Promotion and Tenure Procedures, Chemistry Department

**Purpose:** To articulate the standards and procedures for promotion and/or tenure for the Department of Chemistry

**Applies to:** Faculty within the Department of Chemistry

**General Provisions**

_Scope and Purpose._ The award of tenure and/or promotion in rank are among the most important and far-reaching decisions made by the Department of Chemistry because an excellent faculty is an essential component of any outstanding institution of higher learning. Promotion and tenure decisions also have a profound effect on the lives and careers of faculty. Recommendations concerning promotion and tenure must be made carefully, based upon a thorough examination of the candidate’s record and the impartial application of these criteria and procedures, established in compliance with the Faculty Senate Rules and Regulations (FSRR) Article VI.

It is the purpose of this document to promote the rigorous and fair evaluation of faculty performance during the promotion and tenure process by (a) establishing criteria that express the department’s expectations for meeting University standards in terms of disciplinary practices; (b) providing procedures for the initial evaluation of teaching, scholarship, and service; (c) preserving and enhancing the participatory rights of candidates, including the basic right to be informed about critical stages of the process and to have an opportunity to respond to negative evaluations; and (d) clarifying the responsibilities, roles, and relationships of the participants in the promotion and tenure review process.

Each level of review, including the initial review, the intermediate review, and the University level review, conducts an independent evaluation of a candidate’s record of performance and makes independent recommendations to the next review level. Later stages of review neither affirm nor reverse earlier recommendations, which remain part of the record for consideration by the Chancellor. It is the responsibility of each person involved in the review process to exercise his/her own judgment to evaluate a faculty member’s teaching, scholarship, and service based upon the entirety of the data and information in the record. No single source of information, such as peer review letters, shall be considered a conclusive indicator of quality.

_Academic Freedom._ All faculty members, regardless of rank, are entitled to academic freedom in relation to teaching and scholarship, and the right as citizens to speak on matters of public concern. Likewise, all faculty members, regardless of rank, bear the obligation to exercise their academic freedom responsibly and in accordance with the accepted standards of their academic disciplines.

_Confidentiality and Conflicts of Interest._ Consideration and evaluation of a faculty member’s record is a confidential personnel matter. Only those persons eligible to vote on promotion and tenure may participate in or observe deliberations or have access to the personnel file (except that clerical staff may assist in the preparation of documents under conditions that assure confidentiality).

No person shall participate in any aspect of the promotion and tenure process concerning a candidate when participation would create a clear conflict of interest or compromise the impartiality of an evaluation or recommendation.

If a candidate believes that there is a conflict of interest, the candidate may petition to have that person recuse him/herself. If a committee member does not recuse him/herself, a decision about whether that person has a conflict of interest shall be made by a majority of the other committee members.
**Promotion and Tenure Standards**

**General Principles.** The University strives for a consistent standard of quality against which the performance of all faculty members is measured. Nonetheless, the nature of faculty activities varies across the University and a faculty member’s record must be evaluated in light of his/her particular responsibilities and the expectations of the discipline. These criteria state the department’s expectations of performance in the areas of teaching, scholarship, and service necessary to satisfy the University standards for promotion for the award of tenure and/or promotion to associate professor and for promotion to full professor, or equivalent ranks.

Teaching and scholarship should normally be given primary consideration, but the particular weight to be accorded to each component of a faculty member’s activities depends upon the responsibilities of the faculty member. The College has traditionally recognized the 40-40-20 formula for weighting research, teaching, and service, except when weight is given to unclassified academic staff members pursuant to their job description.

**Teaching.** Teaching is a primary function of the University, which strives to provide an outstanding education for its students. The evaluation of teaching includes consideration of syllabi, course materials, and other information related to a faculty member’s courses; peer and student evaluations; a candidate’s own statement of teaching philosophy and goals; public representations of teaching; and other accepted methods of evaluation, which may include external evaluations.

High quality teaching is serious intellectual work grounded in a deep knowledge and understanding of the field and includes the ability to convey that understanding in clear and engaging ways.

The conduct of classes is the central feature of teaching responsibilities at KU, but teaching also includes supervising student research and clinical activities, mentoring and advising students, and other teaching-related activities outside of the classroom.

Under the University standards for the award of tenure and/or promotion to associate professor, the record must demonstrate effective teaching, as reflected in such factors as command of the subject matter, the ability to communicate effectively in the classroom, a demonstrated commitment to student learning, and involvement in providing advice and support for students outside the classroom.

