

Governance
Department of Chemistry
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I. Organization and Governance

A. Department Chairperson

Responsibilities

- Allocation of department resources such as MO&E and VD/VP, and endowed department excellence funds as well as oversight of the instrumentation and other core facilities.
- Space allocation upon recommendation of the Space Committee.
- Chair of Space Committee
- Faculty salary recommendations to the Dean based on Budget Council recommendations and annual performance and workload reviews provided by the Promotion and Tenure committee.
- Assign faculty workload based on recommendations from the Promotion and Tenure committee.
- Coordinate development of a department strategic planning document every five years.
- Approve staff hiring and appointments in consultation with the area supervisor.
- Appointment and supervision of the Associate Chairs of Undergraduate and Graduate Education
- Supervision of Assistant Director and Service Center manager staff positions.
- Approval of teaching assignments.
- Approval of University Extension courses and instructors.
- Attend various department committee meetings as needed.
- Coordinate faculty hiring and negotiate with the candidate and Dean on behalf of the Department.
- Help define development activities and goals for the Department.

Voting on department matters will be in accordance with [Chapter I, Section V](#) in the UT Handbook of Operating Procedures. Voting and other responsibilities for specific groups are as follows:

B. Budget Council

Membership: Currently appointed full professors in the department, including those with zero-time appointments for whom voting rights have been accorded.

Responsibilities:

- Vote on responses to outside offers involving an associate or full professor.
- Vote on promotions to the rank of full professor.
- Provide recommendations on faculty merit increases to the Chair.
- Vote on awarding endowments (Chair and Professorship) to faculty.

C. Extended Budget Council

Membership: Currently appointed professors and associate professors in the department, including those with zero-time appointments for whom voting rights have been accorded.

Responsibilities

- Vote on responses to outside offers only in cases involving an assistant professor.

- Vote on all tenure decisions.

D. Entire Tenured/Tenure-Track Faculty

Membership: All tenured and tenure-track faculty in the department, including faculty with zero-time appointments for whom voting rights have been accorded.

Responsibilities

- Vote on hiring of new faculty at all levels.
- Vote on lecturer promotions.
- Vote on governance issues.
- Vote on instruction-related issues and proposals.
- Vote on allocation of department financial resources in excess of \$50,000.
- Vote on non-department faculty membership to GSC.

E. Entire Faculty

Membership: All tenured and tenure-track faculty in the department, including faculty with zero-time appointments, and lecturers for whom voting rights have been accorded.

Responsibilities

- Vote on instructional and other department policies pertaining to lecturer positions.
- All faculty are required to submit a faculty annual report by the University designated deadline or they will not be eligible to receive merit raises.

F. Department Sub-Area Structure

The department maintains four sub-areas that naturally align with research interests and teaching areas.

Analytical chemistry

Inorganic chemistry

Organic chemistry

Physical chemistry

Each of the four sub-areas is required to name a point person who will help handle the following activities:

Responsibilities

- Faculty teaching assignments.
- Coordinate divisional feedback for occasional departmental issues
- Graduate student candidacy/qualifying exams.
- Solicitation of names and scheduling of seminar speakers.

F. Associate Chair of Undergraduate Education/Undergraduate Advisor

The Associate Chair of Undergraduate Education/Undergraduate Advisor is a faculty member appointed by the chairperson. The Associate Chair of Undergraduate Education has peripheral supervision responsibilities for the undergraduate office, including input on staff annual reviews.

Responsibilities

- Oversees the undergraduate office.
- Chairs the Course & Curriculum Committee.
- Oversees undergraduate transfer credit determination.
- Oversees undergraduate fellowships and scholarships in consultation with the department Awards Committee and the undergraduate office.
- Consults with academic advisors on student related matters.
- Participates in department undergraduate graduation reception and ceremony.
- Oversees NTT appointments

G. Associate Chair of Graduate Education/Graduate Advisor

The Associate Chair of Graduate Education is a faculty member appointed by the chairperson. The Associate Chair of Graduate Education has peripheral supervision responsibilities for the graduate office, including input on staff annual reviews.

Responsibilities

- Oversees the department graduate office.
- Oversees graduate student recruiting in coordination with the Chair(s) of Graduate Admissions and the graduate office.
- Oversees fellowships and scholarships in consultation with the Graduate Student Awards Committee and graduate office.
- Monitors graduate student progress.
- Oversees orientation of incoming graduate students.
- Assists with organization of TA assignments
- Serves as advocate for graduate students and conflict resolution

H. Faculty Meetings

Faculty meetings will be called by the chairperson to discuss and vote on matters of departmental interest. Excluding meetings for hiring, an average of one faculty meeting per month in each long semester is considered normal.

Faculty meetings associated with specific hiring and promotion milestone dates are expected on or around

Mar. 1 (Final hiring decision)

July 1 (Hiring strategy developed)

Oct. 1 (Promotion decision)

Oct. 31 (Hiring interviews decided)

Faculty Meeting Agendas

Approximately one week before a scheduled faculty meeting, the chairperson will propose an agenda and ask for modifications or additions to the agenda. Voting items will be described.

A final agenda will be circulated 2-3 days prior to a faculty meeting.

During the meeting, the agenda may be altered based on a majority vote, but significant items requiring votes should not be added.

Within three business days of a faculty meeting, the Chair's Office will circulate meeting minutes or a meeting summary to the faculty.

Rules of order

Roberts rules of order are to be followed with the following exception, known within the department and around the University as the “Fox rule”.

Definition of the “Fox rule”: Requires a majority rule for voting on “major proposals” defined as: i) faculty and senior technical appointments, ii) major space reallocations, and iii) major (>\$50K) resource allocations requires approval of >50% of “eligible” voters. Such major proposals should be identified at least one week before the meeting and a draft of the proposal should be pre-circulated to the faculty. Proxy or absentee votes will count. For the purposes of the Fox Rule, “eligible voters” refers to all department tenured and tenure-track faculty regardless of attendance of the meeting at which the vote is taken.

Voting

So-called “proxy” votes are not allowed for promotion and tenure decisions. Absentee votes are allowed only on previously announced issues and must be submitted to the Chair’s Office in advance of the meeting. Voting by secret ballot may occur at the sole request of any faculty member and will automatically be used for promotion/tenure votes related to assistant and associate professors in the department.

Faculty Retreat

The chairperson is expected to hold a non-voting retreat on average once a year to provide an open department-wide forum for the discussion of issues important to the present and future of the department.

II. Committees

Course and Curriculum Committee

Mission

To oversee the course offerings and curriculum structure and degree requirements of the Department of Chemistry.

Makeup

The committee consists of the chemistry undergraduate advisors, representatives from each of the traditional "divisions" plus one lecturer from General and Organic Chemistry.

The committee is co-chaired by the Associate Chair of Undergraduate Education. The Associate Chair of Undergraduate Education represents the chemistry undergraduate degree program as a permanent member of the College of Natural Sciences Course and Curriculum Committee.

Selection of Committee and Terms

Committee members are appointed by the Chairperson of the Department and serve 3-4 year terms.

Primary Responsibilities

- Approval of new courses when they are first proposed
- Review of existing courses, as necessary
- Maintenance of degree plans offered by the department
- Propose changes to the curriculum offered by our department
- Assist the Chairperson, as requested, in matters of curriculum within the Department
- Set standards for materials covered in courses with multiple sections or those courses that are part of the major sequence
- Proactively participate in curriculum reform

Meetings

A meeting is to be held annually with the head undergraduate academic advisor, the supervisor of the undergraduate office, the undergraduate teaching lab coordinator, the division coordinators, the teaching lab instructors, and the department chairperson. The meeting is to review the status of the degree programs, the general health of the instructional program, and enrollment pressures. Email solicitation of all faculty, including lecturers for relevant issues to be raised is to be sent 2 weeks prior to the meeting. Additional meetings can be called on an as-needed basis. For routine business, no contest votes may be taken via email. The head academic advisor is to be included at all Committee meetings to provide relevant input on issues, however, they do not vote.

Miscellaneous

Graduate courses are generally administered at a division level, however, substantial changes to graduate curriculum or course content must be approved by the Course & Curriculum Committee.

The Course & Curriculum Committee is usually not involved in textbook selection.

Promotion & Tenure Committee

Mission

To make critical recommendations during the faculty promotion and tenure process for the department, as well as provide post-tenure review for current faculty members. Per University policy, faculty members with courtesy appointments are eligible to serve on the P&T Committee

This committee will also serve as the Faculty Workload Committee.

Makeup

The P&T Committee is composed of four-five members, all full Professors, broadly representing the various research areas of the department with one acting as committee chair.

Selection of Committee and Terms:

The committee membership and the committee Chairperson are appointed by the Department Chairperson. The standard term of membership is three years. The Chairperson's Office will maintain a list of current members and their length of service. To maintain continuity, only a subset (2-3) of the committee will be replaced at a given time.

Frequency of Meetings:

The typical frequency of meetings is three to five meetings per year, one to two meetings in the fall semester for promotion-and-tenure assessments (completed in accordance with College and University policies and procedures), as well as completion of annual performance reviews and post-tenure reviews (CPRs). Additional meetings may be required to accommodate special objectives.

Scheduling of meetings:

Chairperson's Office staff maintain a master calendar and notifies the P&T Chairperson about deadlines for key items. The P&T Committee handles the items outlined in the mission, but does not pursue new initiatives unless charged by the Chairperson or by a faculty vote.

Primary Responsibilities and Milestone Dates

- Undertake the evaluation of all assistant and associate professors slated for promotion, submit recommendations to the faculty, and prepare promotion assessments for dossiers. Meet annually with all assistant and associate professors to assess performance and accomplishments and provide feedback.
- Undertake regular assessments of associate professors in order to determine their suitability for promotion during the upcoming academic year.
- Complete post-tenure review assessments for tenured faculty.
- Complete third year reviews for all assistant professors.
- Make recommendations regarding approval of out-of-department faculty for zero-percent faculty appointments in the Department of Chemistry.
- Complete annual performance and workload reviews of all tenured and tenure-track faculty.

