed publication for each year spent at USC. This material as a whole is expected to be of high quality and significance to the candidate's field. These characteristics will be assessed in part by the reputation of the journals in which the work is published, by the perception of the members of the Tenure and Promotions Committee, and importantly, by the aggregate opinion of the external reviewers.

The candidate must have actively sought appropriate levels of extramural funding to support his/her research program, and is expected to have been successful in this endeavor. The level of extramural funding is one measure by which the overall quality of the candidate's research will be assessed. In general, the level of extramural funding is expected to be sufficient to sustain the major portion of the candidate's research program and to be commensurate with the investment the University may have made in the candidate's research program. The aggregate opinion of the external reviewers will be of value to the Tenure and Promotions Committee in determining how the candidate's level of funding compares to comparable individuals at institutions similar to USC.

2. Teaching. The candidate should have demonstrated a clear commitment to providing a high quality, interesting, and fair educational experience for students in the courses that have been taught at USC. High quality in this context refers to the clear and organized presentation of material appropriate to the course. Interesting and fair were defined above in section II.A.2. Assessment of performance in formal courses will be as described above in section II.A.2. The presence of a significant number of graduate students working under the candidate's direction will also be considered a positive indication of the candidate's teaching effectiveness at the graduate level. Teaching performance will be assessed by regularly administered surveys of student opinions of faculty teaching and by evaluations of lecture style, organization and content made by colleagues who have attended and/or viewed videotapes of the candidate's lectures. Participation in laboratory and curriculum development and in student advisement will also be considered.
3. Service. Required service will normally be limited to participation on Departmental Committees, on which the candidate is expected to work in a cooperative and constructive manner.

4. Personal Characteristics. The candidate is expected to have shown an interest and ability to work together with others to achieve common goals and to uphold the highest ethical standards in the conduct of scientific research, teaching, service, and in all relationships with students and professional colleagues within the University and elsewhere.

D. Specific Criteria for Promotion to Professor

The candidate should demonstrate the continued development of a significant, creative, and independent research program as evidenced by a substantial record of research publications in highly regarded journals and a favorable recommendation from the majority of outside reviewers. International recognition of the candidate's research accomplishments should also be evident as indicated by invitations to speak at international meetings, service on conference organizing committees or editorial boards, and publications of major reviews of the field. The candidate will normally have a record of substantial levels of funding from extramural sources in support of his/her research program. The candidate is expected to have a clear record of positive contribution to the educational function of the Department. One indication of such a contribution is that the faculty and students perceive the candidate's formal courses as having a positive role. The candidate should also continue to attract graduate students to his/her research program. The candidate should be able to present a record of positive service on a variety of levels within the University, such as Department, College, and University Committees. It is also expected that candidates will have been called on by professional journals or review panels to review manuscripts for publication or grants for funding.

III. NEW APPOINTMENTS AND TENURE AT ADVANCE LEVELS

The following criteria apply to the appointment and tenure of external candidates at advanced levels.

- A. New Appointments at Advanced Levels. For appointment at advanced levels, external candidates will be expected to have achieved a level of accomplishment in their employment elsewhere that is comparable to that expected of an internal candidate at the appropriate level. The accomplishments of the external candidate shall be subjected to both internal and external review using the same criteria as for internal candidates, as described above in this document.
- B. Tenure at Advanced Levels. In view of the long-term commitment represented by a grant of tenure, the Department may choose to delay a tenure consideration for new appointments made at advanced levels or when early promotion to Associate Professor is made for an individual with prior faculty-level employment elsewhere. In such a case, during the ensuing probationary period the candidate is expected to demonstrate performance at the University of South Carolina commensurate with the criteria used for promotion to the candidate's rank. That is, if a candidate was hired with a rank based on performance elsewhere, the candidate is expected to continue to perform at the level appropriate to that rank as defined by the criteria described in this document.