In the Chemistry Department, the following teaching expectations to meet University standards apply for the award of tenure and/or promotion to the rank of associate professor:

- Demonstrated effective teaching at both the graduate and undergraduate level
- Advising undergraduate and graduate students
- Participation with undergraduate research
- Service as a member of MS and Ph.D. thesis committees
- Service as chair of MS and Ph.D. thesis committees

Under the University standards for promotion to the rank of professor, the record must demonstrate continued effectiveness and growth as a teacher, as reflected in such factors as mastery of the subject matter, strong classroom teaching skills, an ongoing commitment to student learning, and active involvement in providing advice and support for students outside the classroom.

In the Chemistry Department, the following teaching expectations to meet University standards apply for the award of promotion to the rank of professor:

- Demonstrated effective teaching at both the graduate and undergraduate level
• Teaching in the large service courses
• Evidence of curriculum development
• Advising undergraduate and graduate students
• Participation with undergraduate research
• Service as a member of MS and Ph.D. thesis committees
• Service as chair of MS and Ph.D. thesis committees

Scholarship. The concept of “scholarship” encompasses not only traditional academic research and publication, but also the creation of artistic works or performances and any other products or activities accepted by the academic discipline as reflecting scholarly effort and achievement for purposes of promotion and tenure. While the nature of scholarship varies among disciplines, the University adheres to a consistently high standard of quality in its scholarly activities to which all faculty members, regardless of discipline, are held. In the Department of Chemistry, scholarship is defined as initiating, organizing, maintaining and directing a vigorous graduate research program in Chemistry or a closely related field leading to external grant support, publication in recognized refereed journals, and professional recognition at the national and international level.

Under the University standards for the award of tenure and/or promotion to the rank of associate professor, the record must demonstrate a successfully developing scholarly career, as reflected in such factors as the quality and quantity of publications or creative activities, external reviews of the candidate’s work by respected scholars or practitioners in the field, the candidate’s regional, national, or international reputation, and other evidence of an active and productive scholarly agenda.

In the Chemistry Department, the following scholarship expectations to meet University standards apply for the award of tenure and/or promotion to the rank of associate professor:

• Publication of research results in respected, peer-reviewed journals
• Pursuit of financial support through public and private sources
• Presentation of research results to professional audiences
• Achieve a national reputation for excellence in research
• Service as chair of MS and Ph.D. thesis committees

Under the University standards for promotion to the rank of professor, the record must demonstrate an established scholarly career, as reflected in such factors as a substantial and ongoing pattern of publication or creative activity, external reviews of the candidate’s work by eminent scholars or practitioners in the field, the candidate’s national or international reputation, and other evidence of an active and productive scholarly career.

In the Chemistry Department, the following scholarship expectations to meet University standards apply for the award of promotion to the rank of professor:

• Sustained record of publication of research results in respected, peer-reviewed journals
• Sustained acquisition of financial support through public and private sources
• Invited presentations of research results to professional audiences
• Achieve a international reputation for excellence in research
• Service as chair of MS and Ph.D. thesis committees

Service. Service is an important responsibility of all faculty members that contributes to the University’s performance of its larger mission. Although the nature of service activities will depend on a candidate’s particular interests and abilities, service contributions are an essential part of being a good citizen of the
University. The Department of Chemistry accepts and values scholarly service to the discipline or profession, service within the University, and public service at the local, state, national, or international level.

Under the University standards for the award of tenure and/or promotion to associate professor, the record must demonstrate a pattern of service to the University at one or more levels, to the discipline or profession, and/or to the local, state, national, or international communities.

In the Chemistry Department, the following service expectations to meet University standards apply for the award of tenure and/or promotion to the rank of associate professor:

- Regular participation in department meetings
- Service on department committees
- Service on College and/or University committees
- Service to the profession
- Service to the community: local, state, national, and/or international

Under the University standards for promotion to the rank of professor, the record must demonstrate an ongoing pattern of service reflecting substantial contributions to the University at one or more levels, to the discipline or profession, and/or to the local, state, national, or international communities.