Space Committee**Mission**

The department space committee is charged with making recommendations to the Department Chairperson for allocating the space assigned to the department within Welch Hall, the Faulkner Nanoscience and Technology building (FNT), and the Norman Hackerman Building.

Proactive development of long term space initiatives and space usage.

Development of transparent policy for space assignment and reassignment based upon need (based upon number of coworkers averaged over a period of the past 3-5 years. Unused space is reassigned to the department.)

Makeup

The committee consists of the building manager and 4-5 faculty broadly representing the research interests of the faculty and is chaired by the Department Chairperson.

Selection of Committee and Terms

Committee members are chosen by the Department Chair. The standard term of membership is 3 years, and new members are selected as vacancies occur. The Chairperson's Office will maintain a list of current members and their length of service.

Frequency of Meetings:

Meetings will be called on an as-needed basis. Usually meetings will be called when multiple issues have accrued. Some issues may be decided via email if a meeting is not practical due to time-sensitivity. The staff Facilities & Safety Manager should attend all meetings.

Scheduling of meetings:

The committee Chairperson coordinates meetings.

Facilities Committee

Mission

The department facilities committee is charged with oversight as well as making recommendations to the Department Chairperson regarding the operations of the department service centers.

NMR

Mass Spec

X-Ray Diffraction

Glass Shop

Instrument Design and Repair

Other new service centers

Makeup

The committee consists of members representing the interests of faculty primarily engaged in experimental research with additional members appointed for divisions with historically heavy facility use.

Selection of Committee and Terms

Committee members are chosen by the Department Chair. The standard term of membership is 3 years, and new members are selected as vacancies occur. The Chairperson's Office will maintain a list of current members and their length of service.

Frequency of Meetings

Meetings will be called on an as-needed basis but no less than twice per year. Some issues may be decided via email if a meeting is not practical due to time-sensitivity. Meetings should include the managers of the various centers as appropriate.

Scheduling of meetings

The committee chair coordinates meetings.

Primary Responsibilities

- Make recommendations for fee structure changes (in accordance with university policy)
- Make recommendations for major equipment purchases or repairs
- Make staffing recommendations
- Coordinate equipment grant applications
- Provide input for service center managers' annual performance evaluations

Ad hoc Chairperson's Special Advisory Committee**Mission**

To advise the chairperson on issues of high significance to the department

Makeup

The committee consists of all former chairpersons currently active in the department.

Terms

There is no standard term of membership.

Frequency of Meetings:

Meetings will be called on an as-needed basis.

Non Tenure Track (NTT) Faculty Committee**Mission**

To mentor Assistant, Associate, and Full Professors of Instruction, Lab Coordinators, and new NTT faculty regarding the standards that need to be upheld in the courses, teaching and testing methods, material that needs to be taught; especially important in first semester of a two semester sequence

To establish policies and procedures related to the Assistant, Associate, and Full Professors of Instruction and Lab Coordinators in the department, then propose any substantive changes to the entire faculty for a vote.

Makeup

The standing member is the Associate Chair of Undergraduate Education. Ad hoc members are added as necessary. The committee consists of NTT faculty and tenure track faculty associated with undergraduate courses.

Terms

Committee members are chosen by the Associate Chair of Undergraduate Education. The standard term of membership is 3 years, and new members are selected as vacancies occur. The Chairperson's Office will maintain a list of current members and their length of service.

Frequency of Meetings and Milestone Dates:

- Sept. 1 A list of which Assistant, Associate, and Full Professors of Instruction need peer evaluation in the Fall semester should be compiled and evaluators assigned. A list of evaluation schedules is listed in the Policies and Procedures section below.
- Sept. 15 Any first time Assistant, Associate, and Full Professors of Instruction should have had one classroom evaluation.
- Sept. 30 Any first time Assistant, Associate, and Full Professors of Instruction should have had their second classroom evaluation
- Jan. 1 Spring contracts for Assistant, Associate, and Full Professors of Instruction who are given one-semester contracts 1/15 CIS results for Assistant, Associate, and Full Professors of Instruction should be compiled into a spread sheet for the committee by the undergraduate office.
- Feb. 1 Any Assistant, Associate, and Full Professors of Instruction seeking promotion should present 1 page summary outlining their teaching accomplishments and their “additional” contribution. These will be reviewed by the NTT committee and passed on to the promotion and tenure committee.
- Feb. 7 NTT committee should have met to evaluate/discuss evaluations of all Assistant, Associate, and Full Professors of Instruction
- Feb. 15 NTT committee will meet with any Assistant, Associate, and Full Professors of Instruction seeking promotion and forward information to the P&T committee
- Mar. 1 Names for promotion need to be forwarded to the Dean’s office.
- April 1 NTT committee (or representative) should have met with each Assistant, Associate, and Full Professors of Instruction to discuss their evaluation and status for the following year.
- April 15 Establish teaching needs for the following academic year. 5/1 Place ads if needed.
- Aug. 1 Complete hiring for Fall. Contingencies should be made for any needed slots depending on the CNS final budget.
- Aug. 20 Contracts to Assistant, Associate, and Full Professors of Instruction for academic year or for fall semester for those lecturers on one-semester contracts. This date depends on the final instructional budget.
- Aug. 25 Generic Assistant, Associate, and Full Professors of Instruction ad is placed on the Office of the Provost website.

Primary Responsibilities

- In-class evaluations by experienced faculty for all Assistant, Associate, and Full Professors of Instruction.
 - The number and frequency of evaluations will vary depending on both the experience of the individual as well as the number of times that they have taught a particular course.
 - The evaluations will have two key aspects.
 - The first is to help the faculty member improve their course regardless of their experience level.
 - The second is to evaluate an individual’s teaching skills for retention and promotion decisions.
- Make recommendations for Assistant, Associate, and Full Professors of Instruction salary increases to the Department Chair.

Ad Hoc Diversity Committee

Mission

To development and implement strategies and policies for increasing department diversity at the student, faculty, and staff levels.

Makeup

Members are appointed by that Department Chairperson.

Terms

There is no standard term of membership.

Frequency of Meetings:

Meetings will be called on an as-needed basis.

Faculty Awards Committee

Mission

To promote and coordinate nominations for limited submission and teaching awards.

Makeup

4-5 tenured faculty from across research disciplines

Terms

Committee members are chosen by the Associate Chair of Undergraduate Education. The standard term of membership is 3 years, and new members are selected as vacancies occur. The Chairperson's Office will maintain a list of current members and their length of service.

Frequency of Meetings:

Meetings will be called on an as-needed basis. Discussions and recommendations may be handled via e-mail meetings.

Primary Responsibilities

- Select department nominees and coordinate submission for teaching and limited-submission awards.
- Make suggestions and encourage applications/nominations for awards directed at junior faculty.
- Work with Chairperson's Office staff to ensure award calendar is current and accurate.
- Assist junior faculty with generation of award nominee packages including review and input on materials.
- Chairman's Office will maintain a calendar of major awards.

Annual Faculty Performance Reviews and Merit Raise Policy

Amended August 4, 2020

Review Committee

A committee, which shall be known as the Faculty Workload and Performance Committee (FWPC), comprising four full professors appointed by the Chair, will evaluate faculty workload and performance of all department tenured and tenure-track faculty in the areas of the research, teaching and service. At the discretion of the Department Chair, the membership makeup of the FWPC may mirror that of the department Promotion & Tenure Committee.

Faculty Workload

Per the CNS Workload policy, faculty members at a Research I institution are expected to have a long and productive career that encompasses strong research, engaging teaching and devoted service to the department, university, and community. A workload policy is a mechanism to define an appropriate balance of research, teaching, and service, and accompanied professional development. Based on the level of engagement in research, teaching and service and accompanied professional development during previous three academic years, the FWPC recommends to the Chair the teaching load for each faculty member. As determined by CNS, the Basal Teaching Load (BTL) in the Department of Chemistry is 1/1. It is desirable that at least one of these courses be taught at the undergraduate level.

In early October of each year and based on the three most recent annual reports, each faculty member will be classified as either research active, moderately research active, or research inactive. Faculty who are designated as moderately research active or research inactive will be assigned additional teaching responsibilities until they return to research active status. Faculty can return to research active status by meeting the criteria for that classification during the most recent academic year. Any additional teaching load must be completed through the current academic year. For example, a moderately research active faculty member will carry an additional teaching load for the 2020/21 academic year. Based on appropriate levels of productivity shown in the 2019/20 (most recent) annual report, they are classified as research active in October 2020. That faculty member would not return to BTL until the 2021/22 academic year.

In order to be classified as research active, a faculty member must at a minimum meet the criteria for “meets expectations” in the research and funding categories for research active faculty as shown in the annual review section below. The criteria must be met in at least two of the previous three years. It should be noted that tenure-track faculty will, by default, be categorized as research active during the years prior to being considered for promotion and will be assigned the BTL during that period (with consideration for any approved teaching reductions). Research active faculty will be assigned the BTL with considerations for buyouts and other approved reductions.

Moderately research active status will be assigned to those faculty who do not meet the criteria for research active status but who still maintain a moderate level of research productivity. In order to maintain moderately research active status, a faculty member must at a minimum meet the

criteria for “meets expectations” in the research and funding categories for moderately research active faculty as shown in the annual review section below. The criteria must be met in at least two of the previous three years. In the academic year following classification as moderately research active, a faculty member will be assigned additional teaching in the form of one additional course per year. Should participation in service activities be rated as being below exceeds expectations on the annual faculty review for three consecutive years, a total of one additional course (i.e., beyond the baseline of three for the moderately active classification) will be assigned beginning in the following academic year. The maximum number of courses that moderately research active faculty will be required to teach during an academic year is four.

Research inactive status will be assigned to those faculty who have not had external funding or who have not supervised a graduate student or postdoctoral fellow during the previous three years. Research inactive faculty will be assigned four courses per academic year. Should participation in service activities be rated as being below exceeds expectations on the annual faculty review for three consecutive years, five courses will be assigned beginning in the following academic year. Five is the maximum number of courses that research inactive faculty will be required to teach during an academic year.

