

**POLICY FOR PROMOTION TO THE RANK OF PROFESSOR  
DEPARTMENT OF CHEMISTRY  
UNIVERSITY OF NORTH TEXAS**

**I. Departmental Mission and Goals**

The mission of the Chemistry Department of the University of North Texas is to provide quality education in science and the scientific method to both its undergraduate and graduate students using chemistry as the medium.

A significant aspect of this mission is the training of future chemists in the graduate program. This training is accomplished through research programs that increase our knowledge and understanding of both basic and applied areas of chemistry.

The department strives to increase scientific literacy in the general populace through its service courses and service activities.

The products of these activities, namely, informed citizens, scientists, and knowledge, benefit the North Texas area, the State, and the Nation.

The goals of the Chemistry Department in the three areas of teaching, research, and service are integrally correlated and cannot be separated into distinct subdivisions. For example, a major component of the department's teaching responsibility is the freshman chemistry program that serves as part of the university and the college core. This program represents a predominantly service activity for the department that is vitally related to its teaching function.

The research component of the department's mission is also a teaching function because its primary product is scientific problem solvers. These individuals, as a result of their studies, generate new knowledge or applications that will serve humankind. At the same time, research and service by the faculty, in basic or applied areas of chemistry, in chemical education, or in consulting activities, serves to provide the department's students with a faculty who can better fulfill their teaching function.

A successful candidate for promotion to the rank of Professor is expected to have demonstrated sustained excellence in each of the three areas of teaching, research and service, sufficient to achieve a national and/or international reputation. It is recognized that the balance of contributions to these different areas may differ for different faculty, but sustained achievements in all areas are required for promotion.

**II. Introduction**

In considering a faculty member for promotion to the rank of Full Professor, the Chemistry Department adheres to the university promotion policy as outlined in UNT Policy 06.004 (Faculty Reappointment, Tenure and Promotion) and the UNT College of Science Guidelines for Documentation of Promotion and/or Tenure Cases.\*

### **III. Criteria for Recommendation for Promotion to Full Professor**

Review of a faculty member's qualifications for promotion is based on the following considerations.

Recommendations for promotion to full professor are based on the critical review of explicit evidence accumulated during the professional career to date, with particular emphasis on academic work accomplished during the appointment at the University of North Texas and during the time in rank as a tenured Associate Professor. A promotion to Professor requires evidence of sustained excellence in the functions of teaching, research or other scholarly/creative activities, as well as professional service, sufficient for the achievement of a national and/or international reputation and recognition. An Associate Professor may begin the promotion process when, in consultation with the department chair and/or the Promotion Committee chair, the faculty member believes their record warrants consideration for promotion. Although no specified time period is mandated, the faculty member should have spent sufficient time in rank as an Associate Professor to have established a record of performance in teaching, research, and service, that clearly indicates attainment of a national or international stature in the field of chemistry. A sufficiently strong record is required also so that a prediction can be made that continuous, long-term, and high-quality achievement will continue in future years.

**III.A. Teaching:** The Department of Chemistry considers teaching to be very important. The candidate must demonstrate a commitment to excellence in teaching, as characterized by thoroughness of preparation, effectiveness of presentation, a willingness to give special help and counseling to students, and the ability to stimulate the interest of students in classroom, laboratory, or online instructional settings. The candidate must also demonstrate a high level of success as an effective research mentor in a vigorous, independent research program of a quality suitable for M.S. theses and Ph.D. dissertations.

It is recognized that evaluation of teaching is a difficult and subjective task; however, it is essential that evaluations be carried out. Inputs used will include the nature of the courses taught and numerical ratings and written comments on the student evaluations administered by both the department and the university near the end of each semester. All promotion dossiers must contain other evidence of teaching effectiveness in addition to student evaluations. These may include, but are not limited to: peer evaluations, a teaching portfolio, published scholarship of teaching and learning, instructional grants, and learning outcomes.

Further evidence of commitment to teaching may include teaching awards, publication of instructionally related articles, improvement of existing courses, design of new courses, and other curricular innovations.

