

1. **Preamble**

To promote effective, open, and equitable governance that allows full participation by its faculty, the Department of Chemistry of The University of Pittsburgh shall maintain, distribute to its faculty members annually, and translate into practice the following set of bylaws.

The governance of the Department is further subject to the bylaws of the Dietrich School of Arts and Sciences and the Dietrich School of Arts and Sciences Statement on Departmental Governance and Criteria and Procedures for Appointment, Reappointment, Promotion, and Conferral of Tenure, which are published annually in the October 1 issue of the Arts and Sciences Gazette. The bylaws of the Department of Chemistry extend but do not replace or supersede those of the Dietrich School of Arts and Sciences.

2. **Membership and Meetings**

A. **Persons Included:** The voting membership of the Department shall be defined as follows. Each person holding a full-time tenure or tenure-stream (T/TS) or a full-time non-tenure-stream (NTS) lecturer/teaching position with a primary appointment in the Department of Chemistry shall have one vote. Only faculty members who have themselves attained a given rank may vote to admit new members to that rank, however T/TS faculty vote on all NTS ranks. Full-time NTS lecturers shall have one vote in decisions that are related to hiring new regular full-time NTS faculty. Additionally, NTS faculty shall not have a vote on decisions related to faculty tenure, T/TS faculty hiring, or T/TS faculty terminations.

B. **Meetings:** In each fall and spring term, the Chair of the Department shall call at least one meeting of the faculty. The Chair or the Chair's designee shall preside. The time and place of each meeting shall be announced in advance. The Chair may call additional meetings as necessary, or on the recommendation of any committee or faculty member.

C. **Decisions of the Faculty:** Issues shall be decided by a majority of the votes cast, except in cases where a larger percentage of the vote has been explicitly required by the Department's bylaws or regulations. Voting shall be by show of hands, unless a secret ballot is required by policy, called for by the Chair, or called for by a member and approved by a majority of those present. Members unable to attend a meeting may submit their vote to the Chair in writing, by absentee ballot or by electronic mail. Members unable to attend a meeting may designate a member to read a written statement on their behalf.

D. **Quorum:** A quorum shall exist when one-third of the membership is present.

E. **Meeting Agenda:** The agenda for each faculty meeting will, if necessary, be prepared by the Chair and included in the meeting announcement. Decisions, but not discussion, at any meeting shall be limited to agenda items. Meetings may be for the purpose of discussion only.

F. **Recording of Meeting Minutes:** The Chair shall either record the minutes of each meeting of the faculty or designate another person to record the minutes of a faculty meeting. The minutes of each faculty meeting shall be communicated to all faculty members and the minutes will be maintained in the office of the Chair for review by the faculty if needed.

3. **Executive Officers**

A. **Executive Officers:** The executive officers of the Department shall include a Chair, an Administrative Officer, and any other officers as designated by the Chair.

B. **The Chair – Appointment**

Only full-time faculty members with primary appointments in Chemistry at the rank of Full Professor with tenure are eligible for the position of department chair. The normal term is three to five years, with the possibility of a single consecutive renewal, with the combined terms not exceeding eight years. Specific policies have been approved by the faculty for recommendation of Chair appointments to the Dean of the Dietrich School of Arts and Sciences and are described in the Appendix.

In the event of an unexpected loss of the Chair (owing for example to illness, a leave, or resignation), an Acting Chair will be appointed by the Dean of the Dietrich School of Arts and Sciences following consultation with the Chair (if possible) and the Full Professors of the Department.