Annual Performance Reviews

In the context of achieving our departmental mission, faculty will be evaluated annually for their performance in research (measured by scholarly publications, invited lectures, external support, and the like), teaching (measured by peer and student evaluations, course development activities, etc.), and local, national, and international service. The FWPC will evaluate the research, teaching and service of all tenured and tenure-track faculty and based upon required Annual Reports, departmental supplemental information, and any other documentation that faculty may wish to provide. The committee will complete a summary of performance using the approved review form for each faculty member.

The summary evaluation page will be submitted to the Chair, who will approve or disagree with the evaluation of the committee. The Chair may meet with the committee to determine whether differences can be resolved. If the Chair disagrees with any aspect of the FWPC evaluation, s/he can recommend a different evaluation but the evaluation of both the FWPC and the Chair must be forwarded to the Dean of the College. The FWPC evaluations (and those of the Chair, if different) may be appealed to the Dean.

The Chair will provide each faculty member with the written evaluation of the FWPC (and the Chair's evaluation, if different). The faculty member may contest the evaluation, but this protest must be filed in writing to the Chair within thirty days of receipt. The burden of proof is on the faculty member to show that the evaluation (and recommendation for remediation, if any) is unwarranted based upon the material that was available to the committee at the time of the evaluation. This latter point underscores that it is solely the responsibility of faculty to provide accurate and complete annual reports; failure to do so is not an acceptable basis for contesting the findings of the committee. Faculty who fail to provide annual reports by the due date are subject to poor evaluations, increased duties, and below average raises.

The summary evaluation of the committee, and the Chair's recommendation if different, will become a part of the active Departmental file for each faculty member. Together with Annual

reports and the FWPC evaluations will be made available to the Budget Council for its consideration in determining annual merit raises.

Performance of research active and moderately research active faculty will be evaluated in the following categories:

Research
Teaching
Funding
Service

Research inactive faculty will be evaluated on the categories of teaching and service only.

A rating of "Exceeds Expectations", "Meets Expectations", "Does Not Meet Expectations", and "Unsatisfactory" will be assigned in each category. An overall rating will also be assigned on the basis of the four individual categories listed above and after discussion by the committee.

Criteria for "Meets Expectations" for Research Active Faculty

Research: Three or more full-time graduate students and/or postdocs supported by external funding. Three research-active undergraduates, supported at least during the summer by external funding, are equivalent to one graduate student. Evidence of productivity (i.e., an active publication record as corresponding author in peer-reviewed journals, grant submissions, invited lectures, etc.). Typically 3 publications per year in peer-reviewed journals having an impact factor > ~3 will meet expectations. Awards and significant plenary or keynote lectures will also be taken into account in this category.

Teaching: Satisfactory peer observations and average instructor ratings on CIS surveys for all courses of 3.5 or higher.

Funding: At least one active federal or other nationally competitive grant or contract. The faculty member may be PI or co-PI, but should receive about half of the total funds. A combination of center-type funding, industrial support, and/or private foundation support can substitute for a traditional federal grant if it is substantial and equivalent in terms of amount.

Service: Advising, non-supervisory member of candidacy and final oral committees; one active departmental, college, or university committee. National or international service such as editing a major journal or serving as chair of a national society committee.

Note 1: Chair holders or others who "buy out" of teaching shall be expected to teach one organized course/year, preferably an undergraduate class.

Note 2: An overall rating of "meets expectations" is possible if research and external support ratings are "below expectations", but these categories must be balanced by "exceeds expectations" in the categories of teaching and service.

Criteria for "Exceeds Expectations" for Research Active Faculty

The following situations are examples that may result in a rating of "exceeds expectations".

Research: More than 10 peer-reviewed research publications in journals having an impact factor > ~3 and including a minimum of 2 articles in journals having impact factors > ~9. Awards and significant plenary or keynote lectures will also be taken into account.

Teaching: Teaching one or more organized courses beyond the normal expectation, developing a new course, successfully securing external funding for teaching-related activities, teaching a FRI or signature course, or significantly above average teaching evaluations.

Funding: At least two active federal or other nationally competitive grants or contracts. The faculty member may be PI or co-PI, but in this case should receive about half of the total funds. A combination of center-type funding, industrial support, and/or private foundation support can substitute for a traditional federal grant if it is substantial and equivalent in terms of amount.

Service: Chair or Associate Chair of the department, member of the department P&T committee, member of the College P&T committee, chair of other significant university or national committees, and editor of a significant journal.

Research active faculty who consistently "exceed expectations" in service and research will, at the discretion of the Chair, be eligible for one semester of teaching relief. However, those who have been provided with teaching relief within the past two years will not be considered.

Criteria for "Meets Expectations" for Moderately Research Active Faculty

Research: One or more full-time graduate students and/or postdocs supported by external funding. Evidence of productivity (i.e., an active publication record as corresponding author in peer-reviewed journals, grant submissions, invited lectures, etc.). Typically 1 publication per year in peer-reviewed journals having an impact factor > ~3 will meet expectations. Awards and significant plenary or keynote lectures will also be taken into account in this category.

Teaching: Satisfactory peer observations and average instructor ratings on CIS surveys for all courses of 3.5 or higher.

Funding: PI on at least one grant or other external funds in an amount sufficient to cover necessary lab supplies and salary, fringe, and tuition (if allowed) for a graduate student for one long semester and three summer months during each academic year.

Service: Membership on an active department, College, or University committee. Advising, non-supervisory member of candidacy and final oral committees; National or international service such as editing a major journal or serving as chair of a national society committee. Organization of a national or regional symposium or meeting. Other service or outreach activities.

Criteria for "Exceeds Expectations" for Moderately Research Active Faculty

The following situations are examples that may result in a rating of "exceeds expectations".

Research: More than 5 peer-reviewed research publications in journals having an impact factor > ~3 and including at least 1 article in a journal having an impact factor > ~9. Awards and significant plenary or keynote lectures will also be taken into account.

Teaching: Teaching one or more organized courses beyond the normal expectation, developing a new course, successfully securing external funding for teaching-related activities, teaching a FRI or signature course, or significantly above average teaching evaluations.

Funding: Non-federal funding in amounts sufficient to support multiple graduate students and/or postdoctoral fellows.

Service: Chair or Associate Chair of the department, member of the department P&T committee, member of the College P&T committee, chair of other significant university or national committees, and editor of a significant journal, membership on multiple department, College, or University committees, performing multiple ad-hoc service and/or outreach activities.

Criteria for "Meets Expectations" for Research Inactive Faculty

Research: N/A

Teaching: Satisfactory peer observations and average instructor ratings on CIS surveys for all courses of 3.5 or higher.

Funding: N/A

Service: Advising, non-supervisory member of candidacy and final oral committees; one active departmental, college, or university committee. National or international service such as editing a major journal or serving as chair of a national society committee.

Criteria for "Exceeds Expectations" for Research Inactive Faculty

The following situations are examples that may result in a rating of "exceeds expectations".

Research: N/A

Teaching: Teaching one or more organized courses beyond the normal expectation, developing a new course, successfully securing external funding for teaching-related activities, teaching a FRI or signature course, or significantly above average teaching evaluations.

Funding: N/A

Service: Chair or Associate Chair of the department, member of the department P&T committee, member of the College P&T committee, chair of other significant university or national committees, and editor of a significant journal. Membership on multiple active department, College, or University committees. Extensive ad-hoc service or outreach activities.

Guidelines for Evaluating Part-time, Tenured Faculty

As a consequence of phased retirement or other factors, tenured faculty may opt to reduce their load to less than 100%. Regardless of load, all tenured faculty are evaluated by the departmental Workload Committee annually. This document defines metrics for evaluating faculty having a 50% load during phased retirement.

Evaluation of faculty during phased retirement will be based on service and teaching but not publications or external funding.

Teaching. Tenured faculty with a 50% load must teach one course per academic year and achieve adequate student evaluations to "meet expectations". Teaching two courses will result in "exceeds expectations". Faculty may not "buy out" of their annual teaching responsibility.

Service. A service load equivalent to ~50% of a normal service load will result in a rating of "meets expectations". Significant additional service, could result in a rating of "exceeds expectations".

The overall Workload Evaluation Rating will be based on the individual ratings for teaching and service. In the event that the overall rating is "does not meet expectations", the faculty member will transition to 1/1, 0/2, or 2/0 teaching for the academic year following the year in which the "does not meet expectations" rating is given.

Performance Improvement Plans

As required by College and University policy, a performance improvement plan must be developed for faculty who receive either an overall rating, or a rating for teaching of less than meets expectations in any year. For faculty who routinely receive overall instructor ratings well below department averages, the Department Chair may require completion of professional development or other activities designed to improve these scores.

Enhanced Mentoring and Retention of Junior Faculty

Adopted 6/30/2016

- (1) Each junior faculty should be given a summary of expectations for promotion and tenure during the first semester of the appointment. The metrics should be formulated by the P&T Committee, approved by the faculty, and distributed by the Chairperson.
- (2) Mentoring should be a committee effort, not an individual effort. A 2-3 person mentoring committee is reasonable. Mentors should be rotated to ensure a balanced perspective. The recommend mentoring activities include:
 - a. Informal meetings or lunches with the assistant professor two or more times per semester to discuss progress and concerns
 - b. Offering tips for time management

- c. Offering to review proposals prior to submission
 - d. Offering advice about group/lab/project management
- (3) The P&T Committee should meet with each assistant professor every year to provide candid and constructive feedback based upon the annual report addressing items such as:
- a. Proposals submitted and reviews obtained
 - b. Manuscripts submitted and reviews obtained
 - c. Major research accomplishments and obstacles
 - d. Composition of research group
 - e. Plans for the subsequent year
- (4) To enhance the sense of departmental community and interactions between junior and senior faculty across all divisions, monthly departmental mentorship lunch meetings will be established.

