

BYLAWS OF THE DEPARTMENT OF CHEMISTRY

PREAMBLE

The bylaws are instituted by the Department of Chemistry Faculty as a commitment of full participation in departmental governance. These bylaws are supplemental to the College Bylaws and to the regulations of the University; in the event of conflict the latter shall prevail.

I. Conduct of Department Business

- A. The Faculty of the Department shall consist of all full time, joint, and adjunct professors (of all ranks), and full-time lecturers and lab directors who hold an appointment in the Department of Chemistry. All Faculty have specific rights and responsibilities as stated in Chapter 2 of the UTK Faculty Handbook.
- B. Faculty meetings shall take place at least twice each Fall and Spring semester and not more often than once per week unless special meetings are called. The agenda for regular Faculty meetings shall be distributed at least three days before the meeting.
- C. A Faculty meeting will be called by the Department Head within one (1) week of receipt of a petition for a meeting signed by at least thirty percent (30%) of the Faculty.
- D. All meetings shall be chaired by the Department Head or designate and will be conducted in accordance with the procedures of Robert's Rules of Order, most recent edition.
- E. All tenured and tenure track faculty have full voting rights and are required to participate in Faculty meetings. In addition, non-tenured joint faculty who are based in the Department of Chemistry and full-time non-tenure-track (NTT) instructional Faculty members may be invited by the Department Head to participate when they can contribute to the agenda. The voting rights of non-tenure track faculty at these meetings will be limited to UG instructional and curricular matters and hiring and promotion of NTT faculty as outlined in Sections IVH and VG and consistent with their responsibilities as outlined in Section IV of the College By-Laws.
- F. A quorum for Faculty meetings will consist of a simple majority of eligible Faculty. A simple majority approval of eligible, voting faculty members who are not abstaining is required for the passage of motions.

II. Department Head

The Department Head is appointed by the Dean after consultation with the Faculty in accordance with the *Faculty Manual*. The Head is a member of the Faculty who, as outlined in the *Faculty Manual*, has the responsibilities of 1) providing leadership for the departmental academic program in relation to the comprehensive academic programs of the College and University; 2) providing leadership for the infrastructure necessary for support of the academic unit; and 3) planning annual performance review of Faculty and staff. To assist with departmental operations, the Head shall appoint one or more members of the Faculty as Associate Head

III. Curriculum

- A. The Faculty of the Department has responsibility for approving any change in the departmental curriculum, including individual courses and their description, and degree requirements. Curriculum proposals may be approved as submitted, approved with minor changes, referred back to the appropriate curriculum committee for major changes, further information or justification, or rejected. A majority vote is required to approve all curriculum changes.
- B. Curriculum proposals must be submitted to the Faculty by the appropriate curriculum committee, the Undergraduate Curriculum Committee or the Graduate Curriculum Committee. Any proposal that affects both undergraduate students and graduate students must be approved by both curriculum committees.
- C. Curriculum proposals may be initiated by individual Faculty, groups of Faculty, the curriculum committee, or the Department Head.
- D. The curriculum committees should consult appropriate Faculty within the department about proposed changes. If those changes affect other departments or programs within the university, the curriculum committees should also consult with those units.
- E. The Department Head or designate shall have the responsibility for guiding proposals through the College and University curriculum change process as necessary.

IV. Faculty and Staff Appointments

- A. The Department Head shall work with the Advisory Committee to initiate and guide actions concerning the decisions of hiring Faculty. The Advisory Committee will meet with the Department Head for decisions concerning proper research fields of interest for hiring. During the discussion, due consideration will be given to the strategic planning documents of the Department and to the opinions of the other Faculty members.
- B. The Department Head will appoint an ad hoc Search Committee composed of Faculty appropriate to the field(s) of interest for the search. The Search Committee will be responsible for the mechanics of advertising the opening(s), collecting applications, documenting proper University protocol for the search, etc.
- C. The Search Committee will collect dossiers from applicants ensuring that Affirmative Action guidelines are implemented and will make an initial screening to select potential candidates.
- D. The Search Committee will guide an evaluation by the Faculty of those applicants passing the initial screen. The evaluation will involve rank ordering of applicants and decisions on whom to invite for interview.
- E. The Search Committee will continue to monitor the interview process and provide subsequent input to the Faculty on the status of developing applications.