**III.B. Research:**

**1. Publications:** The candidate for promotion to Full Professor is expected to have a strong record of publication in high quality, peer-reviewed journals. The faculty member's complete publication history will be used to evaluate their research record. However, an important factor is whether the publication rate and quality have remained at a suitable level since promotion to Associate Professor. It is expected that a successful candidate for promotion to the rank of Professor will have attained a national and/or international reputation in their field of research.

For most chemistry faculty, the majority of scholarly publications should be research articles or communications in peer-reviewed journals. These provide the best evidence of high-quality research, as the papers have withstood the scrutiny of expert reviewers in the faculty member's research field. Review articles, book chapters, patent applications, and related works will be considered as additional evidence of contributions to research, but these will not generally be regarded as substitutes for peer-reviewed papers containing independent, original research.

It is recognized that the *quantity* of publications expected for promotion to Professor will vary based on the nature of the candidate's research. For research areas that are especially labor-intensive, a smaller number of papers per year may be expected compared with other chemistry subfields. The most important criterion will be a sustained and consistent record of publications, with strong consideration given to the quality of the published work.

It is the responsibility of the candidate to provide evidence that will allow for assessment of the *quality* of scholarly publications. Examples of such evidence include number of citations, journal citation index rankings, journal acceptance rates, media coverage or highlight articles showcasing published work, and invitations to write review articles. Given the fast pace of change in the field of chemistry, the metrics and other evidence used to judge quality of publications may vary significantly over time. The Promotion Committee will strongly consider the opinions of the external reviewers in assessing the evidence of publication quality and in determining whether the candidate's publication record warrants a positive decision for promotion to Professor.

**2. External Research Funding:** It is expected that the successful candidate will have demonstrated the ability to attract sustained research funding at a level necessary to support their research program. Funding may be in the form of grants and/or contracts from governmental, industrial, or private sources, as appropriate to the candidate's specific area of research. The level and sources of funding should be sufficient to maintain a high level of research productivity and should give an indication that the faculty member will be able to garner the continued funding necessary to support a vigorous, high-quality research program in the years following promotion.

**3. External Reviews:** As an integral part of assessing a candidate's research accomplishments, the department will solicit external reviews from five or more experts in research areas closely related to that of the candidate. Favorable evaluations of the candidate's research program by the external reviewers, including assessments of the candidate's promise for continuing professional development after promotion, represent an important consideration when the Chemistry Promotion Committee evaluates the

candidate's research record. These external evaluations are one of the strongest means of informing the committee that the candidate has established a national and/or international reputation in their research field.

**4. Other Considerations:** Although the three criteria listed above are regarded as the most important measures by the Chemistry Promotion Committee, the following additional criteria will also be considered when evaluating the candidate's research record.

**Presentations and Invited Seminars:** In addition to research publications in high quality journals, it is expected that the candidate, and ideally the candidate's research group members, will disseminate the results of their research via presentations at professional meetings and invited seminars at other universities or professional symposia.

**Student Mentorship and Co-authorships:** In addition to publishing high quality original research, it is expected that the successful candidate will train graduate and undergraduate students to perform research. Evidence for successful mentoring can be shown by student co-authorships on the candidate's publications and presentations, as well as by the success of students in the candidate's research group in obtaining their degrees. Mentorship of postdoctoral scholars is also viewed favorably and should include significant training in the writing of scientific papers and/or proposals.

**5. Collaborative Research:** Collaborative projects leading to publications can be very beneficial to the participants and the scientific community. These projects are welcomed and valued by the Promotion Committee. The level of value depends upon several factors:

**a. Intellectual Contribution:** Is the research project in an area in which the faculty member has expertise, and makes a fundamental contribution to the project, rather than providing a technical service?

**b. Student Co-authorship:** An important component of a faculty member's research responsibilities is in directing graduate and undergraduate students, resulting in article co-authorships that will help the students to obtain their intended degrees and to achieve successful professional careers.

**c. Research Funds:** External funding is very important in operating a viable, active research program (see Section III.B.2). For collaborative grants on which the candidate is a co-PI or co-investigator, the percent of grant funds dedicated to the faculty member's research group will be considered in assessing the candidate's funded effort on the research project, taking into consideration that this may not directly correlate with the candidate's scientific contributions to the project in all cases. Funded effort will be determined using records from the UNT Office of Research and Innovation and should also be corroborated by the candidate.