Expectations for Tenure

November 14th 2018

Preamble

The Department of Chemistry at The University of Texas at Austin continuously strives to improve the quality of its faculty. Accordingly, there is an expectation that requirements for successful tenure decisions will become more rigorous over time. General criteria are given below. It is critical that tenure-track faculty are in contact with the Chair of the department on a routine basis, and in sync, with regards to their progress in each area.

Specific tenure criteria

--Scientifically important research publications that are judged to be innovative, thorough and impactful by members of the UT chemistry department and external reviewers. The number of publications and the journals in which they are published is discipline dependent but should meet or exceed historical precedent for positive tenure decisions. There is an expectation that reasonable number of publications should appear in leading journals (e.g., ones with high impact factors ≥ 9). Other important indicators of impactful science include, for example, speaking invitations at universities and visible scientific meetings (e.g., national ACS meetings and Gordon Research Conferences). These metrics should also meet or exceed precedents set by tenured UT-Austin chemistry faculty in the candidate's discipline in previous years.

--External funding should meet and even exceed historical precedent for positive tenure decisions in previous years. The amount of funding should demonstrate an ability to maintain a viable research enterprise that does not rely more than ~50% on university resources (i.e., teaching

assistantships). Funding may come from federal or state agencies, private foundations, or corporations, and is likely to include both PI and co-PI status. Historically, individuals who have received tenure have at least one competitive peer-reviewed grant funded by a federal agency such as NSF, NIH, DoD, DoE, etc. Welch Foundation support alone is not considered sufficient for promotion.

--Most successful candidates for promotion to Associate Professor with tenure in our department have had National or Private Foundation Awards. Although this is not a requirement, it is an important indicator of success and recognition. These awards have included Cottrell Scholar, Beckman Young Investigator, NSF CAREER Award, ONR, DOE, and AFOSR Young Investigator Awards, Searle Scholar, Dreyfus Teacher-Scholar, ACS divisional awards, MacArthur Fellowship, etc.

--Teaching will normally involve 2-3 unique, formal courses during the pre-tenure years, implying that the same courses will be taught multiple times. One course should be a large stand-up lecture course (defined as > ~100 or more students), such as Introductory Chemistry or Organic Chemistry. Student reviews and peer evaluations are expected to be at a level that meets or exceeds historical precedent for tenured faculty who have previously taught the same or closely related courses. Alternatively, a continual improvement in teaching scores is also considered positively. Involvement of undergraduates in research is expected. A teaching award is also viewed favorably.

--The service component should be active and obvious. This might include, for example, running a divisional seminar program, involvement in graduate student recruiting activities, and serving on one or two active standing departmental committees. There is an expectation that at the time of tenure evaluation the candidate will have graduated one or two Ph.D. students.

--The evaluation of the candidate via letters sought from leading scientists outside of our department is a critical part of the promotion process. These letters are among the most important factors at promotion. Although the candidate has no direct control over their content, he/she should recognize that establishing a nationally visible research program via publications, strong funding, and external presentations, goes a long way toward establishing a program that letter writers will find compelling to support.

Summary of criteria that will likely-lead to a positive tenure decision by the department:

- Highly supportive external letters
- Active federal funding
- More than ten peer-reviewed publications reporting new scientific results (e.g., not review papers). Several of these should be in top-tier journals having an impact factor >10.
- One or more significant awards.
- Evidence of quality teaching

This document was unanimously approved by the faculty on a no-protest basis November 14th 2018.

Guidelines for Graduate Student Support and Mentoring (adopted 1/23/19)

Departmental mission and philosophy

The Department of Chemistry has three missions (which extensively overlap):

1. Undergraduate education, including a considerable service-teaching load.
2. World-class research.
3. Graduate education.

Every elite graduate program in chemistry is built on three cornerstones: (1) top-notch research training, (2) development of professional skills, and (3) expansion of core knowledge. (1) *Top-notch research training*. The most innovative and high impact research projects require sophisticated lab infrastructure, extensive hands-on training, and multiple levels of expertise. This network must flourish over multiple years, necessitating group sizes that can train each new generation, sustain the lab infrastructure, and provide diverse skills and perspectives. Overly restrictive and inflexible reduction of research group sizes makes them fragile and non-sustainable, especially for certain sub-disciplines of chemistry that are very technique- and instrumentation-intensive. Having some graduate students serve as TAs allows a buffer in the size of research groups and thus provides a mechanism for sustainability during times of uncertain or limited federal funding. (2) *Development of professional skills*. TA service helps develop a myriad of professional skills, ranging from time management to safety expertise to communication skills. In short, serving as a TA is not a punitive activity but rather an enrichment activity. (3) *Expansion of core knowledge*. One of the best ways to truly master an advanced science is to teach it. Teaching requires a deeper level of understanding, careful organization of thought, and the ability to examine concepts from many angles. It also imparts public speaking skills and better socially aware scientists. Graduate students as TAs provide mentorship, career advice, insight into graduate school, and foster a sound active learning relationship. The guidelines presented here for graduate student support and mentoring have been developed to achieve this mission by optimizing the strength and flexibility of our graduate student program.

Requirements to Serve as GSC Mentor

To be eligible to accept graduate students into a research group and serve as a GSC mentor, a faculty member must meet the following criteria:

- The mentor must have research funding (e.g., state or federal grants, contracts, endowments) within the last three years that has been or will be used to support student research.
- The mentor must have the commitment and ability to provide summer support for all of the graduate students in the mentor's group. Exceptions will be made on a case-by-case basis for faculty who face intermittent lapses in funding but have past records of consistent funding.
- If a mentor does not currently have sufficient federal/state/industrial funds to support one or more graduate students, including summer support for all grad students, the mentor will refrain from recruiting or accepting new graduate students.
- The mentor must be committed to active mentoring so that students' time-to-degree is competitive with the national average (typically around 5 years for the doctorate in chemistry). Evidence of active mentoring is described in the next section.

The Chairperson and Graduate Adviser will review each mentor's status by December 1 to confirm eligibility for recruitment of new graduate students.

Active mentoring:

Evidence of active mentoring includes adoption of at least 3 of the following activities:

- 1) maintaining an archival compilation of all past and current graduate students in the group and their outcomes and time-to-degree, including explanations for any special circumstances
- 2) maintaining a compilation of publications authored by each student
- 3) providing students with written expectations for earning a graduate degree in the group
- 4) providing written performance evaluations on an annual basis
- 5) collecting annual Individual Development Plans for all graduate students in the group, as endorsed by NSF and NIH

Student selection of a Faculty Mentor

Joining a Research Group (adopted by faculty vote on 6/29/2020)

- No graduate student may formally join a group until October 15 of the fall semester.
- No faculty member may commit more than 50% of their intended incoming laboratory slots before the beginning of the fall semester.
- Before joining a group, each new incoming student must learn about research options in three research groups. This can be done either through a meeting with the faculty or by attending a group meeting.
- This policy does not apply to students who have been individual sponsored by a faculty member.

Students select faculty mentors by meeting with mentors and graduate students, by reading relevant publications, and by attending seminars and group meetings. Students are encouraged to ask the following questions as they meet with potential mentors:

- What kind of projects are there for me in your group? Who develops the projects?
- How long do your students usually take to graduate?
- Will financial support be available for me?
- What are your expectations of me?
- How often will we meet?
- What background skills do you expect me to have?
- How is training undertaken in the lab?
- What are the career tracks of past students?
- Who is responsible for writing papers in the group?
- Do you have some papers that you recommend I read?

- What is the group culture like?
- What is the most important piece of advice that you give to first year graduate students?
- What is the safety culture in the group?

Once a student has identified a mentor, asked to join the group, and been accepted in the group, then the student should submit a Permanent Adviser form (signed by both the graduate student and faculty mentor) and the Compact (set of recommendations and expectations for successful

graduate student/mentor interactions). Students may also elect to consider a co-advising situation in which case the importance of expectations is particularly critical. The forms are submitted to the Graduate Office.

Occasionally students wish to switch research groups and advisers. It is recommended that the grad student consult the Graduate Adviser for advice about handling this transition, including communication with the current research adviser and potential new research adviser.

Graduate student support policy

Graduate students making satisfactory academic progress are eligible for financial support in every long semester and every summer through Teaching Assistantships, Graduate Research Assistantships, and Fellowships. Financial support via GRA positions is allocated by the mentor.

For the Department of Chemistry, the recommended limit for TA support is eight (8) long semesters. TA support beyond 8 semesters will be evaluated by the Chairperson and Graduate Adviser on a case-by-case basis. Owing to the limited availability of TA positions in the summer terms, faculty mentors are expected to support all of their students in the summer as TA support for all grad students is not guaranteed in the summer. Faculty are also expected to pay the tuition gap for all graduate students supported as TAs.

As an advanced warning, once graduate students reach the recommended 8-semester policy, the faculty mentor will be alerted by the Chairman that the limit has been reached. This will trigger an assessment of the student's progress, an explanation for why the student has been assigned to TA positions for 8 semesters, and the plan for additional support in subsequent semesters. Such a policy will prevent abuse of TA support by any individual faculty member, while preserving the flexibility and buffer needed by faculty given today's funding uncertainties.

The Department Chair has the discretion to manage the allocated number of departmental TA slots and to deny a faculty member's ability to accept new students if he/she does not meet the criteria for an acceptable mentor.

Any TA limit policy must have some flexibility to avoid unforeseen circumstances. No faculty member can predict his/her funding situation five years out when recruiting a new graduate student. Even faculty who operate in very good faith could find themselves temporarily without enough funding to support all of their students who have reached the recommended 8-semester limit.

Time to Graduation

The Department encourages students to graduate on a timescale competitive with the national average through institutional best practices (e.g., written expectations about graduate performance, proactive remediation plans, effective mentoring, timely submission of PhD candidacy paperwork, active submission of publications; professional and career development activities). Graduate students are encouraged (by the department as well as their mentors) to complete the PhD degree within 5 years; however, there is no rigid limit. Graduate students who

do not exhibit satisfactory performance in the first two years should be encouraged to re-evaluate their goals, resulting in departure from the program or termination with a master's degree.