C. **The Chair:** The Chair is the Chief Executive Officer of the Department. The Chair shall act in concert with the Faculty and shall seek the Faculty's opinion and advice. The Chair may make determinations contrary to the Faculty's counsel but must, in such cases; give the reasons for doing so. The duties of the Chair shall include but not be limited to the following:

- The Chair shall be responsible for the administration of the Departmental business and shall represent the Department to the administration, the University at large, and the profession; in hiring and other negotiations and in dealing with student complaints and problems.
- The Chair shall preside over meetings of the Voting Members of the Department and the FDLRP Committee.
- The Chair shall prepare the Department's budget, negotiate it with the Dean, and inform the specific affected committee or staff members of the Department, in writing, of its general dimensions.
- The Chair shall exercise jurisdiction over the expenditure of Departmental funds.
- The Chair shall inform all faculty members of current policies and procedures regarding tenure.
- The Chair shall communicate policy and procedure changes in a timely manner to the full faculty and/or others impacted by said policy or procedure changes.
- The Chair shall include appropriate members of the Department in those matters that may have an impact on their daily activities.
- The Chair shall be available to hear the individual or collective concerns and opinions of the faculty on any topic.

D. In general, the Chair shall be responsible for the execution of the Department's bylaws, regulations, policies, and procedural guidelines; for the day-to-day functioning of the Department; and for keeping the Department informed of matters that concern it. The general duties of the Chair are further described in the Dietrich School of Arts and Sciences Statement on Departmental Governance.

E. The Administrative Officer: The duties of the Administrative Officer shall include but not be limited to the following:

- The Administrative Officer shall be responsible for assisting the Chair in handling administrative tasks including all aspects of personnel administration, developing and maintaining the budget, faculty support services, and facility support.
- The Administrative Officer shall participate as a member and administrative coordinator in the graduate student recruiting and admission committees.
- The Administrative Officer shall meet and interact with the members of the graduate students on a regular basis.
- The Administrative Officer shall be responsible for public relations, special events, industry relationships, communications about Departmental accomplishments, creating and producing graduate recruiting materials, Departmental newsletters, and fundraising.

F. Executive Officers: The executive officers of the Department shall exercise the authority delegated to them by the Chair in administering Departmental programs, and shall advise the Chair on relevant matters.

4. Promotion and Tenure

A. Promotion and tenure procedures shall be in accordance with the guideline set forth in the Dietrich School of Arts & Sciences Faculty Handbook and the Department of Chemistry policies as described in the attached appendices.

5. Role of Non-Voting Members

As described below, non-voting members play an integral role in the day-to-day function and overall success of the Department of Chemistry.

- A.** Except as noted in Section 2 (A), non-voting members of the Department of Chemistry include tenure stream faculty with secondary appointments in the Department of Chemistry and Emeritus faculty with primary appointments in the Department of Chemistry.
- B.** Staff positions within the Department of Chemistry are also included as non-voting members. In the event that a staff member is unable to resolve an issue through normal reporting channels, the staff member may approach and request the intervention of the Chair.
- C.** With the approval of the Chair, non-voting members may be invited to participate in departmental meetings, committees, or events with the exception of any meeting, committee, or event restricted by the Chair for voting members only.

6. Waiving Provisions of the Bylaws

A. Any provision of these bylaws may be waived at any meeting of the Voting Members of the Department for the duration of that meeting, or any part thereof, by the consent of three-quarters of the Voting Members present. Any provision may be waived outside of a Departmental meeting if three-quarters of the Voting Members of the Department consent. Voting shall be by secret ballot, signed envelope, in response to a written proposal to waive the provision, indicating the duration of the proposed waiver.

7. Amendments

- A. Amendments to these bylaws may be proposed upon petition by at least ten Voting Members of the Department. Copies of a proposed amendment shall be distributed to all Voting Members of the Department, and the date of the meeting in which it is to be acted upon shall be announced at least two weeks in advance of any formal action. A majority of two-thirds of the voting membership shall be required for passage of an amendment.

8. Communication

- A. The bylaws will be distributed to all members of the faculty at the beginning of each fall term. Faculty members joining the Department after the start of the fall term will receive copies of the bylaws of the Dietrich School of Arts and Sciences and of the Department of Chemistry upon arrival. The current bylaws shall be posted on the Department's web site.

