

1 CRITERIA AND PROCEDURES FOR TENURE AND PROMOTION
2 IN THE DEPARTMENT OF CHEMISTRY AND BIOCHEMISTRY
3 UNIVERSITY OF SOUTH CAROLINA

4 *Approved by UCTP May 3, 2017*

5 Adopted October 1, 1978
6 (Amended May 4, 1981; April 19, 1993; May 12, 1997; April 28, 2003; November 17, 2004,
7 Dec 10, 2015)
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10 I. PROCEDURES

11 A. Right of Faculty to Consideration for Tenure and/or Promotion.

12 Each year all tenure track faculty, except tenured full professors, will be considered for
13 tenure and/or promotion, unless the candidate waives that right in writing. However, a
14 minimum time in service may be necessary to obtain a favorable recommendation on tenure
15 (see sections II.B.2, II.C.1 and II.E.1).

16 A non-tenured faculty member must submit a tenure and promotion file for an internal
17 Preliminary review during the third year of service (see Sec. I.H).

18 A tenured Associate Professor must submit an updated set of tenure and promotion
19 forms for an internal Preliminary review in conjunction with their post-tenure review (see
20 Sec. I.I).

21 If the candidate has waived the right to formal consideration for tenure or promotion
22 or both, then an external review of the candidate will not be conducted, even when an
23 internal review is required.
24

25 B. Composition of the Tenure and Promotion Committee

26 1. Composition. The Tenure and Promotion Committee will consist of all the tenured
27 faculty of the Department acting as a committee of the whole. For consideration of

tenure, deliberations and voting will be restricted to tenured faculty of rank equal to or higher than the candidate. For consideration of promotion, deliberations and voting will be restricted to tenured faculty of rank higher than that of the candidate. The Chair of the Tenure and Promotion Committee shall be a tenured full professor to be selected by vote of the faculty as a whole prior to April 15 each year. However, the Chair of the Department may not serve as the Chair of the Tenure and Promotion Committee.

2. Conflict of Interest. An evaluator is defined as an external reviewer, a voting member of the Unit Tenure and Promotion Committee, the Chair of the Department or the Dean. A conflict of interest will be deemed to exist between the candidate and an evaluator if any of the following conditions exist:

- a. The candidate and the unit evaluator are co-authors on the majority of refereed papers by the candidate.
- b. Persons who have co-authored publications, collaborated on research, or been colleagues or advisors of the applicant normally should be excluded from consideration as outside evaluators.
- c. The evaluator has been a doctoral or postdoctoral advisor of the candidate.
- d. The evaluator is a member of the candidate's immediate family or lives in the same household.
- e. The Tenure and Promotion Committee finds by a two-thirds vote that there are special circumstances that create a significant potential for bias in the evaluator's opinions. The fact that the evaluator is known to have strong opinions does not in itself constitute a conflict of interest.

If a member of the Tenure and Promotion committee has a conflict of interest, he or she may not vote or participate in discussions on matters concerning the candidate and he or she will not be counted in the number of eligible voters.

1 If the Chair of the Tenure and Promotion Committee has a conflict of interest, the
2 Tenure and Promotion committee will elect an alternate Chair to act in matters
3 concerning the candidate.

4 If the Chair of the Department has a conflict of interest, the Tenure and Promotion
5 Committee will request the Dean to appoint an alternate to act as the Chair in matters
6 concerning the candidate.

7 If the Dean has a conflict of interest, the Tenure and Promotion committee will ask
8 the Provost to appoint an alternate to act as the Dean in matters concerning the
9 candidate.

10
11 C. Voting Procedures of the Tenure and Promotion Committee

12 The Chair of the Tenure and Promotion Committee shall give all eligible faculty members
13 at least three working days advance notice of any meeting of the Committee. On all
14 procedural questions, a simple majority of members present will be sufficient to decide the
15 issue. For purposes of discussion or procedural action on tenure and promotion matters, a
16 quorum shall constitute 51 percent of all faculty eligible to vote on the matter under
17 consideration. All eligible voters can vote "yes", "no", or "abstain" on tenure and
18 promotion recommendations. If a ballot is not received, the vote will be counted as
19 "abstain." In order to receive a favorable recommendation, more than 2/3rds of all eligible
20 voters must vote "yes" as counted from the total of all eligible votes that have been casted.