- F. The Faculty is charged with the rank ordering of tenure track candidates and the final decision on making offers to selected candidates.
- G. The Department Head shall have responsibility for matters such as negotiation with the administration on numbers of offers to make and salary levels contained in the offer(s). The Department Head shall contact and negotiate with the selected applicants concerning salary offer and other commitments made to the candidate(s).
- H. Appointments of non-tenure track faculty and staff, including Adjunct Professors, Lecturers, Laboratory Managers, Research Professors, and Facility Directors shall be made by the Department Head after consultation with appropriate committees and involved Faculty members.

Adjunct Professors are nominated by regular Faculty members (with whom they normally collaborate). The credentials are reviewed by the Advisory Committee and Department Head before being brought before the Faculty for a vote of acceptance. Appointments are for three years and may be renewed.

Lecturers, Facility Directors, and Laboratory Managers are identified by a Search Committee convened by the Department Head. Faculty approval is required prior to hiring. (See sections IVC – IVE and IVG).

Research Professors are nominated (and sponsored) by Faculty members to aid in managing their research groups. The appointments are made by the Department Head after approval by the Faculty.

V. Retention, Tenure and Promotion

- A. All actions of the Department concerning retention, tenure and promotion of the Faculty shall conform to the procedures and standards set forth in the UTK Faculty Handbook.
- B. For tenure track Faculty members, the Department Head will assign a senior Faculty colleague as mentor for each junior Faculty member at the time of hiring. The mentor and Department Head will have the primary responsibility of guiding the development of the tenure track Faculty member and advising her/him with regard to the Department's Criteria for Promotion and Tenure (see appendix) and Annual Reviews (see Section VI). A retention meeting of tenured Faculty to discuss the progress of tenure track Faculty will be conducted each year. The mentor is primarily responsible for assisting the tenure track Faculty member with the gathering of information on research, teaching, and service for this meeting. The mentor also leads the discussion during the yearly retention meeting by describing the record of the mentee to the Faculty. In the fourth year, tenure track Faculty members undergo an enhanced retention review in which a package in the format of the dossier is submitted and reviewed by the Faculty. This includes a review of the tenure track Faculty member's teaching to be completed by the end of their 3rd year.
- C. Each person desiring to be considered for tenure and/or promotion is required to submit to the Department Head a dossier detailing her/his professional performance in such areas as teaching, solicitation of research funds, research and scholarly achievements, and service to the College, University, and public. Further details about tenure/promotion dossier assembly, including procedures and format, can be found at the UTK College of

Arts and Sciences website (<http://artsci.utk.edu/Faculty-staff-resources/promotion-tenure/>).