In the Chemistry Department, the following service expectations to meet University standards apply for the award of promotion to the rank of professor:

- Regular participation in department meetings
- Service on and chairing department committees
- Regular service on College and/or University committees
- Significant service to the profession
- Service to the community: local, state, national, and/or international

**Ratings for Performance.** Using the criteria described above, the candidate’s performance in the areas of teaching, scholarship, and service will be rated using the terms “excellent,” “very good,” “good,” “marginal,” or “poor,” defined as follows:

(a) “Excellent” means that the candidate substantially exceeds expectations for tenure and/or promotion to this rank.
(b) “Very Good” means the candidate exceeds expectations for tenure and/or promotion to this rank.
(c) “Good” means the candidate meets expectations for tenure and/or promotion to this rank.
(d) “Marginal” means the candidate falls below expectations for tenure and/or promotion to this rank.
(e) “Poor” means the candidate falls significantly below expectations for tenure and/or promotion to this rank.

Absent exceptional circumstances, no candidate may be recommended for promotion or tenure without meeting standards in all applicable areas of performance. A strong candidate is likely to exceed normal expectations in one or more categories.

**Promotion and Tenure Procedures**

The Department of Chemistry conducts the initial review of the candidate pursuant to the procedures and requirements of section 5 of Article VI of the **FSRR** in connection with the candidate’s responsibility in the department.
Promotion and Tenure Committee. The Department of Chemistry review committee shall evaluate the candidate’s teaching, research, and service. In the Department of Chemistry the review committee consists of all faculty holding appropriate academic rank. Members of the review committee must be of equal or higher rank to the rank for which the candidate is being considered.

To provide professional advice and guidance to junior faculty members, a mentoring committee is selected for all untenured faculty members in the first semester in which they hold a faculty appointment at KU. The members of the committee are selected from a list prepared jointly by the Department Chair and the junior faculty member. The department’s faculty consults with the junior faculty member to narrow the list to three mentoring committee members, ordinarily two from within the candidate’s research area and one from without, to present to the Department Chair. Mentoring committee members serve at the consent of both the Department Chair and the junior faculty member. A need to change the mentoring committee is discussed with the Department Chair.

No students or untenured faculty members, except unclassified academic staff with the rank equivalent to or higher than associate professor, shall serve on the review committee or vote on any recommendation concerning promotion and/or tenure.

Initiation of Review. Prior to the beginning of the spring semester, the Provost notifies all faculty whose mandatory review year will be the following academic year, with copies provided to the unit administrators. Upon receipt of this notice or if a faculty member requests it prior to the mandatory review year, the Department of Chemistry shall initiate procedures for evaluating the candidate for the award of promotion and/or tenure.

As part of the annual faculty evaluation process, the Department of Chemistry shall consider the qualifications of all tenured faculty members below the rank of full professor, with a view toward possible promotion in rank during the following academic year. After considering a faculty member’s qualifications, if the Department of Chemistry determines that those qualifications may warrant promotion in rank, it shall initiate procedures for reviewing the faculty member for promotion. After seven years in the rank of associate professor, a faculty member who believes he or she has the qualifications for promotion may initiate the promotion review process himself/herself. In such cases the unit will treat the candidate in the same way that it treats other candidates for promotion to the rank of full professor.

Preparation of the Promotion and/or Tenure File. NOTE: Candidates who hold joint appointments prepare only one set of promotion and tenure materials for review by both units in which they hold an appointment. The initial review units (i.e., departments, centers, etc.) shall consult with each other on their evaluations and the evaluation process, but each initial review unit must provide a separate evaluation of the candidate’s performance in the unit. Please refer to the College’s Promotion and Tenure Statement for detailed instructions. It is the responsibility of the candidate to complete the appropriate portions of the form and provide necessary documents and information in accordance with the Provost’s guidelines, with assistance from the Department of Chemistry.

The candidate’s mentoring committee shall receive the form and accompanying materials from the candidate and finish compiling the record of the candidate’s teaching, scholarship, and service in accordance with the Provost’s guidelines.

The candidate’s mentoring committee shall provide for the solicitation of outside reviewers to assist in the evaluation of a faculty member’s scholarship and in accordance with College procedures. Emphasis shall be placed on selecting independent reviewers in the same or related discipline who hold academic rank or a professional position equal to or greater than the rank for which the candidate is being considered. The committee shall give the candidate the opportunity to suggest individuals to be included or excluded from the
list of reviewers. The committee, however, is responsible for using its judgment in the final selection of reviewers.