21 Faculty members on sabbatical leave may elect whether or not to participate in the
22 vote. If not, they will not be treated as an eligible voter. Faculty members on other types
23 of authorized absence during the voting are normally expected to vote through the
24 procedures in Sec. F.2.C. If an unforeseen emergency prevents a faculty member from
25 submitting a ballot, he or she will not be treated as an eligible voter.

26 The Chair of the Tenure and Promotion Committee can invite the Department Chair
27 to attend any meeting of the Tenure and Promotion Committee and to participate in

1 discussions, except when the Department Chair is being considered for tenure and/or
2 promotion. However, since the Chair's opinion is cast in the Chair's recommendation, he
3 or she is not permitted to vote as a member of the Tenure and Promotion Committee.
4

5 D. Timetable for Notification of Candidates Eligible for Tenure and/or Promotion

6 Each year by April 15, the Department Chair will (1) ensure the election of the Tenure and
7 Promotion Committee chair, (2) notify each untenured faculty member regardless of rank
8 and each assistant and associate professor of impending tenure and promotion
9 considerations, and (3) ask the candidates to prepare and submit a resume of professional
10 activities and accomplishments, hereinafter referred to as the "Tenure and Promotion file."

11 A copy of the notification (2) will also be sent to the Dean with a request for any
12 information the Dean may wish to provide. The Department Chair will inform candidates
13 of a timetable for submission and preliminary review of their files that is in accord with the
14 University calendar for the Tenure and Promotion process. Should a candidate choose to
15 waive consideration for promotion and/or tenure, the candidate must notify the Department
16 Chair by letter prior to the date for submission of files (with a copy sent to the Chair of the
17 Tenure and Promotion Committee). Otherwise, the candidate shall submit his or her file to
18 the Chair of the Tenure and Promotion Committee.
19

20 E. Information to be Contained in the Tenure and Promotion File

21 The file submitted for Preliminary review should be as accurate and complete as possible.
22 However, if new information becomes available after the initial submission, the candidate
23 may amend the file up to the time of the departmental vote. After the unit has voted, only
24 the following updates may be added to the file: (a) notifications of acceptance of
25 manuscripts referred to in the file; (b) notifications of the funding status of grant proposals
26 referred to in the file; (c) publication of books or articles which had been accepted prior to
27 the unit vote; and (d) published reviews of a candidate's work which appear after the unit

1 vote. Any such updates should be submitted to the Department Chair who will forward
2 them to the Dean's Office. The fact that information added after the initial submission may
3 not receive full consideration at all previous stages of the evaluation will not be a cause for
4 grievance.

5 The candidate will follow the format of the University Tenure and Promotion File.
6 A list of major subject headings is provided below. In some cases, where noted, the
7 Department places additional restriction and/or requests information from the candidate in
8 addition to that stipulated by the University.

9
10 I.

11 A. Voting form

12 B. List of all supporting material submitted by the candidate

13 II. Curriculum vitae

14 A. Personal data

15 1. Name

16 2. Education history

17 3. Employment history

18 4. Honors and awards

19 5. Names and addresses of outside referees.

20 a. Chosen by unit

21 B. Summaries

22 1. Teaching summary.

23 Include all teaching experience at USC. This summary should also include a
24 description of any situations when teaching is not expected of the candidate (for
25 example, in joint appointments, or in specialized grants that restrict teaching).

26 2. Scholarly and creative activities summary

27 3. Service activities summary (II.B.)

1 C. Teaching history (II.)

2 1. Research supervision

- 3 a. Post-doctoral research programs
- 4 b. Supervision of doctoral programs
- 5 c. Supervision of masters research programs
- 6 d. Undergraduate student supervision
- 7 e. Other research supervision

8 2. Teacher Evaluation

9 a. Evaluation forms

10 The candidate must include summaries of the student evaluations that are conducted
11 routinely for all of the standard lecture/laboratory courses in the Department. The
12 Chair of the Tenure and Promotion Committee or his or her designee will provide
13 a narrative analysis of the candidate's numerical scores and a summary of written
14 student comments in comparison to the normal range within the department for
15 similar courses.