- D. The Department Head shall make these dossiers along with other pertinent information available for review by the appropriate Faculty groupings as defined in the Faculty Handbook. An ad hoc Tenure and/or Promotion Subcommittee, generally composed of no fewer than three tenured Faculty members, will be appointed by the Department Head to assist in the deliberations for each individual seeking promotion or tenure. These Subcommittees commonly meet to discuss the dossiers but do not make a recommendation regarding tenure/promotion. Dossiers for those persons to be considered for tenure shall be available to all tenured Faculty as follows: dossiers of those persons to be considered for promotion to the rank of Associate Professor shall be available to tenured Faculty members holding the rank of Associate or Full Professor of Chemistry; dossiers of those persons to be considered for promotion to the rank of Professor of Chemistry shall be made available to tenured Faculty holding the rank of Full Professor.
- E. For faculty recommendations regarding a promotion and tenure application, two faculty meetings shall be held. In the first meeting, the candidate's application package will be presented, followed by thorough discussion. The second meeting will provide opportunities for further discussion followed by a vote. Both meetings should be at least one week apart to give faculty sufficient time to assess the data provided in the candidate's application, the case presentation and discussion. Only faculty members as indicated in section V. D. will attend these meetings and the vote will be performed by secret ballot. Faculty members must attend the first meeting to vote, but provided a faculty member attends the first meeting, a vote by proxy will be ~~Proxy votes are~~ allowed, and those votes will count toward the determination of a quorum. Proxy votes must be submitted in writing (or email) to the Department Head ~~department's Main Office~~ at least 24 hours before the faculty meeting at which the vote takes place. A positive recommendation for awarding tenure and/or promotion requires a vote of 'yes' by a simple majority of all eligible, voting faculty members who are not abstaining. The recommendations arising from these meetings shall be forwarded to the upper administration for review by the College's Tenure and Promotion Committee. The Department Head does not participate in the Faculty vote, but provides a separate and independent summary of the candidate's dossier and recommendation to the administration. All discussions in these meetings shall be considered privileged and are not to be disclosed following the conclusion of the meeting.
- F. Full time NTT instructional Faculty members are eligible for promotion as described in the UTK Faculty Handbook. The process is described in detail at the Office of the Provost's website (http://provost.utdev2.wpengine.com/wp-content/uploads/sites/10/2014/01/lecturer_promotion_guidelines.pdf) and is also discussed in Section IV. D. of the College By-Laws (<http://artsci.utk.edu/about-us-2/college-bylaws/>). The expectations for instructional faculty and criteria for appointment to the various lecturer ranks can also be found at the former website, and the Department of Chemistry endorses the University's criteria for lecturer ranks. Any lecturer who wishes to be considered for promotion to senior or distinguished lecturer is required to submit to the Department Head a dossier consistent with College guidelines detailing her/his professional performance in teaching. The lecturer's accomplishments in research and service may be included in the dossier, however, excellence in teaching will be the principal criterion for evaluation of instructional faculty.

- G. An ad-hoc lecturer promotion committee, consisting of no fewer than three faculty members, including two or more tenured faculty, will be appointed by the Department Head to assist in the deliberations for the case. Senior Lecturers may serve on the promotion committee for lecturers and Distinguished Lecturers may serve on the promotion committee of Senior lecturers. The voting body for evaluation of promotion of a lecturer to senior lecturer shall include all tenured and tenure track Faculty, and all senior and distinguished lecturers. The voting body for evaluation of promotion of a senior lecturer to distinguished lecturer shall include all tenured and tenure track Faculty, and all distinguished lecturers. At a meeting of the appropriate Faculty groupings, the status of the candidate for promotion shall be considered, and a formal vote of the Faculty eligible to vote will be conducted by secret ballot. All discussions in these meetings shall be considered privileged and are not to be disclosed following the conclusion of the meeting. A positive recommendation for promotion requires a vote of yes by a simple majority of all eligible voting Faculty members in attendance. The recommendations arising from these meetings shall be forwarded to the College for review. The Department Head does not participate in the Faculty vote, but provides a separate summary of the candidate's dossier and makes a recommendation for or against the promotion. The dossier and recommendations are transmitted to the College's Lecturer Promotion Committee for further consideration.

VI. Annual Performance and Planning Reviews and Cumulative Reviews

- A. All actions of the Department concerning annual and cumulative reviews of the Faculty shall conform to the procedures, standards, and rating categories set forth in the UTK Faculty Handbook.
- B. Each year, the Department Head will request or otherwise gather information on the teaching, research, and service record of each Faculty member for the reporting year. Additionally, the Department Head will request plans for the next reporting year from each Faculty member in each of these mission areas.
- C. Completion and participation of the annual review process is required of all Faculty in the department. Except in the case of medical or family emergency that prevents one from completing this task, failure to complete and provide reporting documents and participate fully in the annual review process with the Department Head will produce an unsatisfactory (poor) rating in the review, as the inaction here falls far short of the expectations of the Faculty member.
- D. Annual Performance and Planning Reviews will be conducted by the Department Head and each Faculty member during the Fall Term using documentation described in VI. B. The Department Head will discuss the contributions and performance of the Faculty member in each of the mission areas and assign a rating in accordance with the guidelines specified in the Faculty Handbook. The rating will be signed by both the Department Head and the Faculty member. The Faculty member may provide a rebuttal to the review if he/she so chooses.
- E. The following general statements will help guide the Annual Performance and Planning

Reviews.