9. Procedures for Course Approvals

- A. The approval of new undergraduate courses in the Chemistry Department will be a three step process.
- The division most closely aligned with the course material should approve the course content and the need for such a course in the divisional curriculum.
 - Once a division has approved the course and its content, the course should be presented to the Undergraduate Curriculum Committee, UCC, for evaluation. The UCC will work with the faculty creating the course to ensure that it complements and reinforces the existing curriculum. Once the UCC has approved the course, its recommendation will be sent to the Departmental Chair by the UCC chair.
 - Finally, the full faculty will vote whether to accept and approve the course proposal at a faculty meeting.

Once the course has been approved, it will be offered during the next appropriate term.

DEPARTMENTAL COMMITTEES

The following is a list of Departmental committees that currently function in the Department.

The Chair may, from time to time, establish ad hoc committees as necessary to address matters arising that do not naturally fall into the responsibility area of a standing committee. Faculty search committees are normally ad hoc. Voting and/or Non-voting Members may be assigned to committees by the Chair with the exception of the Division Chairs, Budget and Finance, and the Faculty Development and Long Range Planning Committee all of which shall be elected positions.

No committee can, by itself, implement changes in any departmental policy or procedure. Committees shall make recommendations to the full faculty, normally in the form of a written proposal or an oral presentation at a meeting of the full faculty. Policies and procedures may be implemented only after a vote by the full membership, as prescribed in Section 2, and the approval of the Chair, as prescribed in Paragraph 3C.

Serving on standing and ad hoc committees provides the mechanism by which the opinions, concerns, views, and expertise of non-voting members of the Department are incorporated into Departmental governance. Non-voting members normally attend and participate in full faculty meetings where proposals formulated by the committee on which they serve are to be discussed or decided upon. However, final decisions of the faculty on matters of Departmental governance lie in the hands of the voting members, as prescribed in Section 2.

1. Budget and Finance

Function: To aid in the annual preparation of the Departmental budget and to establish funding priorities and policies. Representation of at least one full professor, one associate professor, one assistant professor, and one staff member is required on this committee.

2. Diversity

Function: Increase and support diversity in the University of Pittsburgh undergraduate and graduate chemistry programs. Increase and support diversity of faculty at all ranks within the Department. Promote opportunities for K-12 outreach.

3. Faculty Development and Long-Range Planning

Function: FDLRP identifies the department's long-range objectives in the hiring of new faculty (for example, by identifying future research directions and disciplinary initiatives) and strategies for achieving those objectives. FDLRP screens potential hires identified by ad hoc search committees and votes on whether the potential hire is consistent with the long range objectives. A positive vote by FDLRP shall be followed by consideration of the potential hire at a meeting of the full faculty: such a meeting is normally closed to non-voting members except for tenure stream faculty with secondary appointments in the Department of Chemistry. A negative vote by FDLRP may terminate further consideration of the potential hire. However, consistent with Paragraph B of Section 2, any member of the faculty may request consideration of the potential hire at a meeting of the full faculty. Representation of at least one full professor, one associate professor, and one assistant professor is required on this committee.

4. Undergraduate Curriculum

Function: The annual coordination and long-range planning of undergraduate course offerings. The Undergraduate Curriculum Committee is composed of the Director of Undergraduate Studies (Chair) and a faculty member from each of the Departmental programs (Physical, Organic, Analytical, Biological, and Inorganic). The Director of Undergraduate Studies shall be responsible for convening the committee and providing oversight for the undergraduate curriculum as a whole.

5. Graduate Curriculum

Function: The annual coordination and long-range planning of graduate course offerings. The Graduate Curriculum Committee is composed of the Director of Graduate Studies (Chair) and a faculty member from each of the Departmental programs (Physical, Organic, Analytical, Biological, and Inorganic). The Director of Graduate Studies shall be responsible for convening the committee and providing oversight for the graduate curriculum as a whole.

6. Graduate Student Advisement

Function: As described in the Graduate Student Handbook, the members of this committee aid graduate students in designing their program of study and monitor their progress towards milestones in the graduate program.

7. Graduate Recruiting

Function: To devise appropriate marketing strategies to enable the Department to continue to enlist the highest number of applications from as talented and diverse pool of candidates as possible.

