

TENURE AND PROMOTION GUIDELINES

Department of Chemistry and Biochemistry

The University of Southern Mississippi

I. Departmental Mission Statement

The mission of the Department of Chemistry and Biochemistry is to achieve distinction in providing research, teaching, and service of the highest possible quality to its broad constituency: the people of Mississippi, the Gulf South, and the nation. The teaching mission has two crucial aspects. The first is the education of students in the scientific method through the medium of chemistry, thereby contributing to the evolution of a populace able to make rational decisions in a world increasingly dominated by science and technology. The second is the education and training of professional chemists and biochemists to the highest standards of competence and integrity at the levels of the bachelors, masters, and doctoral degrees. This includes specialized instruction for chemists preparing to teach at the secondary school level as well as the inservice professional development of chemistry teachers at all levels. The research mission is to expand our fundamental knowledge of the synthesis, analysis, and dynamics of both inanimate and animate chemical systems and, whenever feasible, to apply this knowledge to solving problems of societal interest. The teaching and research missions are inseparable parts of the whole. Research is an important part of undergraduate education and it is the major component of learning at the graduate level. The service mission is both intra- and extramural. The former mainly consists of contributions of faculty and staff expertise to the development and operation of the university. The latter includes acting as a resource for the community, state, and nation on chemistry and biochemistry related matters including work with professional societies and facilitating economic development through interactions with industry.

II. Departmental Criteria for Promotion and Tenure

The Department of Chemistry and Biochemistry is a Ph.D.-granting department at a research-intensive university. To realize the goals connected to its mission and maintain a successful graduate program, the research/scholarly activities of its faculty are the most crucial factor. Deliberations about tenure and promotion of a candidate, therefore, will place particular emphasis on research/scholarly accomplishments and connections of these activities to the education and training of future scientists. This document states the standards of the Department of Chemistry and Biochemistry for tenure and for promotion. According to the College of Science and Technology (CoST) Bylaws, Appendix I, III.C. 2.c.: ***“It is the duty of the candidate, with the assistance of the departmental chair, to present evidence of the candidate’s competence”***.

A. Expectations for the Granting of Tenure

The decision to grant tenure to a colleague is of utmost importance since it will shape the professional future of the department. A favorable recommendation for tenure by the departmental tenure and promotion committee implies that the candidate’s professional and scientific integrity are beyond reproach and that the candidate is considered a good fit within the department. The candidate is expected to complement efforts of and interact constructively with

colleagues in the department, to contribute to the agreed-upon mission and common good of the department, and to actively and constructively pursue innovation related to the department's research, teaching and service endeavors. Realizing the importance of diversity and the value of dissenting viewpoints, it must be emphasized that mere differences of opinion by themselves are not regarded as non-constructive.

Evaluation of a candidate's suitability for tenure differs from that for promotion by also considering the following criteria related to future potential and collegiality:

1. The candidate's potential for continued professional growth throughout his/her career at USM. The term "professional growth" encompasses research productivity, effective teaching and student mentoring, and service contributions as outlined in the promotion criteria.
2. The candidate's willingness and ability to show collegial behavior towards faculty at The University of Southern Mississippi and at other institutions.
3. The candidate's willingness and ability to abide by the departmental rules and procedures and to interpret these in the spirit in which they were intended.
4. The candidate's willingness and ability to work for the common good of the department, college and university. While aggressive pursuit of a successful professional career is expected and desired, competitiveness must not come at the expense and to the detriment of others in the department, college and university.

Additional criteria listed in the Tenure and Promotion Policies of the College of Science and Technology and in the Faculty Handbook of The University of Southern Mississippi.

B. Expectations for Tenure and Promotion to Associate Professor

1. Research Expectations

A faculty member qualifying for either tenure or promotion to associate professor must have established an active research program.

Four main criteria will be considered:

1. Publications in refereed journals consistent in number, quality, and scope with others in their area of chemistry or biochemistry.
2. Aggressive pursuit of establishing an externally funded research program through grant writing. Clear evidence of success in receiving grant(s) that support the candidate's research.
3. Presentations at national or international meetings on a continuing basis.
4. Direction and financial support of research conducted by graduate and undergraduate students.

Additional items for consideration as evidence of an active research program:

- a. Books or chapters in books.
- b. Patents – granted and applications.

- c. Non-refereed publications.
- d. Presentations at local and regional meetings and other institutions.
- e. Recipient of research honors and awards.
- f. Support and direction of research conducted by postdoctoral fellows or technicians.
- g. Contributions to department research infrastructure.

Additional evidence of research productivity not listed above can be considered (See the College of Science Promotion and Tenure Guidelines).

2. Teaching Expectations

A faculty member qualifying for either tenure or promotion to associate professor is expected to be an effective classroom teacher and an effective director and mentor of graduate and undergraduate students.