TA Workload Guidelines: Lab TA positions and Lecture TA positions

There are two general categories of TA positions in Chemistry; these are termed "Lecture TA" and "Lab TA". The guidelines below are aimed at standard 20 hour TA positions. For 10 hour TA positions, similar duties are expected but the workload is cut in half. Each of the categories of TA positions has an array of potential duties. There should be an understanding that some weeks might require more effort and some weeks might require less effort owing to the natural workflow of the semester. TAs are encouraged to track their weekly duties and time commitment.

Faculty and laboratory instructors are advised not to prescribe recurring weekly duties (including preparation) of more than 13–14 hours per week for a 20-hour appointment, i.e., to leave roughly one hour per day of unscheduled time. Without this buffer, students may be unable to react to surprises that inevitably arise without working an inappropriate number of hours. (Expectations for appointments not at 20 hours per week should be scaled appropriately.)

Lab TA position:

Expected duties include:

- Supervising/assisting lab sections (1 or 2 lab sections per week, each running for 3-5 hours, plus providing assistance with up to 2 other lab sections via secondary duties)
- Holding office hours
- Attending weekly TA meeting
- Participating in TA/lab training (i.e. mastering experiments and knowledge prior to lab section)
- Grading (lab reports, quizzes, exams, etc.)
- Attending required lab lectures or course lectures
- Helping students during experiments
- Preparing quizzes, exams, study-sheets, review materials
- Maintaining attendance spreadsheet
- Maintaining grade spreadsheet
- Responding to e-mail from students
- Undertaking prep work for lab sections (making solutions, fixing equipment)
- Assisting in course administration (preparation of documents, preparation of PowerPoint materials, etc.)
- Maintaining course web site (Canvas or other system)
- Monitoring plagiarism detection software (e.g., Turn-it-in), matching scores/platforms, and informing the instructor accordingly
- Helping to improve laboratory experiments
- Monitoring and reporting academic and conduct violations
- Supervising/assisting make-up labs as needed

- Keeping track of lab reports/assignments submission
- Adhering to and ensuring safe lab practices and proper use of personal protective equipment at all times
- Communicating effectively with the Lab Coordinator and Storeroom personnel about improvements to experiments, repairs/maintenance issues

Lecture TA position:

Expected duties include:

- Running help sessions or review sessions (typically 1 to 4 times per week, plus additional sessions as prescribed prior to exams)
- Holding office hours
- Attending weekly TA meeting
- Participating in TA training (i.e. active learning instruction, learning about fair grading practices, guidance in email interactions; training related to academic misconduct)
- Grading (quizzes, exams, term papers, proposals, etc.)
- Attending required course lectures (typically 3 hours per week) and actively participating and helping students during class as needed
- Preparing quizzes, exams, study-sheets, review materials, and other class assignments
- Maintaining attendance spreadsheet
- Maintaining grade spreadsheet
- Responding to e-mail from students and/or maintaining and responding to the class discussion board
- Assisting in course administration (preparation of documents, preparation of PowerPoint materials, etc.)
- Maintaining course web site (Canvas or other system)
- Proctoring exams
- Monitoring and reporting academic and conduct violations
- Assisting with class demonstrations and transport of demonstration materials as needed

Graduate Studies Committee: Policies and Procedures

Approved on 01/23/18

Updated 4/24/23

Per University policy, TTT faculty who, or will be upon appointment, actively participating in the chemistry graduate program are eligible for Chemistry Graduate Studies Committee (GSC) membership. No chemistry graduate student is allowed to join any laboratory formally until October 15 of each year, irrespective of the department in which the P.I. resides. Further, upon recruiting students, a P.I. from

departments other than chemistry should refrain from hinting that a student can join a group earlier than October 15, nor allude to the possibility that projects could no longer be available. Upon joining a laboratory, both student and faculty advisor must review and sign the chemistry graduate student compact, available from the chemistry graduate program coordinator. It is expected that the GSC member will support the graduate student as a GRA, not as a TA.

Those eligible must request membership in the GSC in writing to the Department Chairperson, providing an explanation for their request and a copy of their CV. Past service, collaborations, and participation in the department is a consideration, as is whether the person is being recruited by an external department. If these situations are not applicable, then the candidate should present their case and request to the faculty. Generally, presentation of a research seminar is expected if the candidate is not well-known to the faculty at large.

Approval of a request for membership on the GSC requires an 80% majority of voting department faculty using secret ballots (proxies are allowed). Members of the GSC who do not hold TTT appointments in the Department of Chemistry must agree to participate in a range of activities that support the mission of the department. Examples include meeting with seminar speakers, attending seminars, serving on candidacy and doctoral committees, and participating in faculty and graduate student recruiting. Participation in graduate recruiting events is required for those wishing to recruit graduate students. Members should be aware of the candidacy exam requirements of their student and participate in chemistry department candidacy events in an appropriate manner. When appropriate, they may assist interested chemistry faculty apply for membership on their own department GSC.

Non-departmental GSC membership is granted for 6-year periods. If the member wishes to renew GSC membership, they will provide evidence of having met the general expectations of GSC membership and a research focus that overlaps with the departmental research mission. After reviewing these documents, renewal of GSC status may be granted by a 80% majority of voting department faculty. In the event the external member repeatedly fails to uphold commitments, GSC status can be revoked at any time by a 80% majority of voting department faculty.

As of the date of this document, all GSC members must be reevaluated under the above criteria, followed by then going on a 6-year review cycle (paragraph 4).

Faculty Research Titles

March 2017

Research Faculty

Recruitment

1. Per UT policy, openings for all research faculty positions must be posted for recruitment on the UT website and all suitable candidates must be considered.
2. Once a candidate is identified, the recruitment package (complete CV, 3 letters of reference, research summary) is provided via secure website to the department faculty. [Note: Candidates must have credentials commensurate with recruitment to a tenured/tenure-track (TTT) position of the same rank.]
3. The hire must be approved by a vote of the TTT faculty (applying the 85% vote used for other faculty appointments).
4. Upon department approval, the candidate's file is sent to the Dean's Office for final approval. A formal offer cannot be extended until the hire has received final approval.

Offers

1. Per University policy, tenure is not associated with research faculty appointments. Appointment as a research faculty does not offer or imply future appointment to a TTT position.
2. The salary offered should not exceed the rate offered to recent TTT faculty hires of the same rank (lower salaries are acceptable).
3. Appointments shall be full-time and on a 12-month basis. Exceptions require approval of the Department Chair. Zero percent time appointments are not allowed.
4. The hiring faculty member must provide the funding for the candidate's annual salary. At the time of hire or subsequent renewal, the hiring faculty member must have available funds for the duration of the appointment. Exceptions to either of these provisions require prior approval of the Department Chair. If at any time, salary funding for a minimum of 3 months is not available, the layoff process will be initiated in accordance with university policy. Reestablishment of adequate funding is not automatically grounds for continuation of the appointment. Approval of the Department Chair is required.
5. If the candidate has their own external funding, they may pay a portion of their salary not to exceed 33% of the annual allocation.
6. Initial appointment will be for a maximum of 3 years, not to exceed the expiration date of the funding from which the candidate will be paid. Renewals are allowed and will be based on programmatic need, availability of funding, and progress towards research goals. Renewal is at the discretion of the hiring faculty member in consultation with the Department Chair.
7. Initial offer and renewal letters must be signed by the hiring faculty member and the Department Chair.
8. The offer letter will include a copy of this policy document.

9. Per University policy, background checks and degree verifications must be completed.
10. Any space provided to the new-hire must be within the footprint of the hiring faculty member's currently assigned space.
11. If the sponsoring faculty member's employment with the university ends, the Research Faculty's appointment will likewise terminate no more than 90 days after, in accordance with university policy and procedure.

Reviews, Termination, and Promotion

1. Per University policy, research faculty must submit annual reports to the Department Chair on the schedule prescribed by the University.
2. Supervising faculty are to conduct annual performance evaluations.
 - a. Evaluations should be similar in nature to the evaluations for TTT faculty, addressing teaching and service when applicable. Areas such as adherence to safety protocols and university policies should also be considered.
 - b. A copy of the evaluation is to be sent to the Department Chair.
 - c. For research faculty who are performing below expectations, a written development plan must be prepared and presented to the employee.
3. Termination prior to the scheduled appointment end date for either poor performance or lack of funding must be coordinated through the Department Chair.
4. Promotions will be evaluated by the policy and procedures set forth by department, college, and university policy governing TTT promotions. The exception being that there is no probationary period or "up or out" year for Research Assistant Professors.

General

1. Research faculty will be added to the NTT faculty list serve and the NTT faculty section on the department website.
2. Voting privileges are granted under the department NTT faculty policy.
3. Per University policy, research faculty are given automatic PI status.
4. Per University policy, research faculty are eligible for membership on the department Graduate Studies Committee (GSC). Membership requires approval of the GSC.
5. Research faculty may be instructors of record for organized courses. Approval to teach a course comes from the NTT Faculty Committee. Teaching performance will be assessed by the NTT Faculty Committee.
6. Hiring of staff, including postdocs, on funds belonging to research faculty requires approval of the Department Chair. Any staff hired report to, and are the responsibility of the research faculty *and* the supervising faculty member.
7. In the absence of an active adjunct appointment, at the end of the supervising faculty member's appointment at the University, the appointment for any research faculty belonging to their group will end by no later than August 31 of that same year or when available funding is exhausted, whichever occurs first.
8. In the event of laboratory accidents which are caused by research faculty, the supervising faculty member is solely responsible for costs to repair damage.

Non-Tenure Track Faculty Governance

Non-Tenure Track Faculty Committee

There will be a standing committee comprised of the Associate Chair for Undergraduate Education and two tenured/tenure-track faculty. The committee will be charged with coordinating peer-teaching observations and annual evaluations. The Committee will make recommendations on annual merit increases and cases for promotion. The Committee will also recommend new policies and amendments to existing policies related to non-tenure track faculty.