8. Graduate Admissions

Function: To review applications of potential graduate student candidates, to make offers of admission to those students they deem appropriate, and to recruit those students to accept that offer.

9. Seminar

Function: The annual coordination of speakers to visit the Department to lecture on various disciplines of chemistry.

10. Graduate Student Advisory Board

Graduate students are invited to participate in Departmental matters through the Graduate Student Advisory Board (GSAB), which would then transmit this information to the Chair.

11. Safety

Function: To ensure that all policies and practices within the Department are committed to ensuring that an overall culture of safety is adopted by all faculty, students, staff, and visitors.

12. Support Services

Function: Chaired by the Facilities/Instrumentation Director, this committee is tasked with ensuring that departmental specialties such as the Machine Shop, Electronics Shop, Glass Shop, Chemistry Instrumentation Center (Mass Spec, NMR, X-Ray) (CIC), Materials Characterization Lab (MCL), Center for Molecular and Materials Simulations (CMMS), Chemistry Computer Classroom (CCC), Audio-Visual, and the Library are meeting the needs of the Department. To oversee the IT needs and requirements of the Department including Web management, IT infrastructure, and IT security.

APPENDIX I

Preamble: The Chair is appointed by the Dean of the Dietrich School of Arts and Sciences upon consultation with faculty.

Guidelines for Selecting a Chair of the Department of Chemistry

The goal of the procedures outlined in this document is for the Voting Faculty, which comprises of T/TS and full time NTS faculty, in the Department of Chemistry to identify a single candidate for Chair. The name of this candidate will be forwarded to the Dean of the Faculty of the Kenneth P. Dietrich School of Arts and Sciences as the department recommendation. The procedures outlined in this document may be changed at any time by a majority vote of the Voting Faculty.

One year prior to the end of the existing Chair's appointment (or immediately in the event of a Chair's early departure), the Faculty Development and Long-Term Planning (FDLRP) Committee in the Department of Chemistry will appoint a Chair Selection Committee (usually composed of 4 members, and here forth known as the CSC) to organize the Department's efforts to either: (1) re-appoint the incumbent for another term; (2) search for an external Chair or expand an ongoing search for a Full Professor to include asking candidates questions outlining their vision for the department during interviews; or (3) identify and nominate an internal Chair. Once the CSC is established, FDLRP will appoint one member of the tenured faculty within CSC as Chair of CSC. If the appointment of an internal Chair is desired, then the Department will also recommend a term length for this appointment to the Dean, typically either 3, 4 or 5 years. CSC will determine the mechanism by which one of these three paths is followed and suggest a term length, and any decisions made by CSC must be presented to the Voting Faculty for a vote. If at any time during this process a member of the committee becomes a candidate for Chair, then he/she must resign from CSC; a replacement will be selected by the FDLRP.

Selection of an Internal Chair of the Department of Chemistry

The approach for selecting an internal candidate for the position of Chair of the Department of Chemistry will be divided into the following stages: (1) Open Nomination; (2) Selection of Candidates; (3) Open Discussion; (4) Voting; and (5) Recommendation to the Dean.

(1) Open Nomination

The Voting Faculty will be asked to submit names of faculty candidates for Department Chair to a member of the CSC. Nominees should be from the pool of Full Professors and candidates should not be ranked at this stage. It is strongly recommended that the nominator discuss the nomination with the individual prior to submission to determine their level of interest. Solicitations for nominations will be e-mailed and a hard copy will be placed in the department mailboxes of all T/TS and NTS faculty. Every effort will be made to mail solicitations to faculty who are unable to access department mailboxes or e-mail accounts. Faculty will be given 2 weeks to respond to this request.

(2) Selection of Candidates

The list of nominees for the position of Chair will be compiled from the above open nomination process. Within one week, each candidate will be contacted by the CSC and asked the following: "You have been nominated by the faculty for the position of Chair of the Department of Chemistry. Are you willing to be a candidate for this position?"