When soliciting external reviews of a candidate’s scholarship, the Department Chair shall inform prospective reviewers of the extent to which the candidate will have access to the review. The College’s confidentiality policy regarding soliciting external reviewers for the promotion and tenure review process is as follows:

“As a part of the promotion and/or tenure review process, we are soliciting assessments of Professor ____’s research contributions from academic colleagues and distinguished professionals. These letters will become part of the candidate’s promotion and tenure dossier and are treated as confidential by the University to the extent we are permitted to do so by law.”

**Recommendations.** Upon completion of the record, the committee conducting the initial review shall evaluate the candidate’s record of teaching, scholarship, and service in light of the applicable standards and criteria and make recommendations in accordance with the voting procedures detailed below.

In the Chemistry Department, voting procedures are as follows: The completed P&T dossier is kept in the department Main Office by the Department Administrative Assistant for at least ten days before the departmental vote is to take place. All eligible voting members of the faculty are given access to the dossier for evaluation. At the scheduled department P&T review meeting, the candidate’s mentoring committee presents the case to the committee of the whole. The presentation is followed by discussion by the committee of the whole. All discussions and deliberations in the tenure and/or promotion process are strictly confidential. If there is a consensus on the rating in each of the individual areas, that rating is adopted. If a consensus cannot be reached, the committee takes a secret ballot and the results recorded. The median rating is recorded as the Department recommendation. After rating the individual areas, a discussion of the overall recommendation takes place. The vote for or against promotion and/or tenure is always by secret ballot where a simple majority is needed.

The committee shall prepare the evaluation and summary evaluation sections of the promotion and/or tenure forms. The forms and recommendations shall be forwarded to the Chair, who shall indicate separately, in writing, whether he or she concurs or disagrees with the recommendations of the review committee. The Department of Chemistry Chair shall communicate the recommendations of the initial review, and his or her concurrence or disagreement with the recommendation, to the candidate and provide the candidate with a copy of the summary evaluation section of the promotion and tenure form. Negative recommendations shall be communicated in writing and, if the review will not be forwarded automatically, the Chair shall inform the candidate that he or she may request that the record be forwarded for further review.

Favorable recommendations, together with the record of the initial review, shall be forwarded to the College Committee on Appointments Promotion, and Tenure conducting the intermediate review. Negative recommendations resulting from an initial review shall go forward for intermediate review only if it is the candidate’s mandatory review year or if the candidate requests it.

**Intermediate Review.**

The candidate may submit a written response to a negative recommendation by the department, or to a final rating of teaching, research, or service below the level of “good” included in the evaluation section of the recommendation. The written response is sent separately by the candidate to CCAPT.

A request for information by CCAPT and/or UCPT shall be sent to the Department of Chemistry Chair who shall immediately provide a copy to the candidate and inform the candidate’s mentoring committee. The Chair
and/or committee shall prepare the Department of Chemistry’s response in accordance with the initial review procedures.

The candidate shall be afforded an opportunity to participate in the preparation of the Department of Chemistry’s response and/or to submit his/her own documentation or comment to the CCAPT and/or UCPT as applicable.

Approved by:
Department of Chemistry / The Faculty Senate Committee on Standards and Procedures for Promotion and Tenure

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March 19, 2012

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Review Cycle:
Annual (As Needed)

Related Policies:
Faculty Senate Rules and Regulations Article VI: Promotion and Tenure

Related Procedures:
Statement On Promotion and Tenure for the College of Liberal Arts & Sciences

Related Forms:
Guidelines and Documents for Promotion and Tenure

Review, Approval & Change History:
09/02/2015: Made updates to boiler plate text:
   1) Under General Provisions, paragraph three, “Chancellor” has been changed to “next review level;”
   2) Under Initiation of Review, the following was added, “NOTE: Candidates who hold joint appointments prepare only one set of promotion and tenure materials for review by both units in which they hold an appointment. The initial review units (i.e., departments, centers, etc.) shall consult with each other on their evaluations and the evaluation process, but each initial review unit must provide a separate evaluation of the candidate’s performance in the unit. Please refer to the College’s Promotion and Tenure Statement for detailed instructions.”
   3) The following was added under to paragraph concerning outside reviewers, “The committee shall give the candidate the opportunity to suggest individuals to be included or excluded from the list of reviewers. The committee, however, is responsible for using its judgment in the final selection of reviewers.
03/19/2012: Approved by the Department of Chemistry
03/12/2012: Approved by The Faculty Senate Committee on Standards and Procedures for Promotion and Tenure