Recruiting

A hiring committee will be convened and will consist of the Associate Chair for Undergraduate Education, and two tenured/tenure-track faculty with experience teaching the courses for which the job is posted. The committee will create the job posting, review all complete applications and interview qualified candidates. Preference will be given to candidates that are able to teach in multiple fields (i.e., general chemistry, analytical, physical, and/or organic. The committee will make a recommendation to the Director of Undergraduate Education who will make the final hiring decision. The Associate Chair for Undergraduate Education will negotiate the starting salary with the Associate Dean of Faculty Affairs at the College.

Peer-Teaching Observations

New Hires

During the first semester that an individual teaches in the department, two peer-observations in each distinct course (not section) will be completed. Each course should be evaluated within the first month of the semester; the second should occur within the second month of classes.

For the second semester: One observation per class taught will be completed within the first two months of the semester.

NTT faculty with 1-2 years of experience

One observation per semester, preferably within the first two months, will be completed. If the NTT faculty is teaching a new class for the first time, then this class should be the one evaluated.

NTT faculty with 2 or more years' experience

For NTT faculty with 2+ years of experience, a peer observation will be completed no less than once every two years. Anyone teaching a course for the first time (or for the first time in 4 years) should have that particular course evaluated.

The above list is the minimal observation plan. Additional evaluations may be warranted or desired for various reasons, including:

- Recommendation of evaluators
- Recommendation of members of the NTT Faculty Committee
- Request of the lecturer

Observation will be conducted by both tenured faculty members and/or recurring NTT faculty such that the evaluators will have at least 4 years of teaching experience. The majority of the evaluations should come from tenured faculty.

Workloads

The Non-Tenure Track Faculty Committee will regularly evaluate teaching loads.

A full-time teaching load is currently considered to be 3 lecture courses, although this can vary depending on the courses taught and/or other special circumstances. The current CNS policy is that a full-time appointment will be awarded for two lecture courses with a combined enrollment of greater than 600 students.

Teaching Reductions

The Committee will make recommendations to the department on providing teaching relief when warranted. Some examples of NTT faculty who may warrant teaching relief would be those who:

- provide substantial service to the department beyond direct teaching of courses
- teach courses with greater-than-typical contact hours or courses that, for other reasons, constitute a greater time burden

Additionally, teaching reductions should be provided for NTT faculty who are teaching new classes for the first time:

- Following the procedure from the college, teaching a course for the first time will normally count as half time vs. one third time.
- NTT faculty teaching a course that has been substantially changed can apply for some teaching relief to the committee, who will then make recommendations to the Chair. The College makes the final determination on teaching relief.

Annual Evaluations

Annual evaluations of NTT faculty will be conducted in accordance with University and College policies and procedures. Evaluations of NTT faculty who may be put up for promotion should be prioritized, followed by those teaching in their first year.

Annual evaluations should review peer teaching evaluations, CIS results, and annual reports for each NTT faculty. Annual evaluations will be completed using the attached form. The two key areas that will be evaluated are classroom teaching and additional contributions. Teaching evaluation will be based on a four-tiered scale:

- Exceeds expectations – a clear and significant level of accomplishment beyond what is normal for the institution, discipline, or unit.
- Meets expectations – level of accomplishment normally expected.
- Does not meet expectations – a failure beyond what can be considered the normal range of year-to-year variation in performance, but of a character that appears to be subject to correction.
- Unsatisfactory – failing to meet expectations in a way that reflects disregard of previous advice or other efforts to provide correction or assistance, or involves prima facie professional misconduct, dereliction of duty, or incompetence.

Other contributions will be evaluated on similar scale of (N/A, modest, or substantial). Note that faculty at the level of lecturer are not expected to have additional contributions as part of their job description; hence, a level of “N/A” is not a negative, particularly in the first few semesters of employment. NTT faculty seeking promotion would be expected to have excellent outside contributions, preferably for at least two years.

Laboratory coordinators should be evaluated on the laboratory manual, upkeep of equipment, implementation of new labs, and supervision of teaching assistants.

Disciplinary Action

If incompetence, neglect of duty, or other good cause is determined to be present, appropriate disciplinary action, up to and including review for possible termination or non-renewal of contract, may be initiated in accordance with due process procedures of the Regents’ Rules and Regulations Rule 31008 and Handbook of Operating Procedures 2-2310. This process will be carried out by the Committee in consultation with the Associate Dean for Academic Affairs at the College.

Contract Renewal

NTT faculty at the rank of lecturer will receive a one-year contract. After promotion, this may change to a rolling two- or three-year contract, depending on rank. Per University policy, at any

rank, the number of appointment hours in a given semester is dictated by Department needs. These needs may fluctuate resulting in less than a full-time appointment although all efforts will be made to keep appointments at 40 hours. Which individuals receive full-time appointments is at the discretion of the Director of Undergraduate Education and Co-Directors of NTT Faculty. In the event that a future appointment will be less than full-time, the impacted individual will be notified as early as possible.

Promotion

Names for promotion are due in the Dean's office by mid-March. The NTT faculty Committee should make recommendations to the P&T committee a month before the mid-March deadline.

Promotion is based both upon teaching contributions as well as other contributions to the Department, College, or University. This is stated in the general guidelines for promotion materials from the Provost's office:

"...exceptional teaching performance is expected and a well-documented record of teaching excellence is required for all such candidates for promotion. The Budget Council statement should describe the local rating criteria and service norms for teaching and demonstrate that the candidate's level of teaching service is above the departmental average. In addition, a record of accomplishment in at least one of the other areas of service consistent with the terms of employment is required and must be documented in appropriate ways."

There are not strict guidelines for what constitutes excellence in teaching performance or in "other areas of service". However past examples provide a useful guideline.

In the CNS, successful NTT promotion candidates typically have

- CIS results that average higher than 4.0
- Outstanding peer evaluations
- Recognition of excellence with a teaching award

While it is possible for candidates to be successful without all of these, substantial evidence of teaching excellence will need to be substantiated in other ways.

Beyond excellence in teaching, candidates need to demonstrate "one other area" or service. This can be research, advising, or administration. "Advising" is essentially all other student-related activities.

Compensation in the form of teaching relief or salary supplement does not eliminate activities from consideration as service contributions. The assessment is related to the quality of the work. Thus service in its own right is not sufficient. One must demonstrate excellence.

Additional contributions need not be limited to research, advising, or administration but can be a combination of all three. It should be noted that advising and administration are evaluated internally while research requires external letters.

NTT faculty excelling in research are typically promoted to the title of Sr. Research Scientist rather than a senior NTT title.

Adjunct Titles

Only individuals holding permanent appointments at other universities may be appointed to an adjunct title. The committee will evaluate and make recommendations on appointments to adjunct titles. Approval for such appointments rests with the Budget Council. The exception to this policy is for tenured/tenure-track faculty who leave the University for another institution and require an adjunct appointment in order to continue to co-supervise any of their graduate students who remain in the program at UT. In such cases, the adjunct appointment will continue only until all students have graduated or left the program.

Outside Employment

NTT faculty working outside of UT or the department will be expected to submit any required University paperwork and to provide these documents to the Departmental Chairman. The Chairman's office should notify the NTT faculty Committee of such pending employment so they can make a recommendation to the Chairman regarding the outside commitment. The committee will, as it does for all NTT faculty, monitor the individual's teaching evaluations and may recommend disallowing such a workload in future semesters if warranted.

Approximate Timeline: Non-tenure Track Faculty

- September 1: A list of which NTT faculty need peer evaluation in the Fall semester should be compiled by this date and evaluators assigned.
- September 15: First time NTT faculty should have had one classroom evaluation.
- October 30: First time NTT faculty should have had a second classroom evaluation.
- November 1: Faculty annual reports are due.
- November 30: Committee begins work on annual evaluations.
- January 10: Annual evaluations are completed and submitted to the Department Chair.
- January 15: Fall CIS results for NTT faculty are distributed to the Committee.
- January 20: Results of annual evaluations are communicated to all faculty. The Co-Directors of NTT Faculty will meet with individuals whose contracts will not be renewed.
- February 1: NTT faculty seeking promotion should present 1-page summary outlining their teaching accomplishments and their “additional” contribution.
These will be reviewed by the lecturer committee and if appropriate, passed on to the Promotion & Tenure Committee.
- February 15: Committee will meet with any NTT faculty seeking promotion to discuss their case.
- March 15: Names for promotion to be forwarded to the Dean’s office.
Approved instructional budgets for the following academic year are given to departments by the College. In consultation with the Director of Undergraduate Education, initial teaching assignments will be determined by the Co-directors of NTT Faculty
- June 1: Contracts for the following academic year will be distributed.

Indirect Cost Return Policy (adopted by faculty vote - March 13, 2019)

Per College policy, indirect cost-return cannot be redistributed directly back to faculty for their use. Therefore, the department has adopted the following policy.

Non-IDC funds will be made available to individual faculty in proportion to the amount of IDC funds generated by those faculty and returned to the department. The total funding made available will be reviewed annually and an amount equal to between 20% and 50% of total IDC returned to the department will be determined by the Department Chair (in a manner consistent with departmental financial obligations). Suspension of the program will require a vote of the Budget Council.

A. Department Space

Space is assigned considering the changing research, teaching, administrative and support space needs of the department keeping in mind the federal requirements that research space be inventoried according to strict rules pertaining to university obligations under grant proposals.

While it is practical to share space or make a short term temporary loan to another PI, it is important that assignees of space do not reassign or “sublet” space on a long term basis. Any such arrangements must be reviewed annually by the Space Committee.

Requests for Space

Requests for space should first be discussed with the Division representative on the space committee. Upon agreement, a formal written request should then be submitted to the Chairperson of the committee. The request should contain the following information:

- Identify need (be specific)
- Type: teaching, support, research, administrative
- Justification: people, equipment, application, etc.
- Parameters: area, utilities, security, proximity, sharable, etc.
- Duration: starting date and whether temporary or permanent
- Source of renovation and equipment funds if necessary
- Criteria for space justifications need to be developed and publicized by the Space Committee

Propose plan if possible

Work within division first. Consult division coordinator and space committee representative to seek advice and easier solutions if possible.