Any candidate may remove him/herself from the list of candidates at this time. After all of the nominees have been contacted, a final list of faculty willing to be candidates for Chair will be compiled and shared with all Voting Faculty.

(3) Open Discussion

Each candidate for Chair of the Department of Chemistry will be asked to write a 1-2 page statement on their vision of the future for the Department of Chemistry. This statement will be forwarded to the faculty

approximately one week after the announcement of the candidate list. A faculty meeting will be held after the faculty have had time to review these statements, usually 1-2 weeks. At this meeting, each candidate will be asked to present a synopsis of their vision statement; this will be followed by a question and answer period. Questions may also be submitted by members of the faculty in writing to the CSC if anonymity is desired. Minutes of this meeting will be distributed within 1 week to the faculty.

(4) Voting Procedures

In the event that there is a single candidate for Chair, this individual will become the "leading candidate". The Voting Faculty will be presented with a written, numbered ballot with the name of the leading candidate and will be asked to vote whether the candidate is "acceptable" or "unacceptable". A 'secret ballot' mechanism for voting and commenting on the suitability of candidates will be implemented to assure anonymity of votes and comments. Votes and comments will be compiled and redacted by the Chair's administrative assistant and thereafter presented to the CSC.

If there are two or more candidates, a written, numbered ballot containing the names of the candidates for Chair will be distributed. The Voting Faculty will be asked to rank all candidates and indicate "acceptable" or "unacceptable" for each candidate. The vote should generally be held within 3 weeks of the faculty meeting and open discussion. The candidate who receives the most votes from the Voting Faculty will be defined as the "leading candidate". If there is a tie between two or more individuals who receive the same number of votes, a run-off election will be held to identify the "leading candidate" among them. If there is another tie vote, then new ballots will be distributed and a new vote will be taken. All voting should generally be completed within 1-2 weeks of the first vote.

In the event of two consecutive tie votes in an election held between two candidates, the Voting Faculty in the Department of Chemistry will develop a mechanism through which one of the two candidates will be selected as Chair.

(5) Recommendation to the Dean

If a simple majority of the Voting Faculty determine by vote that the leading candidate is acceptable, then the individual will be recommended to the Dean of the Faculty of the Dietrich School of Arts and Sciences to become the Chair of the Department of Chemistry. The CSC will submit this recommendation in writing to the Dean along with a summary of the selection process and all voting records. The voting records will be broken out by: 1) T/TS votes, 2) full time NTS votes, and 3) total of all votes. If, after negotiations with the Dean, the Dean either chooses not to appoint that candidate, or if the leading candidate chooses not to accept the Chair, then CSC will re-initiate the process to either: (1) re-appoint the current Chair for another term; (2) search for an external Chair; or (3) identify a new internal Chair. If a Chair is not appointed by the time the current Chair leaves the position, the Dean may appoint an Interim Chair for a period until a new Chair is identified.

APPENDIX II

Procedures for the Promotion of Assistant Professors to Associate Professor with Tenure

Department of Chemistry, University of Pittsburgh

The timeline for the promotion process is fixed by the Dean's requirement that all promotion materials (the dossier, the results of the faculty vote, and the Chair's letter) be submitted to the Office of the Dean no later than October 31 of the 6th year.

The tenure and promotion review process should begin no later than the mid-summer prior to the beginning of the sixth year of the candidate's appointment. Candidates wishing to be considered earlier than this time should seek advice of their mentor and senior colleagues before initiating a formal request to the Chair.

In the Department the responsibility for the assembly of the information needed for the tenured faculty to formulate a recommendation (to the Dean) is delegated to an *ad hoc* Promotion Committee. Although it is desirable that this committee formulate a clear recommendation for or against the award of tenure and promotion, it is not mandatory. The committee must present a written summary of its activities, including all of the information collected internally and externally, and this report will form the basis of the documentation sent forward from the Department to the Dean.

The specific information to be assembled by the Promotion Committee is summarized below. All of this information is required to fulfill the Dean's guidelines.