16 b. Peer review

17 Include complete copies of peer reviews of teaching for the last six years or since
18 the last promotion, whichever is longer. A summary should be provided of all
19 earlier peer reviews.

20 c. Other evaluations

21 The candidate should provide a brief narrative description of any contributions to
22 course and curriculum development.

23 The results of all surveys of advising performance should be summarized.

24 D. Scholarly and professional publications.

25 In the field of chemistry and biochemistry, there is no uniform rule regarding the position
26 of authors in the author list. In cases where there is more than one senior author, a statement
27 of the contribution of the candidate to the work should be provided, along with a statement

of which other authors are senior contributors, and which are students, postdocs or others working under the direction of the senior contributors.

1. List of books

2. List of refereed publications, in print or in press.

If a publication is listed as "in press," a copy of the acceptance letter should be presented. The candidate must supply a copy of each reprint or preprint of publications based on work performed at the University of South Carolina. Individuals with faculty level experience at other institutions may include copies of publications of work performed at the faculty level in other institutions. Publications wholly or partially based on the candidate's work at other institutions may be listed, but must be distinguished from those originating from the University of South Carolina. The candidate's level of responsibility in that work must be indicated.

3. List of abstracts and unrefereed publications.

4. List of scholarly exhibits and performances in the arts.

5. Other scholarly activities

a. List of publications submitted or under review

b. List of papers presented at professional meetings

Invited or plenary presentations should be indicated.

c. Seminars

Named lectureships should be indicated.

d. List of book reviews

e. List of grant proposals submitted in last three years.

Please list all grants submitted, not merely those for the last three years, and if a decision has been made by the funding agency, indicate if the project was funded or not funded. Under costs indicate the amount of direct costs and indirect costs and clearly indicate the period covered. For grant proposals with multiple investigators, the ranks, roles and contributions of each investigator should be described as well

as a reasonable estimate of the costs attributable to the candidate's portion of the project.

f&g. Manuscripts and proposals reviewed (by title, and journal or agency)

Because of confidentiality requirements, the candidate should submit only a summary of the number of reviews for each journal or agency in each year.

h. Other consulting, review panels, etc.

E. Professional and public service

1. Advisory and consulting services to private and government agencies

2. Clinical activities

3. University and community services

a. Administrative and committee duties.

Please list in three categories: Departmental, College, University. Indicate if you were the Chair.

b. Community

c. Professional or learned society

d. Other

III. Faculty member's personal statement.

Candidates for tenure are encouraged to include a personal analysis of their achievements in relation to the Department's Tenure and Promotion criteria.

IV. Additional material for inclusion in candidate's file.

A. Letters from outside referees

A copy of the letter of solicitation to the referees should be included.

For each referee, a 1-2 page CV should be included. If one is not provided by the referee, the Chair of the T&P committee may use public information to compile one. The Chair of the Tenure and Promotion committee may abridge the CV's to meet the length restriction.

B. Other letters not supplied by candidate

1 The Department Chair will forward to the Chair of the Departmental Tenure and
2 Promotion Committee any other relevant material concerning the candidate. This might
3 include a summary of Departmental and University research support and any information
4 received from the Dean.

5 If the candidate holds a primary joint appointment in the unit, the memorandum of
6 understanding describing the appointment and its requirements and conditions must be
7 provided, and expectations of the candidate's teaching and other contributions to the unit
8 must take into account any constraints imposed by the memorandum.

9 If the candidate holds a secondary joint appointment in some other academic unit of
10 the University, the recommendation of the Chair or Director of that unit will also be
11 solicited by the Chair of the Department and included in the candidate's file. The Chair of
12 the second unit will also be asked to participate in the selection of outside reviewers. The
13 candidate's file will be made available to the eligible faculty of the second unit five days
14 prior to the vote of the Tenure and Promotion Committee to provide them the opportunity
15 to make formal comments that will be added to the file.