**III.C. Service:** The Department of Chemistry operates through a committee system which, for maximum effectiveness, requires effective participation by all faculty. Members of the Department are expected to serve on Departmental and/or College and/or University committees when appointed.

The type and level of service can vary considerably, and will depend upon the individual's rank and professional interests, as well as the needs of the department. Membership in departmental, college, and university committees, special assignments (e.g.

Graduate Advisor, Undergraduate Advisor, Associate Chair), and participation in Faculty Senate or other forms of faculty governance are examples of significant service activities. In general, a higher level of service is expected for Full Professors than for faculty members at lower ranks. A sustained record of excellent service at the Associate Professor level is required for successful promotion to the rank of Professor.

Service outside the university—for example, acting as a peer reviewer for journals and funding agencies, chairing sessions at professional meetings, and election to offices in professional organizations—will also be viewed as part of the service record of the candidate. External service can be a strong indicator of a candidate's national and/or international reputation, and thus can form an important part of the candidate's application for promotion to Professor.

### **III.D. Membership in the University Community:**

A recommendation for promotion must carry with it the assurance, so far as it can be determined, that the individual will continue to practice professional integrity and adhere to the highest standards of professional ethics; that the individual is a contributing member in the community of scholars and works well as a member of a group while retaining all rights of individual expression; and that the individual demonstrates responsibility for the well-being of the University of North Texas and a commitment to work for the accomplishment of its goals.

**III.E. Breadth of Contribution:** Some degree of balance in performance in the areas of teaching, research and service is desirable. However,, contributions in one of these primary areas alone will not ordinarily qualify a person for promotion. Thus research, even of exceptional merit will not compensate for substandard classroom teaching nor will exceptional teaching compensate for failure to establish an active research program.

It is recognized that evaluation of a faculty member's contribution in some of the above listed areas is difficult and may involve subjective judgments. The faculty of the Department of Chemistry considers the collective judgment of the Promotion Committee to be an effective authority in such matters.

## **IV. Procedures**

**IV.A. Promotion Committee Composition:** The Promotion Committee of the Department of Chemistry shall be composed of all full professors on the Chemistry Faculty with full-time appointments. The Department Chair is a non-voting, ex-officio member of this committee. The Committee shall elect a chair as early as feasible in the academic year.

**IV.B. Promotion Subcommittee:** In the candidate's first semester following the attainment of tenure and the rank of associate professor, the Chair of the Departmental Promotion Committee shall appoint (in consultation with the candidate) a sponsoring

sub-committee which shall consist of one faculty member from the candidate's division and one from outside of the candidate's division. The appointment shall be for the duration of the candidate's service at the rank of associate professor. If either sponsor is unable to serve at any time, the Chair shall appoint a replacement. The Promotion Subcommittee shall counsel the candidate in all matters concerning promotion to full professor. In addition, one member of the candidate's Promotion Subcommittee will typically serve as a Faculty Advocate for the candidate at the College-level review stage of the promotion process.

**IV.C. Annual Evaluation:** The Chemistry faculty affirms its intent, by annual review and counseling, to assist in every way possible the professional development of the candidate for promotion. The candidate shall meet annually with the members of the sponsoring Promotion Subcommittee to discuss progress towards promotion. The candidate is welcome in any year to request a formal evaluation by the Promotion Committee to obtain the committee's assessment of the candidate's progress towards promotion in the areas of Research, Teaching and Service.

When the candidate, in consultation with the sponsoring Promotion Subcommittee, believes that they have compiled a record suitable for promotion, the candidate may request a formal review and vote on Promotion to Full Professor by the full Promotion Committee.

**IV.D. Preparation of the Promotion Dossier:** The candidate for promotion will be responsible for assembling a dossier containing the required documentation, in consultation with the Department Chair and the candidate's sponsoring Promotion Subcommittee. The types of evidence submitted should be consistent with guidelines for tenure stated in elsewhere in this document, and in accordance with the relevant College of Science and University policies in force at the time.