- 1) External Evaluations. We are required to solicit the views of external experts who are capable of providing an informed and objective evaluation of the candidate's research and scholarly achievements. The Provost and the Office of the Dean have oversight of many departments, and there are differences among departments in their approach to the solicitation of outside letters. In the Chemistry Department, we expect to have twelve external evaluations. Previous experience indicates that less than 100% of the referees will respond. Therefore, we solicit evaluations from sixteen to eighteen external referees and the first task of the Committee will be to agree to an appropriate list of external referees.

To meet the mandated timeline, this list should be defined and letters sent by late August. The letters should request responses prior to October 1, in order to allow appropriate time for Committee deliberations and scheduling of a faculty meeting for discussion of the case by the third week of the month of October. The Promotion Committee report should be available for study by the tenured voting faculty at least five days prior to the meeting.

The assistant professor being evaluated should be asked to name potential referees, but Provost and A&S guidelines also specifically indicate that "under no circumstances should the Department solicit outside letters only from persons on the list submitted by the candidate. At least half of the letters should be solicited from persons not on the candidate's list of suggested referees...". We therefore ask a candidate to submit a list of six references only, with the understanding that we will use all of them unless we are aware of some circumstances (such as a conflict of interest unknown to the candidate) which would render a particular referee unsuitable. Although it is not forbidden by University policy, our practice has been that external letters are not requested from either Ph.D. thesis advisors or postdoctoral mentors. It is also inappropriate to request evaluations from faculty who have been recent colleagues at the University of Pittsburgh, however, an exception may be considered when the candidate has collaborated extensively with such colleagues on work conducted at Pittsburgh.

The package submitted to the Dean requires a short paragraph outlining the qualifications of each of the external evaluators. The Promotion Committee is responsible for generating these vitae. The vitae should properly introduce the referee and demonstrate the referee's qualifications clearly.

- 2) Curriculum Vitae. The chair of the Promotion Committee will act as advisor to the candidate and the other two members of the Committee serve anonymously. The chair should help the candidate submit an up-to-date and complete curriculum vitae which presents the most informative possible picture of the candidate's accomplishments as an Assistant Professor at the University of Pittsburgh. It is therefore important that the chair of the Promotion Committee be well informed about the promotion process and the qualities of an effective dossier. The curriculum vitae should cover all the traditional areas, including scholarly publications, research funding, internal and external awards and honors, teaching achievements, external presentations and invited lectures.

It is the candidate's responsibility, with the assistance of any mentoring faculty and the chair of the Promotion Committee, to assemble an abridged version of the dossier to be sent to external referees. This dossier should include reprints or preprints of publications which the candidate feels to be particularly important in evaluating the research achievements, current funding, and a research précis or prospective analysis.

- 3) Documentation of Teaching Achievements. Detailed documentation of teaching achievements is an essential part of any positive recommendation for the award of tenure. The Dean's tenure review committee expects a report evaluating and establishing teaching effectiveness, and the Committee should pay particular attention to this need. It is strongly recommended that (in addition to the student teaching evaluations (OMET) which any candidate will have on hand) the Department also ensure that the candidate's teaching is reviewed regularly within the peer review mechanisms and in accord with Department wide policies.

In addition to reviewing the peer evaluation reports on a candidate's teaching, it is valuable for the Committee to offer opinions of their own on the larger perspectives of the candidate's teaching contributions to the Department. To help the faculty reach an informed decision, the Promotion Committee may choose to address and answer the following questions:

- a) Why is the candidate an important member of the teaching faculty?
- b) What are the candidate's skills and successes as an undergraduate teacher?
- c) Is the candidate a successful graduate student mentor?
- d) What are the candidate's particular skills or techniques as a graduate student mentor?
- e) What is the significance of the candidate's qualities to the achievement of Departmental goals in both undergraduate and graduate education?

It is recommended that the Chair of the Department advise the Promotion Committee of these questions and discuss this with the candidate. The chair of the Promotion Committee can help the candidate assemble a portfolio of teaching materials.