16 C. Letters supplied by the candidate

17
18 F. Review of Candidate's Tenure and Promotion File

19 1. Preliminary Review. If the candidate is in his or her penultimate year, then the
20 Committee will proceed with the complete review unless the candidate requests
21 otherwise. If the candidate is not in his or her penultimate year, the Tenure and
22 Promotion Committee will make a preliminary assessment of the file without external
23 reviewers. As a result of this preliminary review, the Committee may conclude that the
24 candidate is not ready for tenure or promotion or it may decide to conduct a complete
25 review. The Committee must complete the preliminary review, and the Chair of the
26 Tenure and Promotion Committee, in consultation with the Department Chair, must
27 notify the candidate by letter of the results of that review within one week. The Chair

1 of the Tenure and Promotion Committee shall advise the candidate of the results of the
2 Committee's discussions and the basis for its recommendations without compromising
3 the confidentiality of these discussions. Should the Committee recommend against
4 tenure or promotion on the basis of the preliminary review, the candidate has a period
5 of 7 calendar days after being formally notified of this recommendation during which
6 he or she may request, in writing to the Chair of the Committee, a complete review. If
7 so requested, the Committee will then proceed with a complete review.

8 2. Complete Review

9 a. External Reviewers. For a complete review, the Department will obtain advisory
10 letters and CVs from no fewer than five external reviewers who are considered to
11 be experts in the candidate's field of study. External reviewers should have no
12 current affiliation with the University of South Carolina system, nor can they have
13 a conflict of interest as defined in Sec. 1.B.2. The majority of the external reviewers
14 should be in or have extensive experience with the academic system in the United
15 States. The external reviewers will be selected by the members of the Tenure and
16 Promotion Committee. The file must include a summary of the professional
17 qualifications or the Curriculum Vita of each evaluator, as described in Sec.
18 I.E.IV.A.. It shall be the duty of the Chair of the Tenure and Promotion Committee
19 to solicit these letters.

20 All external reviewers will be sent Sections II and III of the candidate's file,
21 copies of 5-6 publications selected by the candidate and the section of this
22 document containing the relevant criteria for promotion and/or tenure. It will be the
23 responsibility of the external reviewers to provide their personal analysis of the
24 candidate's productivity and achievements, particularly with respect to scholarly
25 work, in relation to the Department's Tenure and Promotion criteria. They should
26 be requested to comment on the quality of the journals in which the candidate's
27 papers appear. Each must also be asked to disclose any relationship or interactions

1 with the candidate. For candidates who have taken approved medical or family
2 leave, the letter to the reviewers should include the following statement: “The USC
3 leave policies respect and support family-work-life balance. As such, employees
4 are able, through approved parental/family leave or medical leave, to extend the
5 timeline for their tenure review. In determining whether this file is meritorious for
6 tenure, please treat this as X years, even though Y years have passed.”

7 The external reviews will be included in the candidate's file. Within legal limits,
8 the names of external reviewers and their reviews shall not be revealed to the
9 candidate.

10 b. Review by the Members of the Tenure and Promotion Committee. Following
11 receipt of the complete set of external reviews, the members of the Tenure and
12 Promotion Committee will have a period of at least one week in which to review
13 the file of each candidate under consideration. At a meeting on or about October
14 15, the Committee will meet and vote by secret ballot on one or more of the
15 following options for each candidate:

16 i. Promotion

17 ii. Tenure

18 In accordance with University regulations, all ballots must contain a written
19 justification of the vote. The voting privileges of faculty who are unable to be
20 present at the committee meetings are defined below. The Chair of the Committee
21 shall collect the ballots and record the vote. This information will be placed in the
22 candidate's file and the file forwarded to the Department Chair with the
23 recommendations of the Tenure and Promotion Committee.

24 c. Voting Privilege of Faculty Who are Unable to Be Present at Committee Meetings.

25 Faculty members on sabbatical leave who elect to vote or members who will be
26 absent for other reasons must notify the Department Chair at least three working
27 days before the vote. They will receive a complete copy of the candidate's file and

1 a ballot. The faculty member's vote and justification must be returned in writing,
2 but can be conveyed in any secure manner.