Share a space (like tissue culture, imaging facilities, etc.)

Borrow a space for a fixed short duration (fume hoods, student office, etc.)

Reassignment of a single space (lab or faculty office) from one division member to another.

If space requires formal action, try to identify space you feel is suitable and for which you can justify reassignment to your group. Provide more than one alternative, if possible, and prioritize your choice.

Prior to sending proposal to the committee, explore, directly or through your committee representatives, the ability and willingness of the current tenant to vacate the space. This may not always be feasible, but it will have to happen eventually before the committee can act. If not possible, the committee will assign a member to contact the current occupant if the reassignment is recommended.

Committee considers and modifies if appropriate and then makes recommendation.

Department Chairperson gives final approval or disapproval.

B. Faculty Hiring

All departmental hiring will be focused upon hiring the best candidates. Procedures will ensure that outstanding candidates that reflect the diversity of the applicant pool will be identified and interviewed. Inasmuch as this is one of the most important activities of the department, broad participation of faculty during the candidate's visit is strongly encouraged.

Junior Faculty – 8 required steps and 3 required faculty meetings

Normally, no later than June of each year the Chairperson will inform the faculty of hiring plans for the following academic year; the Chairperson may form a committee or committees that will formulate initiatives and goals.

The faculty will meet to discuss and vote to determine the search areas and criteria, and positions will be advertised broadly in the press and electronic media. Faculty are encouraged to solicit names of outstanding candidates from colleagues at other universities and invite them to apply.

The Chairperson or designate(s) will review all complete applications for assignment to the appropriate search area category.

The Chairperson will appoint an overall faculty recruiting committee composed of 2 representatives from each division and also a subcommittee for each search area. Ideally, members of the subcommittees will not also be on the overall committee. Each subcommittee will be charged with evaluating applications and establishing a "preferred applicant pool". This pool will be presented to the overall recruiting committee which will identify the list of potential candidates to present to the general faculty; the number will vary depending upon circumstances but this process should normally be completed by the end of October.

The slate of potential candidates will be presented to the **faculty at a meeting**, and faculty will determine by vote which candidates to interview.

Depending upon the primary research area of the candidate, the Chairperson will assign an individual or group of individuals the responsibilities of inviting the candidate and setting up the interview schedule, including a research seminar to the entire department and a separate "chalk talk" that is open to faculty only. Meetings with department faculty and the Dean's office will also be scheduled. This process will normally be completed no later than February of the following year.

Once all candidates have been interviewed, **the faculty will meet** to discuss and vote on possible offers. *The Fox rule applies*, but the votes in favor will ideally be 80% of those casting a vote (*updated 12/12/18*).

Presuming a positive vote, the Chairperson will enter into negotiations with the candidate and the Dean.

Senior Faculty – 9 required steps and 3 required faculty meetings

Recruiting of senior faculty (associate and full professors) is recognized to be less structured as each case is different, and prospective candidates are often identified in *ad hoc* ways. However, some general guidelines will foster an equitable and transparent process.

The Department will pursue only one senior candidate at a time for each position to be filled.

Once a candidate is identified as a possible target of opportunity by one or more faculty members, a group of faculty having similar research interests will decide whether the individual might be a suitable target for recruitment. This group of faculty will inform the Chairperson of the “target of opportunity” and the desire to further explore possibilities with the candidate.

It is then the responsibility of the Chairperson to determine what action to take. This will generally mean getting direction from the Dean to verify that funds will be available as well as identifying appropriate space.

A CV will be distributed to the faculty **prior to a meeting** in which the issue is raised and the various parameters explained. The faculty will then vote on whether or not to bring in the candidate for a formal interview. *The Fox rule applies*, but the vote will ideally be (nearly) unanimous.

Presuming a positive vote, the candidate will then invited to present a formal seminar and meet with faculty.

Following this visit, the **faculty will meet** to discuss and vote on whether to go forward with an offer. Although an eventual offer will necessarily be contingent on letters, the faculty should vote as if the letters will be uniformly supportive and enthusiastic. *The Fox rule applies*.

The Chairperson is responsible for seeking outside letters supporting the candidate; a group of faculty knowledgeable about the field will assist in identifying potential letter writers. Letters must be from recognized leaders in the field, ideally members of the National Academy; they should not be from former/current collaborators or colleagues.

Once the letters have been received, the Promotion and Tenure Committee will evaluate the candidate and make a recommendation to the faculty.

The **faculty will meet** to discuss and vote on the matter. *The Fox rule applies*, but the vote will ideally be (nearly) unanimous.

Presuming a positive vote, the Chairperson will enter into negotiations with the candidate and the Dean.

Voting Related to Faculty Hiring (all ranks)
Adopted November 9, 2020

1. Of those that vote on a hiring issue, when 85% or more are positive for a candidate it is mandatory that the chair move forward. It is up to the chair’s discretion, although it is encouraged, that the chair seek out those faculty that did not vote to get their votes and/or hear those faculty member’s opinions.

2. When the vote is less than 85% positive, the chair has the option of continuing forward if they feel it is appropriate. While there is no lower boundary by which the chair is required to not proceed, it is recommended that around 75% or so be a cut off.
3. The chair is not allowed to vote on hiring due to the fact they have the option of making a decision in intermediary cases.
4. Abstain votes are not counted toward the 85% of those that voted. Abstains would need to have some conflict of interest, or other unusual reason, and this must be communicated to the chair.
5. The Fox rule applies to the total number of votes.

C. Response to Outside Offers

A faculty member entertaining an outside offer from another University must notify the Department Chairperson.

After the faculty member has obtained a written formal offer from the other University, an initial counteroffer is negotiated with the Dean.

The initial counteroffer is put to a vote of the Budget Council or Extended Budget Council as appropriate subject to the Fox Rule.

Following a positive Budget Council/Extended Budget Council vote, it is understood that there may be additional required negotiations with the Dean and these do not necessarily require an additional Budget Council/Extended Budget Council vote, subject to the discretion of the Chairperson.

Upon acceptance of a retention offer, the faculty member must provide to the Department Chair, documentation in the form of an email or a letter to the outside institution that shows withdrawal of his/her candidacy for a position there.

Junior Faculty Mentoring

Each junior faculty will be provided with the department *Tenure Expectations* document during the first semester of their appointment.

Mentoring should be a committee effort, not an individual effort. A 2-3 person mentoring committee is reasonable. Mentors should be rotated to ensure a balanced perspective. The recommended mentoring activities include:

Informal meetings or lunches with the assistant professor two or more times per semester to discuss progress and concerns.

Offering tips for time management.

Offering to review proposals prior to submission.

Offering advice about group/lab/project management.

The P&T Committee will meet with each assistant professor every year to provide candid feedback based upon the annual report addressing items such as:

Proposals submitted and reviews obtained.

Manuscripts submitted and reviews obtained.

Major research accomplishments and obstacles.

Composition of research group.

Plans for the subsequent year.

To enhance the sense of departmental community and interactions between junior and senior faculty across all divisions, monthly departmental mentorship lunch meetings will be established.

D. 3rd Year Review

3rd year reviews of assistant professors will be conducted in accordance with College and University policies and deadlines [web link pending]. The P&T Committee is responsible for providing a frank and objective written assessment of each assistant professor's research, teaching, and service. Emphasis should be placed on areas requiring improvement prior to the promotion and tenure process. The written assessment is presented to the assistant professor by the Department Chairperson in the presence of a representative of the P&T Committee. It should be emphasized that the conclusions reached and suggestions offered for this process are not binding but are intended to be constructive in nature.

E. Annual Performance and Workload Reviews of all Tenured and Tenure-track Faculty

All faculty will be evaluated by the P&T committee.

A designation of "Below Expectation", "Meets Expectation" or "Exceeds Expectation" will be assigned in the four categories of Publications and Lectures, External Support, Teaching and Department/College/University/Community Service.

An overall Workload evaluation is also designated using the same three categories.

If the overall Workload designation is "Below Expectation", a modification of workload involving an increase in Teaching, Research or Service is justified, generally taking the form of an increased teaching load.

If the overall Workload designation is "Exceeds Expectation", a reduction of workload in one or more areas may be recommended to the Department Chairperson.

Workload designations will be used as input for the determination of faculty merit raises.

The complete Annual Faculty Performance Reviews and Merit Raise Policy document can be found here:

F. Faculty Promotions

From Assistant to Associate Professor with Tenure

According to the President's [Memo](#), in the review process, the candidate's record should be examined not only for evidence that the candidate has made contributions of appropriate magnitude and distinction in teaching, research, and service, but also for evidence the candidate can sustain appropriate contributions through an extended career with The University. A recommendation for promotion to the rank of Associate Professor normally is considered only after the individual has served in the rank of Assistant Professor (or has had combined service in the ranks of Instructor and Assistant Professor) at The University for six years. Cases considered before the up-or-out year should be explained. The tenure status of individuals appointed to the Associate Professor or Professor ranks without tenure must be reviewed no later than the third year of probationary service. Non-tenured

Associate Professors may be considered either for tenure in the rank of Associate

Professor or for tenure and promotion to full Professor simultaneously.

The candidate and the P&T Committee each independently develop lists of 10 -12 possible outside reviewers.

The candidate should review the *entire* list of suggested names and indicate whether there might be conflicts of some sort.

The candidate should present the basis of his/her concerns to the Chairperson who will make the final decision.

The Chairperson in consultation with P&T Committee creates a final list.

The candidate is responsible for working with the Chairperson's Office to assemble their promotion package. The required contents of packages can be found at the Provost's [website](#).

June 15 Packages are mailed to the final list of outside reviewers.

Sept. 15 Candidate must give a department-wide seminar, just prior to the EBC meeting.

Oct. 1 The EBC votes [Note: the Fox Rule does not apply because all files go forward regardless of voting outcome.]