- 4) Reprints, Preprints and Books. The full package for evaluation by the faculty and the Dean must include at least one copy of each paper, preprint, or book that is part of the candidate's scholarly work relevant to the promotion. A cover page, which lists all of this submitted material, should be included.
- 5) Sponsored Research. Within the curriculum vitae, or in a separate document, the candidate will prepare a detailed list of sponsored research support. In addition, the candidate should list all research

grants and contracts which have been submitted, whether they have been successful, unsuccessful or are still pending, together with a summary of their current status.

The Promotion Committee report must be submitted in time for review by the Chair and in time to schedule the full faculty meeting. The faculty meeting must be held at least one week prior to the October 31 deadline for submission of results to the Dean. It is traditional that the Chair inform the candidate of the meeting result soon after the votes are tallied. The Department vote does not end the tenure review process, but it is an important milestone. In no case should the Chair discuss any aspect of the content of the meeting. The numerical scores of the vote are never shared with the candidate or with faculty members.

In the event of a divided vote, the Chair is to include in the summary recommendation to the Dean a balanced report on the meeting. If some faculty members are united against the majority, they may be asked to review the letter and advise on its completeness. In rare cases where there is no substantial majority, one or two representatives of the minority side may be asked to prepare a minority report. This report is to be included with all other materials submitted to the Dean and the rationale and existence of the minority report should be described in the Chair's letter.

On or around the beginning of the following calendar year, the Dean will appoint a tenure review committee (meetings take place generally in the period from January 15 to April 1). The tenure review committee studies the dossier, interviews representative senior faculty (usually the Chair of the Department) and advises the Dean on the central question. The final steps in the process and opportunities for appeal are all covered in the University's Policy and Procedures documents, available on the University web site.

Notes on Tenure Review Committee Responsibilities

The Promotion Committee.

The Promotion Committee includes three members. The chair of the Committee also acts as advisor to the candidate in evaluating the content of the dossier to ensure that no essential information is missing. The name of the chair of the Promotion Committee is known to the candidate, but the remaining committee members serve anonymously.

The duty of the Promotion Committee is to oversee the collection of information relevant to the candidate's accomplishments in teaching, research, and service, and to write a summary report on the assembled information. The report of the committee should be organized into sections dealing with each area of activity. Objectivity is an essential element of a convincing report. Although the Department expects the report to conclude with a recommendation for or against promotion, the tone of the report should be not one of advocacy, but of judicious evaluation.

Recommended Outline.

- I. Evaluation of Research Activities.
 - A. Description of the general area of research and its importance.
 - B. Description of the candidate's research within this context.
 - C. Summary of the major contributions of the candidate to the field.

[This section should include a description of the candidate's accomplishments. It should explicitly address the nature of the accomplishments, the impact and importance to the field. This section should direct the reader to evidence bearing on these points. It is in this section that the external letters of evaluation should be discussed. It is important to place the letters in context and to help the reader to "decode" the letters. The reader may not know the standards and the vocabulary of the field. It may be appropriate to briefly discuss characteristics of the reviewer that might shed light on the letter. Evaluation of research plans and expectations for future contributions.]
- II. Evaluation of Teaching Activities.
 - A. Summary of courses taught by the candidate.
 - B. Description of the sources of information considered.
 - C. Analysis of each source of information, i.e. students' evaluations, peer evaluations, teaching statement, course materials, outside letters.
 - D. Analysis of the sum of the evidence. If problems exist or did exist, they should be addressed.
- III. Evaluation of Service Activities.
 - A. Summarize contributions to the Department and help the reader to judge the quantity and quality of these contributions.
 - B. Summarize contributions to the Dietrich School of Arts and Sciences, the University, and the community.
 - C. Summarize contributions (service other than research and teaching) that the candidate has made to the field.

Special note.

Committee members responsible for writing the report should remember that the report will be read by persons outside the Department who are not familiar with our field and expectations. Faculty who serve

on the Dean's tenure review committee are accomplished scholars and they will be quick to recognize assertions made without factual evidence and assertions that are contradicted by the evidence.