3 G. Action Following Vote by Tenure and Promotion Committee

4 The Department Chair shall forward the recommendations of the Tenure and Promotion
5 Committee to the Dean. The Chair will report the results of the vote, including the total
6 number eligible to vote, and will explain the absence of votes from any potentially eligible
7 faculty members due to sabbatical leave or other excused absence. The Chair will also
8 include his or her own recommendation. The Department Chair shall inform the candidate
9 by letter of the final recommendation of the Committee and discuss his or her own
10 recommendation to the Dean. In the case of a decision not to recommend tenure or
11 promotion, the Department Chair will review with the candidate the reasons for this
12 decision and provide the candidate with a written summary of the discussion by the tenured
13 faculty. The Chair will provide specific constructive suggestions for improvement of the
14 candidate's performance when appropriate. The candidate may request in writing that his
15 or her complete file be forwarded through administrative channels even though it lacks the
16 positive recommendation of either the Tenure and Promotion Committee or the Department
17 Chair. Otherwise, the Department Chair need send only a statement of the action by the
18 Tenure and Promotion Committee to the Dean. The Department Chair will forward to the
19 Dean a list of those faculty members who decline candidacy for tenure and/or promotion.
20 Individuals not recommended for tenure or promotion, except those in their final year of
21 evaluation or already notified of termination, will be reviewed in subsequent years without
22 prejudice. For a probationary appointment, the final year of evaluation is defined as the
23 year immediately preceding the final year of the appointment.

24 H. Third-Year Review.

25 Every untenured faculty member is required to submit a complete Tenure and Promotion
26 file according to the College's third-year review calendar. The Tenure and Promotion
27 committee will meet to discuss the progress of the candidate toward meeting the criteria

for tenure and to suggest routes for meeting those criteria. The Chair of the Tenure and Promotion committee will submit a letter to the Chair of the Department summarizing those discussions. The Department Chair will write a letter containing his or her evaluation of the candidate's progress to the Dean and also include the letter from the Chair of the Tenure and Promotion committee. Copies of both letters will be made available to the candidate.

The results of the third year review are purely advisory. Opinions and interpretation of criteria contained in it are not binding on subsequent reviews. The results of the third-year review will not be included in the files for any subsequent reviews.

I. Post-Tenure Review of Associate Professors

At the time of the normally scheduled post-tenure review, a tenured associate professor must submit a complete Tenure and Promotion file. This file will serve as the basis for both post-tenure review and a preliminary review for promotion to professor. The file must be submitted according to the earlier of the two time tables. The Tenure and Promotion committee may conduct the promotion review and post tenure review concurrently, but must conduct separate discussions and votes based on the two sets of criteria.

II. CRITERIA

A. General Criteria

1. Scholarly Work, including:

a. The quality and number of

i. original research reports published in scientific journals

ii. review articles

iii. books authored

iv. patents, patent disclosures, software or other intellectual property activities based on original research

b. Funding

i. Number of grants, agencies from which the grants were funded and the dollar value of extramural funding obtained for research

1 ii. The level of University support provided for the candidate's research
2 program and the candidate's use of those resources.

3 c. The number of scientific presentations given at:

4 i. professional meetings

5 ii. symposia

6 iii. at other universities or research institutions.

7 These presentations will be assessed with regard to the reputation of the
8 venue and any special distinctions such as invited or plenary lectures, or
9 named lectureships.

10 2. Teaching Performance in formal classroom instruction will be assessed based
11 on student evaluations and peer reviews with regard to:

12 a. Content: Is material presented appropriate to the course taught?

13 b. Clarity: Is material presented in a clear and organized fashion?

14 c. Style: Does the delivery of information interest and stimulate the
15 audience?

16 d. Fairness: Is grading done impartially with regard to a published scale
17 and criteria announced in the course syllabus?

18 e. Class size: Has the candidate instructed larger classes in his or her
19 particular subdiscipline or only more specialized courses?

20 f. Comparison of the candidate's evaluations to average evaluations in the
21 courses they have taught.

22 Contributions to teaching outside of the classroom will be assessed based on

23 a. The number of undergraduates who undertake research under the
24 candidate's direction.

25 b. The number of graduate students who have obtained degrees or who are
26 currently pursuing degree programs under the candidate's direction and

- 1 the effectiveness of the candidate's mentorship as evidenced by student
2 co-authorship on publications and student presentations at conferences.
- 3 c. Contributions to the improvement of the department's courses and
4 curriculum.
- 5 d. Number of students advised and results of surveys of advising
6 performance.
- 7 e. Educational activities for students and the general public outside the
8 University.