These two requirements and evidence to be considered are:

1. Effective classroom teaching

- a. Number of classes taught.
- b. Number of different courses taught demonstrating versatility.
- c. Development of new courses.
- d. Contributions to laboratory instruction.
- e. Student evaluations compared to departmental mean for similar course, taking particular note of questions related to good teaching.
- f. Meet good teaching practices checklist items.
- g. National ACS standardized exam scores compared to departmental mean for course (when available).

2. Effective direction and mentoring of graduate and undergraduate students

- a. Professional growth of students, judged by student co-authorship of publications and quality of their presentations.
- b. Student progress towards graduation
- c. Active promotion of student success
- d. Professional placement of students

Other contributions toward teaching can be considered that are not listed above (see the College of Science and Technology Promotion and Tenure Guidelines).

3. Service Expectations

A faculty member qualifying for tenure or promotion is expected to provide professional service within the university, to professional organizations in his/her area of expertise and in the community.

Five main criteria will be considered:

1. Service on departmental committees and through direct assignment as coordinator, liaison etc., with evidence of significant contributions and of leadership.
2. Service on graduate student committees and as chair of at least one graduate committee.
3. Active student recruitment for the department.
4. Effective undergraduate student advisement and assistance in the professional development of students (e.g. through letters of recommendation).
5. Service to relevant professional organizations within his/her area of expertise (e.g. as external reviewer of grant proposals and/or journal articles, as review panel member, active participation in the organization of professional meetings, etc.).

Other service activities for the advancement of the department can be taken into consideration:

- a. Service on college and/or university committees.
- b. Participation in and/or initiation of outreach programs that increase the visibility of the department in the public eye (e.g. high schools, local news, etc.).
- c. Initiation of and participation in departmental programs that contribute to the common good.

Additional evidence of service productivity can be considered that is not listed above (see the College of Science Promotion and Tenure Guidelines).

C. Expectations for Promotion to Professor

1. Research Expectations

An associate professor applying for promotion to professor must provide evidence for continually increasing research productivity and professional growth since the previous promotion. The candidate must have established a vigorous, well-funded independent research program in a particular area for which the applicant has gained a national/international reputation.

Five main criteria will be considered, with contributions expected in all five areas:

1. A sustained record of a substantial body of work for which the candidate is nationally and internationally recognized. The core of this record must be peer-reviewed publications in quality journals that are regarded by external scientific peers as significant contributions to the candidate's field of specialization in chemistry or biochemistry. For collaborations within Southern Miss and with scientists at other institutions the candidate's intellectual contributions must be clearly delineated.
2. Consistent external research support through competitive grants from federal agencies (e.g. NSF, NIH, DOE etc.), industry or foundations. The level of funding must be

sufficient to maintain and fully support an outstanding research program in the candidate's field of specialization (see criteria 1 and 4).

3. Invited contributing authorship of book chapters and reviews in the candidate's area of research, invited talks at national/international scientific meetings/workshops and research seminars at prestigious academic institutions, invited *ad hoc* manuscript/proposal reviews and participation on proposal review panels in the candidate's area of research.
4. Direction and financial support of graduate and undergraduate student research on a regular basis. The candidate is expected to fund graduate assistantships through grants.
5. Evaluation of the candidate's research program by external reviewers and through the annual departmental evaluations. Letters from external reviewers will be solicited by the department chair with input from the candidate and the personnel committee. A minimum of 3 letters is required for evaluation.

Additional items for consideration as evidence of an outstanding research program:

- a. Patents (granted and applications) and technology transfer.
- b. Non-refereed publications.
- c. Presentations at local and regional meetings and institutions (invited and voluntary).
- d. Recipient of external research honors and awards.
- e. Editorship and editorial board membership of scientific journals.
- f. Support and direction of research conducted by postdoctoral fellows and/or technicians.
- g. Contributions to department research infrastructure.

Additional evidence of research productivity not listed above can be considered (see the College of Science and Technology Promotion and Tenure Guidelines).

2. Teaching Expectations

A faculty member qualifying for promotion to Professor must be both an effective classroom teacher and director and mentor of graduate and undergraduate students. As an effective classroom teacher the faculty member must exert a leadership role in curriculum development and have a teaching record that reflects a sustained effort towards improvement in teaching.

These two criteria and evidence to be considered are:

1. Effective classroom teaching and leadership in curriculum development:

- a. Number of classes taught.
- b. Number of different courses taught at graduate and undergraduate level, demonstrating versatility.
- c. Improvement of curriculum by development of new courses.
- d. Improvement of curriculum by ensuring current courses include up-to-date course material and appropriate methods of teaching.