Guiding principles from the Dietrich School of Arts and Sciences By-laws.

"Within the Dietrich School of Arts and Sciences, tenure is awarded for demonstrated excellence together with the promise of continued excellence in scholarship, in whatever form that scholarship takes. Teaching and research (or creative activity), the two principal functions of the University, are also the two principal forms of scholarship. The relationship between the two is complex, and no single formula could serve as an adequate guide in every tenure case. All departments in a University school of arts and sciences should be concerned with advancing knowledge as well as teaching students, but the balance between research and teaching need not be the same for every department, nor for every faculty member. Although the balance may be shaped over time by the faculty member and the department, it must be justified to the University when the faculty member stands for tenure. Excellence in research should not excuse incompetence in teaching, and teaching that is not founded in scholarship can make no claim to excellence.

In judging excellence, the indispensable ingredient for promotion to tenured rank should be creative or intellectual vitality as reflected in the candidate's teaching, and in the candidate's contribution to the advancement of knowledge or in his or her artistic activity. Vitality is best revealed through the candidate's activities—classroom performance, research, writings, artistic creations. These should be assessed for the evidence they reveal of intellectual power and originality. Quantitative measures of productivity and popularity, however useful, are no substitutes for qualitative judgments. Evaluations of the candidate's record of achievement will be used primarily to judge future promise. Elements of this evaluation shall include the quality and originality of the candidate's contributions to the advancement of knowledge, the candidate's status with respect to the standards of excellence in the discipline, and performance as a teacher. Tenure is not a reward for past services, but a kind of contract, a lifetime of security in exchange for a lifetime of continued creative scholarship."

APPENDIX III

GUIDELINES FOR PROMOTION OF ASSOCIATE PROFESSORS

The Full Professors of the Chemistry Department have a responsibility to encourage and facilitate the development of faculty in the rank of Associate Professor. Part of this responsibility includes an active program for the evaluation of faculty progress towards promotion to the rank of Full Professor. The Full Professors of the Department have drawn up the following guidelines for such promotional considerations.

- 1) Consideration of the potential promotion of any current Associate Professor to the rank of Full Professor can be initiated by any current Full Professor or by request of the Associate Professor. Such nominations or requests should be initiated by July 1 of any particular year to ensure that the promotion, if recommended by the Department, approved by the Dean and Provost, and awarded by the Chancellor is effective by the beginning of the following academic year.
- 2) The Chair will convene the Full Professors to consider all such requests or nominations. This consideration will require a complete nomination package, including an up-to-date CV, a complete list of publications, a summary of research and teaching achievements, a summary of current research and future research directions, and a complete funding history.
- 3) The Chair will provide a brief written summary of the deliberations of the Full Professors to the candidate and will indicate whether the Full Professors recommend solicitation of outside referees as to the appropriateness of promotion.
- 4) If the Full Professors and the Associate Professor wish to proceed with the solicitation of external letters, the Chair will appoint a Promotion Committee. The Committee will solicit the names of not more than six external referees (not to include mentors) from the candidate. The Committee will compile a list of external referees, which will include at least half of those proposed by the candidate and at least an equal number of referees not taken from the candidate's suggestions. The Committee will submit this list to the Chair, who will then write to solicit the evaluations of the external referees.
- 5) If an Associate Professor wishes to proceed with the solicitation of external letters, against a recommendation by a majority of the Committee of Full Professors, the case will be referred to the Dean of the Dietrich School of Arts and Sciences, who will make a final decision as to whether outside letters should be sought.
- 6) The Promotion Committee will evaluate the response of the external referees and submit a written recommendation to the Full Professors, who will then formulate a recommendation to be transmitted to the Dean of the Dietrich School of Arts and Sciences by the Department Chair.
- 7) Associate Professors will not normally be considered for promotion to the rank of Full Professor until they have been in rank for three years, and, if their nomination or request for promotion is denied, they will not normally be reconsidered for promotion for another three years.