9 3. Service, including:

- 10 a. Participation on Department, College, and University committees in a
11 constructive and effective manner.
- 12 b. Evaluation of manuscripts for professional journals and/or proposals for
13 granting agencies.
- 14 c. Service on editorial boards and review panels.
- 15 d. Service in official posts in professional organizations.
- 16 e. Anything else that brings credit to the University.
- 17
- 18

19 B. Specific Criteria for Promotion to Associate Professor with Tenure

- 20 1. Promotion Criteria versus Tenure Criteria. The Department of Chemistry and
21 Biochemistry will only recommend tenure for assistant professors if they are also
22 qualified for promotion. Therefore, the Department of Chemistry and Biochemistry
23 will generally consider simultaneously its recommendations for tenure and promotion
24 of assistant professors.

25 However, for assistant professors who have held tenure-track faculty appointments
26 at another college or university or other positions with similar responsibilities, the
27 Department may recommend promotion without a recommendation for tenure. This

1 recommendation will be made when the faculty member currently meets the criteria in
2 this section based on experience elsewhere, but the candidate has not yet demonstrated
3 that he or she can maintain that level of performance at the University of South
4 Carolina.

- 5 2. Time in Service. Faculty members appointed at the rank of assistant professor who
6 have not previously held tenure-track positions at another college or university or other
7 positions with similar responsibilities will not normally be recommended for either
8 tenure or promotion to Associate Professor until they are in at least their fourth year at
9 the University of South Carolina. See Section III.C for those with prior experience.
10 Otherwise, the same standards apply to candidates who apply for tenure before or in
11 the penultimate year.

- 12 3. Scholarly work. The candidate must demonstrate a commitment to continued
13 scholarship as evidenced by a research program that is based on his or her own initiative
14 and that has advanced significantly beyond, or is independent of, dissertation and
15 postdoctoral research accomplishments. The work must be clearly recognized as
16 having been executed at the University of South Carolina and should be published in
17 refereed scientific journals. Although collaborative research efforts with colleagues at
18 the University and elsewhere are honored and encouraged, it must be possible to
19 identify the candidate's creative and independent contributions to the research
20 accomplishments. While the number of publications expected will depend on factors
21 such as the candidate's field and the candidate's contributions to the publications, a
22 typical minimum will be an average of one reviewed, original research publication for
23 each year spent at USC. This material as a whole is expected to be of high quality and
24 significance to the candidate's field. These characteristics will be assessed by the
25 members of the Tenure and Promotion Committee and by the aggregate opinion of the
26 external reviewers.

1 The candidate must demonstrate the ability to compete effectively for extramural
2 funding. He or she must have actively sought appropriate levels of extramural funding
3 to support his or her research program and been successful in this endeavor. The level
4 of extramural funding is one measure by which the overall quality of the candidate's
5 research will be assessed. The level of extramural funding is expected to be sufficient
6 to sustain the major portion of the candidate's research program. The aggregate opinion
7 of the external reviewers will be of value to the Tenure and Promotion Committee in
8 determining how the candidate's level of funding compares to individuals at similar
9 points in their career at institutions similar to USC.

10 Research must be conducted, published, and reviewed in a safe and responsible
11 manner, as determined by both University regulations and the generally accepted
12 standards of the Chemistry and Biochemistry community. The candidate must make
13 reasonable efforts to ensure that those acting under his or her direction know these
14 standards and act according to them. These criteria may only be used to judge methods
15 used in research, not the content or implications of the results.

- 16 4. Teaching. The candidate should have demonstrated a clear commitment to providing a
17 high quality, interesting, and fair educational experience for students in the courses that
18 have been taught at USC. High quality in this context refers to the clear and organized
19 presentation of material appropriate to the course. Interesting and fair were defined
20 above in section II.A.2. Assessment of performance in formal courses will be as
21 described above in section II.A.2. The presence of a significant number of graduate
22 students working under the candidate's direction will also be considered a positive
23 indication of the candidate's teaching effectiveness at the graduate level. Teaching
24 performance will be assessed by regularly administered surveys of student opinions of
25 faculty teaching and by evaluations of lecture style, organization and content made by
26 colleagues who have attended and/or viewed videotapes of the candidate's lectures.