- e. Active involvement in faculty curricular committees
- f. Contributions to laboratory instruction.
- g. Mentoring of new faculty teaching.
- h. Development of course materials to improve instruction, (course demonstrations, textbook(s), laboratory manual(s), multimedia teaching materials).
- i. Student evaluations compared to departmental mean for similar courses, taking particular note of questions related to good teaching.
- j. Meet good teaching practices checklist items.
- k. National exams scores compared to departmental mean for course (when available).

2. Effective direction and mentoring of graduate and undergraduate students:

- a. Professional growth of students, judged by student co-authorship of publications, quality of dissertations and theses, and quality of student presentations and defenses.
- b. Graduation of students and evidence of student progress towards graduation.
- c. Active promotion of student success.
- d. Professional placement of students.

Other contributions toward teaching can be considered that are not listed above (see College of Science and Technology Promotion and Tenure Guidelines).

3. Service Expectations

The faculty member qualifying for promotion to Professor is expected to provide professional service within the university, to professional organizations in his/her area of expertise and the community. An increased level of service activities in comparison to the requirements for promotion to Associate Professor is expected.

Six main criteria will be considered:

1. Extended service to the scientific discipline in leadership roles, such as service on review panels, chairing of sessions at meetings and organization of meetings/meeting sessions, editorial work for journals, and service as rotator at funding agencies.
2. Extended service and increased leadership within the department by chairing departmental committees and serving as coordinator, liaison, etc.
3. Extended service on and chairing of graduate committees leading to successful graduation of students and placement of graduates in positions appropriate to their final degree.
4. Sustained effort to recruit students to the department.
5. Continued effective undergraduate student advisement and assistance in their professional development as well as their placement in appropriate positions.
6. Service on college and/or university committees.

Other service activities for the advancement of the department can be taken into consideration:

- a. Participation in and/or initiation of outreach programs which increase the visibility of the department in the public eye (e.g. high schools, local news, etc.).
- b. Initiation of and participation in departmental programs which contribute to the common good.
- c. Mentoring of junior colleagues.

Additional evidence of service productivity can be considered that is not listed above (see the College of Science Promotion and Tenure Guidelines).

III. Departmental Procedures for Evaluation of Faculty for Promotion and Tenure

A faculty member in the Department of Chemistry and Biochemistry who is applying for tenure and/or promotion must follow the guidelines and policies of the Institutes of High Learning (IHL) Board (<http://www.ihl.state.ms.us/admin/downloads/policiesandbylaws.pdf>), the University of Southern Mississippi (http://www.usm.edu/provost/Faculty_Handbook.pdf), the College of Science and Technology (http://www.usm.edu/cost/cost_bylaws_070104.doc), and the Department of Chemistry and Biochemistry. The policies of the department are written to be consistent with all other higher authorities as of 2008. In any conflict with policies of the higher authorities, the department defers to the higher authority. The timeline for consideration of a candidate's eligibility for tenure and/or promotion must follow the guidelines stated in the most current version of the CoST Bylaws (Appendix I, III.C.1.). The candidate may provide the departmental chair with a list of potential external evaluators of at least equal professional rank who can speak to the significance of the candidate's research/scholarly activities and to the candidate's appropriateness for tenure and promotion to the next academic rank. The process faculty must follow at the departmental level if they wish to be considered for promotion and/or tenure is outlined in the following paragraphs.

1. Faculty who apply for promotion or tenure shall prepare their dossier in accordance with the format set by the Provost, taking into account any additional departmental and/or college guidelines that must be met.
2. The faculty dossier for promotion to associate professor or for tenure shall be submitted to the department at least one month before the department's deadline for submitting its decision to the CoST Dean.
3. The faculty dossier for promotion to professor shall be submitted to the department at least three months before the department's deadline for submitting its decision to the Cost Dean. This allows sufficient time for the department to send the dossier out for external evaluation by faculty at other institutions of similar stature to that of the University of Southern Mississippi.
4. For tenure consideration, a personnel committee of all tenured faculty meet to evaluate the applicant.

5. For promotion, a personnel committee of faculty members within the department who have the same professorial rank or higher as that requested by the applicant meet to evaluate the applicant.
6. The personnel committee elects a chair for the committee, evaluates the applicant's dossier, and then prepares a letter listing the committee's perceived strengths and weaknesses of the applicant.
7. The applicant receives the committee's preliminary evaluation and is given one week in which to respond in writing. The applicant is not under obligation to respond but must notify the committee in writing if he/she will not submit a response.
8. The personnel committee then meets again to consider any response the applicant submitted and votes on the applicant's request for tenure or promotion. In consultation with the committee members the committee chair prepares a letter that expresses the findings of the committee and the result of the vote.
9. The letter is signed by all committee members and included in the applicant's dossier.
10. The department chair prepares a separate evaluation letter that is also placed in the candidate's dossier. The department chair then forwards the complete dossier to the Dean, provides copies of both evaluation letters to the candidate, and for the departmental file