The P&T Committee provides a recommendation (their voting outcome) to the Extended Budget Council.

A division representative, usually a member of the P&T Committee presents the case to the EBC.

Voting will be via ballot.
Proxy votes are not allowed for promotions.

Oct. 5-10 The Chairperson provides a cover letter and the promotion dossier is forwarded to the Dean's Office.

From Associate to Full Professor

According to the President's [memo](#), Associate Professors with tenure may be considered for promotion to Professor during any year deemed appropriate by the Budget Council and Department Chair. An early promotion from Associate Professor to Professor is promotion before six years in rank have elapsed. Recommendations for early promotion should be explained. Recommendations to promote Associate Professors with tenure who have been in rank for ten years or longer should be justified in terms of new scholarly productivity or a sustained record of teaching excellence. In addition, faculty in their tenth year of service in the Associate Professor rank can invoke their right to be considered for promotion to Professor. To invoke this right of consideration, Associate Professors must have advised their department chairs by February 1 of their ninth year of service that they desire to be considered for promotion. These cases will be considered at all levels unless a faculty member withdraws the case before the final vote of the Budget Council is taken. Associate Professors may again exercise this right of consideration at the end of the subsequent five years of service.

The P&T Committee must vote in favor of promotion by simple majority in order for a candidate to be considered for promotion to full Professor.

May 1 Assuming a positive P&T Committee vote, The candidate and the P&T Committee each independently develop lists of 10 -12 possible outside reviewers.

The candidate should review the *entire* list of suggested names and indicate whether there might be conflicts of some sort.

The candidate should present the basis of his/her concerns to the Chairperson who will make the final decision.

The Chairperson in consultation with P&T Committee creates a final list.

The candidate is responsible for working with the Chairperson's Office to assemble their promotion package. The required contents of packages can be found at the Provost's [website](#).

June 15 Packages are mailed to the final list of outside reviewers.

Oct. 1 The BC votes [Note: The Fox Rule applies.]

The P&T Committee provides a recommendation (their voting outcome) to the Budget Council.

A division representative, usually a member of the P&T Committee, presents the case to the BC.

Voting will be via ballot.
Proxy votes are not allowed.

Oct. 5-10 Assuming a “Fox Rule majority” in the BC vote, the Chairperson provides a cover letter and the promotion dossier is forwarded to the Dean’s Office.

Candidates for promotion to full professor are not required to give a department-wide seminar.

G. Comprehensive Periodic Review (aka Post-Tenure Review)

The sixth-year periodic review by the departmental P&T Committee shall be based upon an evaluation of the resume, student evaluations of teaching for the review period, annual reports for the evaluation period, and all materials submitted by the faculty member.

Upon his or her request, the faculty member shall be provided an opportunity to meet with the P&T Committee. The P&T Committee shall advise a faculty member when it appears that an unsatisfactory evaluation is likely.

The committee shall offer the faculty member the opportunity to meet with the committee and provide any additional information he or she wants considered before the committee concludes its deliberations and makes its findings.

In the case of an unsatisfactory evaluation the evaluation committee’s report to the department Chairperson (or dean in non-departmentalized college/school) shall provide sufficient written documentation to identify the area(s) of unsatisfactory performance and the general basis for the committee’s decision.

Detailed procedures and guidelines are found in Section 3.14 of Handbook of Operating Procedures and related post-tenure review materials can be found at http://www.utexas.edu/provost/policies/post_tenure/ including milestone dates.

H. Faculty Merit Increases

Please note that merit increase policies prescribed by the administration may preempt the following department policy.

May 1 Each year and upon completion of annual faculty reviews by the Promotion & Tenure Committee, recommendations for faculty merit increases will be solicited from the Budget Council.

- Faculty annual reviews and the most recent annual reports and faculty workload assessments will be posted to a secure website.
- The Chairperson’s Office will provide a spreadsheet which lists the current salary and supplement for each faculty member (excepting the Department Chair, Associate Deans, and ORU Directors), the total merit pool amount, and a field into which to enter increase recommendations.
- At his/her discretion, the Chairperson may withhold a portion of the merit pool for use in addressing specific salary disparities.

- Each member of the Budget Council is to review the annual reports and review and enter his/her recommendation for each faculty member on the spreadsheet and send them to the Chairperson's Office.
- The Chairperson will then make his/her own merit increase recommendations to the Dean based on the Budget Council recommendations and the annual performance and workload reviews provided by the P&T Committee.
- By University policy, Chairperson recommendations that differ greatly from those of the Budget Council must be explained.
- For faculty with split appointments, the Chairperson should confer with their department or ORU equivalent.

I. Emeritus and Adjunct status

Emeritus: The candidate must be approved by the Budget Council as described in [Sec. 3.01](#) of the UT Handbook of Operating Procedures.

Adjunct: The candidate must be approved by the Budget Council as described in [Sec. 3.125](#) of the UT Handbook of Operating Procedures. The candidate must hold a tenured or tenure-track faculty title at an outside university or college.

J. Tenure reconsideration

In cases in which there is substantial new evidence, an Assistant Professor who has been denied tenure and promotion may request reconsideration of the decision. The procedure for this is described in section 12 of the [General Guidelines](#) document.

The department is responsible for assessing whether new evidence of productivity presented by a candidate in the terminal year is substantial in nature and sufficiently compelling to merit reconsideration of the decision. Such a review is to examine any new evidence (i.e., evidence not previously considered) to determine whether it clearly demonstrates that the decision made the prior year should be reversed.

If a determination of compelling new evidence is made in a terminal year case, the department will prepare a new promotion file on the candidate to be reconsidered and submit this, along with the previous year's dossier (i.e., copies 1, 2, 3 and 4), to each level in the review process.

The budget council shall prepare an assessment of the new evidence put forward in each service area.

Reconsideration during the terminal appointment year does not entitle a candidate to an additional terminal year.

K. Peer teaching observations

Division Coordinators are responsible for ensuring that peer teaching observations are completed for each tenured/tenure-track faculty and lecturer. The Chairperson's Office will keep a record of reviews and the actual completed review forms.

- Assistant Professors must be observed at least 3 times in advance of their 3rd year review and at least 5 times prior to the promotion and tenure process.

- Lecturers must be observed on the schedule prescribed in the Lecturer Policy document.
- Associate Professors must be observed at least 3 times after tenure and before being considered for promotion to full professor.
- Full professors should be observed not less than once in every 5 academic years.
- Each review should be completed using the university form and the results of the review should be discussed by the reviewer with the subject of the review.
- Completed reviews are then sent to the Chairperson's Office.

L. GRA Salaries and Tuition Payments

To foster equitable and consistent graduate student compensation, the following applies:

Salaries: The minimum total net compensation for GRA's should be equal to 100% of the total net compensations for TAs, based upon a conventional 20-hour per week appointment.

Tuition: A minimum tuition payment, or an additional monthly stipend supplement equivalent to the cost of this minimum tuition, will be included as part of the minimum GRA compensation package. The minimum tuition payment is equivalent to the level of tuition assistance awarded to teaching assistants by the University.

Tuition stipends will be monitored by the Chairman's Office

M. Post-Doctoral Fellows

Although there is no official University policy nor official minimum, the annual rate for each post-doc is evaluated by the Provost's Office for "reasonableness." There are sometimes extenuating circumstances in which a post-doc is paid at a lower rate, however a salary rate below \$34,000 requires a justification. It is important that there are no salary discrepancies between foreign and domestic post-docs. Salary increases may be given on the 1 year appointment anniversary or on March 1 or September 1 of each year only (assuming there is a merit raise policy in the given year).

Post-docs initial appointment must begin no more than 3 years since their PhD was earned and the maximum duration is 5 years. They can then be appointed to a Research Fellow title for up to two additional years.

Post-docs are considered A&P staff by the University and as such, are accorded the same protections. Their employment cannot be terminated without following University policy and procedure.

- If a post-doc's performance is not up to standards, a formal coaching process with benchmarks and a guide for improvement must be implemented. Periodic meetings must take place to discuss progress towards these benchmarks.

- In the event of insufficient funding, a formal layoff process must be undertaken. This process takes approximately 90 days and the post-doc's employment cannot end until this process is complete.

N. Disbursement of Indirect Cost Return (IDC) funds

Non-IDC funds shall be made available to individual faculty in proportion to the amount of IDC funds generated by those faculty and returned to the department. The total funding made available will be reviewed annually and in an amount between 20% and 50% of total IDC returned to the department will be determined by the Department Chair (in a manner consistent with departmental financial obligations). Suspension of the program will require a vote of the Budget Council. (3/13/19)

An annual allocation of \$50,000 in ICR funds will be provided to the Department Chair to fund his/her research activities. (2/4/15)

O. Royalties from Sales of Textbook and Course Materials (adopted by faculty vote on 4/11/2022)

For text books, eBooks and related materials marketed and sold nationally

TT and NTT faculty (FACULTY) may receive royalties per contracts with academic publishers for sales of text books, eBooks, or other course-related materials marketed and sold nationally and to students at The University of Texas (UT), provided the use of those materials has been approved by the department in accordance with University policies. In the spirit of supporting students at UT, FACULTY are encouraged to donate proceeds from such sales at UT as a direct gift or endowment to the Department, the College of Natural Sciences or the University. FACULTY must submit the necessary Textbook Authorization form annually as required by University policy.

For text books or course-related materials produced or published solely for use at UT

FACULTY may develop text books or supporting materials for courses and distributed to students. Preferably, these materials will be provided to students on-line at no charge. Students shall be allowed to download said materials when practical (e.g., as pdf files).

If these course materials are produced in printed format at a cost to students, submission of the Textbook Authorization form is required. The cost to students shall not exceed the total of the: 1) cost of production and distribution of materials; and 2) any ancillary costs that are approved in advance by the department and are associated with providing services that directly benefit students in the course, not to exceed 25% of the cost of production and distribution. Such costs may include inter alia financial support for undergraduate students assisting in the course and for various items and materials used or distributed in class, but not support for graduate students or FACULTY.