<table>
<thead>
<tr>
<th>Topic</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organization and Governance</td>
<td>2</td>
</tr>
<tr>
<td>A. Department Chairperson</td>
<td></td>
</tr>
<tr>
<td>B. Budget Council</td>
<td></td>
</tr>
<tr>
<td>C. Extended Budget Council</td>
<td></td>
</tr>
<tr>
<td>D. Entire Tenured/Tenure-Track Faculty</td>
<td></td>
</tr>
<tr>
<td>E. Entire Faculty</td>
<td></td>
</tr>
<tr>
<td>F. Department Sub-Area Structure</td>
<td></td>
</tr>
<tr>
<td>F. Associate Chair of Undergraduate Education/Undergraduate Advisor</td>
<td></td>
</tr>
<tr>
<td>G. Associate Chair of Graduate Education/Graduate Advisor</td>
<td></td>
</tr>
<tr>
<td>H. Faculty Meetings</td>
<td></td>
</tr>
<tr>
<td>Committees</td>
<td>5</td>
</tr>
<tr>
<td>Course and Curriculum Committee</td>
<td></td>
</tr>
<tr>
<td>Promotion &amp; Tenure Committee</td>
<td></td>
</tr>
<tr>
<td>Space Committee</td>
<td></td>
</tr>
<tr>
<td>Facilities Committee</td>
<td></td>
</tr>
<tr>
<td>Ad hoc Chairperson’s Special Advisory Committee</td>
<td></td>
</tr>
<tr>
<td>NTT Faculty Committee</td>
<td></td>
</tr>
<tr>
<td>Ad Hoc Diversity Committee</td>
<td></td>
</tr>
<tr>
<td>Faculty Awards Committee</td>
<td></td>
</tr>
<tr>
<td>Annual Faculty Performance Reviews and Merit Raise Policy</td>
<td>11</td>
</tr>
<tr>
<td>Enhanced Mentoring and Retention of Junior Faculty in the Department of Chemistry</td>
<td>15</td>
</tr>
<tr>
<td>Expectations for Tenure</td>
<td>16</td>
</tr>
<tr>
<td>Guidelines for Graduate Student Support and Mentoring</td>
<td>17</td>
</tr>
<tr>
<td>TA Workload Guidelines: Lecture and Lab TA positions</td>
<td>20</td>
</tr>
<tr>
<td>Graduate Studies Committee</td>
<td>22</td>
</tr>
<tr>
<td>Faculty Research Titles</td>
<td>23</td>
</tr>
<tr>
<td>Non-Tenure Track Faculty Governance</td>
<td>25</td>
</tr>
<tr>
<td>Indirect Cost Return policy</td>
<td>30</td>
</tr>
</tbody>
</table>
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 P&T 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.

For votes related to hiring new faculty, an ~85% majority is required to ensure broad support.

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.

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
December 12, 2019

Performance, Workload, and Merit Raise Review
In the context of achieving our departmental mission, faculty will be evaluated annually for their performance in research (measured by scholarly publications and invited lectures), external support, teaching (measured by peer and student evaluations, course development activities, etc.), and local, national, and international service. A committee, which shall be known as the Faculty Workload and Performance Committee (FWPC), comprising up to five full professors appointed by the Chair annually, will evaluate the research, teaching and service of all tenured and tenure-track faculty on the basis of the required Annual Reports, departmental supplemental information, and any other documentation that faculty may wish to provide. This committee will have the same composition as the P&T Committee. The committee will complete a summary of performance (see template attached) for each faculty member. The FWPC will also recommend priorities for salary increases based upon merit.

The summary evaluation page will be submitted to the Chair, who will approve of 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 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, the FWPC evaluations will be made available to the Budget Council for its consideration in determining annual merit raises. Note that the annual performance period runs from 9-1-xx to 8-31-yy.

In accordance with the current policy of the College of Natural Sciences, faculty will be classified as "highly active", "moderately active", and "research inactive" (see Addendum for definition of terms). Performance will be evaluated in the following categories:

- Publications & Presentations
- External Support
- Teaching
- Service

These categories will be evaluated on a scale of "Exceeds Expectations", "Meets Expectations", "Does Not Meet Expectations", and “Unsatisfactory”. The general definitions for each come from the Provost’s Office:
1. Exceeds expectations – a clear and significant level of accomplishment beyond what is normal for the institution, discipline, or unit.
3. 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.
4. 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.

An "Overall Rating" will also be provided on the basis of the four individual categories listed above and after discussion by the committee.

A rigorous and internationally visible research program that is supported by external funding and trains graduate students and postdoctoral fellows is expected. The Department appreciates the diversity of disciplines in chemistry and the numerical measures below are therefore provided only as guidelines.