1 Participation in laboratory and curriculum development and in student advisement will
2 also be considered.

3
4 5. Service. Required service will normally be limited to participation on Departmental
5 Committees, on which the candidate is expected to work in a cooperative and
6 constructive manner. .

7 6. University standards. The University also establishes requirements and standards for
8 faculty behavior in the Faculty Manual and published policies and regulations. Willful
9 and substantial violations of these policies can adversely affect a decision on tenure
10 and promotion.

11 C. Specific Criteria for Tenure at the Level of Associate Professor

12 1. Time in Service. Faculty members appointed at the rank of associate professor who
13 have not previously held tenure-track positions at another college or university
14 normally will not be recommended for tenure until they are in at least their third year
15 at the University of South Carolina.

16 2. Scholarly work. The candidate must demonstrate a commitment to continued
17 scholarship as evidenced by a research program that is based on his or her own initiative
18 and that has advanced significantly beyond, or is independent of, dissertation and
19 postdoctoral research accomplishments. The work must be clearly recognized as
20 having been executed at the University of South Carolina and should be published in
21 refereed scientific journals. Although collaborative research efforts with colleagues at
22 the University and elsewhere are honored and encouraged, it must be possible to
23 identify the candidate's creative and independent contributions to the research
24 accomplishments. While the number of publications expected will depend on factors
25 such as the candidate's field, a minimum number will be an average rate of one
26 reviewed publication for each year spent at USC. This material as a whole is expected
27 to be of high quality and significance to the candidate's field. These characteristics will

1 be assessed by the members of the Tenure and Promotion Committee, and importantly,
2 by the aggregate opinion of the external reviewers.

3 The candidate must have actively sought appropriate levels of extramural funding
4 to support his or her research program, and is expected to have been successful in this
5 endeavor. The level of extramural funding is one measure by which the overall quality
6 of the candidate's research will be assessed. In general, the level of extramural funding
7 is expected to be sufficient to sustain the major portion of the candidate's research
8 program. The aggregate opinion of the external reviewers will be of value to the Tenure
9 and Promotion Committee in determining how the candidate's level of funding
10 compares to comparable individuals at institutions similar to USC.

11 Research must be conducted, published and reviewed in a safe and responsible
12 manner, as determined by both University regulations and the generally accepted
13 standards of the Chemistry and Biochemistry community. The candidate must make
14 reasonable efforts to ensure that those acting under his or her direction know these
15 standards and act according to them. This criteria may only be used to judge methods
16 used in research, not the content or implications of the results.

- 17 3. Teaching. The candidate should have demonstrated a clear commitment to providing a
18 high quality, interesting, and fair educational experience for students in the courses that
19 have been taught at USC. High quality in this context refers to the clear and organized
20 presentation of material appropriate to the course. Interesting and fair were defined
21 above in section II.A.2. Assessment of performance in formal courses will be as
22 described above in section II.A.2. The presence of a significant number of graduate
23 students working under the candidate's direction will also be considered a positive
24 indication of the candidate's teaching effectiveness at the graduate level. Teaching
25 performance will be assessed by regularly administered surveys of student opinions of
26 faculty teaching and by evaluations of lecture style, organization and content made by
27 colleagues who have attended and/or viewed videotapes of the candidate's lectures.

1 Participation in laboratory and curriculum development and in student advisement will
2 also be considered.

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- 4 4. Service. Required service will normally be limited to participation on Departmental
5 Committees, on which the candidate is expected to work in a cooperative and
6 constructive manner.
- 7 5. University standards. The University also establishes requirements and standards for
8 faculty behavior in the Faculty Manual and published policies and regulations. Willful
9 and substantial violations of these policies can adversely affect a decision on tenure
10 and promotion.
- 11
- 12

13 D. Specific Criteria for Promotion to Professor

- 14 1. Promotion Criteria. The candidate should demonstrate the continued development of
15 a significant, creative, and independent research program as evidenced by a substantial
16 record of research publications in highly regarded journals and a favorable
17 recommendation from the aggregate opinion of the outside reviewers. International
18 recognition of the candidate's research accomplishments should also be evident as
19 indicated by invitations to speak at international meetings, service on conference
20 organizing committees or editorial boards, and publications of major reviews of the
21 field. The candidate must have a record of substantial levels of funding from extramural
22 sources in support of his or her research program.