The following is a non-exclusive list of items that should be included in dossiers for promotion:

1. A complete CV
2. A self-evaluation/personal narrative (maximum 750 words)
3. Copies of selected peer-reviewed publications based on work done after the candidate's tenure review
4. The candidate's funding record. This should be a list including, for all funded proposals involving the faculty member as a principal investigator or co-investigator: the funding agency, the funding period, the amount of funding, and percent funded effort by the candidate for collaborative proposals
5. Compilations of numerical results and student comments from student teaching evaluations
6. Other evidence of teaching effectiveness (see Section III.A)

7. Other documentation of research and service accomplishments, including mentoring of undergraduate and graduate students in research

The candidate's dossier shall be available for examination by members of the Promotion Committee at least two weeks prior to the meeting at which the record of the candidate is to be reviewed.

**IV.E. Promotion Review:** All proceedings of the Promotion Committee shall be held in executive session.

Review of the candidate's case for promotion shall focus on the criteria listed both in Section III of this document and in the UNT and College of Science Tenure and Promotion Policies. The meeting shall be opened with a presentation of the candidate's record by the sponsoring Promotion Sub-committee, which shall be followed by questions and discussion among the committee members.

An affirmative vote by 2/3 of the voting membership of the Promotion Committee by secret mail ballot shall be required for recommendation of promotion. After the results of the mail ballot are known, the sponsoring Promotion Subcommittee Chair shall prepare a draft recommendation letter containing results of the vote and a summary of points raised during the course of the Promotion Committee's deliberations. The draft letter is to be circulated to all members of the Committee for comments and revisions prior to its transmittal by the Promotion Committee Chair to the Department Chair. Reasonable effort should be made to ensure that the recommendation letter accurately reflects the collective judgment of the Promotion Committee. If necessary, the Committee may be reconvened to finalize its recommendation. Committee members who disagree with the majority opinion may choose to submit a minority opinion statement, which should be included by the Committee Chair in the recommendation letter. The recommendation of the Promotion Committee shall be transmitted to the Department Chair along with the candidate's promotion dossier.

If the initial vote of the Promotion Committee is not favorable, the committee will notify the candidate in writing that the committee is considering a negative recommendation. The candidate has the right to request a meeting with the Chair of the departmental Promotion Committee within 5 business days of this notification. The candidate has the right to submit a rebuttal of any negative recommendation by the Committee in accordance with UNT Policy 06.004.

**IV.F. Department Chair Recommendation:**

The Department Chair will provide an independent evaluation of the candidate's promotion dossier. The Department Chair's recommendation will be added after the candidate and the departmental Promotion Committee submits the dossier to the Chair and before the dossier and supporting materials are forwarded to the College of Science Dean.

Upon review of the dossier, the Department Chair must notify the candidate in writing if a negative recommendation is being considered. The candidate has the right to request a meeting with the Department Chair within 5 business days of this notification. The candidate has the right to submit a rebuttal of a negative recommendation by the Chair in accordance with UNT Policy 06.004.

The Chair will prepare a recommendation letter addressing the candidate's achievements in the three primary areas of teaching, research, and service. This letter will be prepared in accordance with College of Science and university guidelines.\*

#### **IV.G. Submission of Recommendations to the Dean:**

The Department Chair shall transmit to the College of Science Dean the candidate's dossier, the recommendations of the Department Chair and the Promotion Committee, and any other information required by the COS and UNT Tenure and Promotion policies. These materials will be submitted prior to the deadline published by the Provosts' office for that academic year.

#### **V. POST-TENURE REVIEW**

A tenured faculty member who receives an overall unsatisfactory annual review by the unit review committee must be placed on a professional development plan (PDP) as specified in the UNT Review of Tenured Faculty policy (06.052). A faculty member has up to two calendar years to achieve the outcomes identified in the PDP.

#### **VI. AMENDMENTS**

This promotion policy is an Appendix of the By-Laws of the Department of Chemistry. A 2/3 vote of the voting-eligible tenured and tenure-track faculty will be required for the policy to be amended.

\*The Chemistry Department will follow the University and College of Science guidelines in force at the time that the candidate is being considered for promotion. In the event that departmental or college policies for promotion differ from the university Reappointment, Tenure, and Promotion policy (06.004), the university policy will take precedence.