The standard teaching load in the department is 1/1. If an assigned class is cancelled due to low enrollment and the faculty member cannot be reassigned to another course during the same semester, then the faculty member will be assigned an extra course during the next semester (or within the following 2 semesters if there is a compelling reason that the course can’t be made up immediately).

**Criteria for "Meets Expectations" for Research Highly Active Faculty**

*Teaching:* Two organized courses/year and adequate CIS rating for the instructor (>3.5 is typical). It is desirable that one of these be an undergraduate course. See addendum for criteria for research minimally-active and research inactive faculty.

*Research:* Graduate students and/or postdoctoral fellows supported by external funding are expected. Three research-active undergraduates, supported at least during the summer by external funding, are equivalent to one graduate student. The faculty member is expected to be PI or co-PI (evaluated equally in the eyes of the committee as long as the co-PI receives a substantial portion of the funding) on at least one active federal or other nationally competitive grant or contract, or substantial industrial support. A Welch Foundation grant, while viewed as positive, is not counted in this category. Evidence of productivity (*i.e.*, an active publication record as a corresponding author in peer-reviewed journals, grant submissions, invited lectures, etc.). See addendum for criteria for research minimally-active and research inactive faculty.

*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, or organizing significant scientific meetings or symposia. See addendum for criteria for research minimally-active and research inactive faculty.

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 "below expectations" ratings are balanced by "exceeds expectations" in other categories.

Criteria for "Exceeds Expectations" for Research Highly Active Faculty
The following situations are examples that may result in a rating of "exceeds expectations" for each respective category. A rating of "exceeds expectations" in two or more individual categories may lead to an overall rating of "exceeds expectations".

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 signature course, significantly above average teaching evaluations, or teaching awards given within the last three years. Teaching beyond the normal expectation includes running an FRI or ARI laboratory in addition to the standard one-course a semester load.

Research: More than 10 peer-reviewed research publications in credible journals (including 2-3 articles in journals having impact factors > 8), two or more federal or other major competitive grants, awards, and significant plenary or keynote lectures. Only publications with a Web-publication date that fall during the evaluation period will be counted. Significant awards will be considered.

Service: Member of the departmental P&T/FWPC committees, member of the College P&T committee, chairperson and associate chairpersons, chair of other significant university or national committees, editor of a significant journal, or organizing significant scientific meetings or symposium.

The FWPC evaluations (and those of the Chair, if different) may be appealed to the Dean. This must be done in writing and within a 30-day period, as noted above.

In the case of unsatisfactory evaluations, the following procedure will be followed:
- Research highly active faculty with an overall workload rating of “below expectations” in three successive years are expected to teach an additional course (2/1 or 1/2).
- Research moderately-active faculty with an overall workload rating of “below expectations” in three successive years are expected to teach an additional course (2/2).
• At the discretion of the Department Chair, and upon recommendation of the FWPC, continued successive years of an overall "below expectations" rating for research inactive faculty may result in a 3/2 or 2/3 teaching load, and ultimately a 3/3 teaching load.
• Regardless of teaching load, faculty who receive an overall rating of "meets expectations" will not have their load raised.

Faculty who consistently “exceed expectations” for the overall rating 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.

Remediation
A “research moderately-active” faculty member who obtains a federal grant and shows evidence of productivity will be eligible for reconstitution of a 1/1 teaching load in the subsequent academic year provided he/she has met or exceeded expectations in the categories of service and teaching for the past two consecutive years.

Work plan
In some cases it will be clear that a faculty member will not be able to achieve a rating of "meet expectations" in one or more categories. Based on historical precedent, it is most likely that this failure to meet expectations will be in the areas of Publications & Presentations or External Support. In this case, the faculty member and the Chair may agree upon a specific plan to maintain the faculty member at an overall level of "meets expectations". This will likely involve additional teaching as well as substantial service. In this case, the work plan agreed to by the Chair and faculty member will be formalized in writing, signed by the Chair and faculty member, and forwarded to the FWPC. It will be incumbent upon the faculty member to provide detailed information (appended to the annual report) supporting his/her successful attainment of the metrics detailed in the agreed upon work plan.

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
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

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

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**

Students select faculty mentors by meeting with mentors and graduate students, by reading relevant publications, and by attending seminars and group meetings. Most students typically align with a mentor and research group by October 31. 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 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

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. Qualified NTT faculty and some research staff positions may also be eligible.

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 a 2/3rds vote of all voting-eligible department TTT 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. 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. Provided the external member has met the general expectations of GSC membership and continues to have a research focus overlapping with the departmental research mission, renewal of GSC status may be granted by a
2/3rds majority vote of the faculty. In the event the external member repeatedly fails to uphold commitments, GSC status can be revoked at any time by a 2/3rds majority vote of the 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 5).

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.*