23 The candidate should have demonstrated a sustained commitment to providing a
24 high quality, interesting, and fair educational experience for students in the courses that
25 have been taught at USC. High quality in this context refers to the clear and organized
26 presentation of material appropriate to the course. Interesting and fair were defined
27 above in section II.A.2. Assessment of performance in formal courses will be as

described above in section II.A.2. The presence of a significant number of graduate students working under the candidate's direction will also be considered a positive indication of the candidate's teaching effectiveness at the graduate level. Teaching performance will be assessed by regularly administered surveys of student opinions of faculty teaching and by evaluations of lecture style, organization and content made by colleagues who have attended and/or viewed videotapes of the candidate's lectures. Participation in laboratory and curriculum development and in student advisement will also be considered.

The candidate should be able to present a record of positive service on a variety of levels within the University, such as Department, College, and University Committees. It is also expected that candidates will have been called on by professional journals or review panels to review manuscripts for publication or grants for funding.

2. Promotion Criteria versus Tenure Criteria. The Department of Chemistry and Biochemistry will normally recommend promotion to professor, only if the candidate has already obtained tenure.

However, for associate professors who have held tenure-track faculty appointments at another college or university or other positions with similar responsibilities, the Department may recommend promotion without a recommendation for tenure. This recommendation will be made when the faculty member currently meets the criteria in this section based on experience elsewhere, but the candidate has not yet demonstrated that he or she can maintain that level of performance at the University of South Carolina.

E. Specific Criteria for Tenure at the Level of Professor

1. Time in Service. Faculty members appointed at the rank of professor who have not previously held tenure-track positions at another college or university normally will not

1 be recommended for tenure until they are in at least their third year at the University of
2 South Carolina.

- 3 2. Criteria. The rank of professor without tenure is normally obtained on the basis of
4 work performed in part at another institution (Section II.D.2). To obtain tenure, the
5 candidate must maintain a level of performance at the University of South Carolina
6 meeting the criteria for promotion to professor and demonstrate that this level of
7 performance is likely to be sustained at the University of South Carolina.

8
9 III. NEW APPOINTMENTS AND TENURE AT ADVANCED LEVELS

- 10 A. Procedures. If a new appointment is to be made to an external candidate with significant
11 faculty level experience in a prior position, the Tenure and Promotion committee will meet
12 to review the candidate's record and consider the effect of that experience on the initial
13 level of the appointment and on future promotion and tenure decisions. The
14 accomplishments of the external candidate shall be subjected to both internal and external
15 review using the same criteria as for internal candidates. However, the standard timetable
16 and formatting requirements may be modified to meet the requirements of the hiring
17 process, so long as they allow adequate evaluation of the criteria.

18 B. New Appointments at Advanced Levels.

19 For initial appointment at an advanced level, external candidates must have achieved a
20 level of accomplishment in their employment elsewhere that is comparable to that expected
21 of an internal candidate at the same level.

22 C. Tenure at Advanced Levels.

23 In view of the long-term commitment represented by a grant of tenure, the Department may
24 choose to delay a tenure consideration for new appointments made at advanced levels or
25 when early promotion to Associate Professor is made for an individual with prior faculty-
26 level employment elsewhere. In such a case, during the ensuing probationary period the

1 candidate is expected to demonstrate performance at the University of South Carolina that
2 meets or exceeds the criteria used for promotion to the candidate's rank.

3 D. Modification of Time Requirements.

4 If a new appointment is to be made without tenure to a candidate with significant prior
5 faculty level experience, in consultation with the Department Chair and the Dean, the
6 Committee will determine the effect of the prior experience on (a) the maximum
7 probationary period, if the appointment is without tenure, (b) the minimum time in service
8 before the next tenure and/or promotion would normally be made. This information will
9 be included in the candidate's offer letter and will become part of the record for the next
10 tenure/promotion decision.