1. It is recognized that the Faculty of the Department are diverse in their areas of research and creative activity. Further, the significance, quality, and distribution of effort among the three mission areas vary among the Faculty and often vary over the professional careers of individuals.
2. The distinction between different aspects of the professional activities of Chemistry Faculty cannot be sharply defined within the three mission areas. For example, guidance of graduate research is clearly both a research activity and a teaching activity, and research expertise is often a key component in service activities.
3. The following are normal standards of performance for tenure track faculty in the mission areas for *meeting expectations* as specified in the Faculty Handbook. These standards apply to all Chemistry Faculty members with specific expectations dependent on the nature of the appointment.

Research - Faculty are expected to conduct on-going scholarly work with the aim of discovering new knowledge that is of value to the discipline. This activity should be of the type which is legitimized by recognition of one's scientific peers and/or support (in many cases, including financial support) of extra-university scientific institutions and/or agencies, is disseminated through the usual fora for the discipline, and contributes to the experiential training of students and research associates.

Teaching - Faculty are expected to be conscientious and effective teachers. This applies to any or all of the traditional classroom, laboratory, and research settings.

Service - Faculty are expected to serve an active professional service role. This applies to any or all of the traditional discipline, university, and public professional service components.

4. The metrics used to measure performance in each mission area appear in the Department's Statement of Criteria for Promotion and Tenure (see appendix). Because of the diversity of Faculty interests and contributions, care must be taken in applying these metrics. In particular it is to be noted that both qualitative and quantitative judgments concerning Faculty performance *vis-a-vis* metrical expectations will be necessary. The construction and articulation of these judgments is one of the important duties of the Department Head.
 5. All three mission areas will contribute to the overall rating of a Faculty member. The aforementioned standards and metrics will be used in deliberations by the Department Head. Each Faculty member will be rated using one of the four categories specified in the Faculty Handbook; i.e., *5-Outstanding (Excellent): Far exceeds (FE) expectations for rank; 4-More Than Expected (Very Good): Exceeds expectations (EE) for rank; 3-Expected (Good): Meets expectations (ME) for rank; 2-Needs Improvement (Fair): Falls short (FS) of meeting expectations for rank; 1-Unsatisfactory (Poor): Falls far short (FF) of meeting expectations for rank.* A Faculty member whose performance is rated *FS* or *FF* shall consult with the Department Head to develop a written plan for resolving deficiencies.
- F. A Cumulative Review is triggered when a Faculty member's performance is found to

“fall far short of meeting expectations for rank” in any two of five consecutive years or when their evaluations are any combination of “falls far short of meeting expectations for rank” or “falls short of meeting expectations for rank” in any three of five consecutive years. The Department Head will notify in writing the faculty member who qualifies for cumulative review in the department head’s narrative as part of the annual review process.

- G. Committees involved in periodic Departmental Academic Program Reviews will be specifically asked to review and address the policies concerning Annual and Cumulative Reviews of the Faculty as outlined herein, and to evaluate the standards which have been applied, to assure that these continue to accurately reflect the Department’s mission and facilitate progress toward its long-term goals.

VII. Standing Committees

Below is a list of standing committees in in the Department of Chemistry including brief summaries of responsibilities. Each committee must meet at least one time each academic year and provide a report to the Department Head. Other committees, representatives, and coordinators deemed necessary for the efficient operation of the department may be established by the Department Head.

- A. Advisory Committee

The Advisory Committee shall advise and counsel the Department Head on various academic and budgetary priorities. The committee shall consist of the Department Head, a member elected from each division (Analytical, Organic, Inorganic, Physical, and Polymer) and a member holding the rank of assistant professor. This member is elected by the members of the Faculty of the rank of assistant professor, and this member shall serve a one-year term that may be renewed through annual election. Members elected by their division shall serve three (3) year staggered terms that may be renewed through election. The Advisory Committee will elect annually from its number a chair that is not the Head or Associate Head of the department.

- B. Seminar Committee

The Seminar Committee shall plan and execute the seminar program of the department. The Seminar Committee shall consist of the Department Head (ex-officio), three (3) Faculty members serving staggered three (3) year terms, and one (1) graduate student member with a one (1) year term. Faculty appointments to the committee shall be made by the Department Head with the approval of the Advisory Committee. The student member shall be appointed by the Department Head.

- C. Graduate Student Advisory Committee

The Graduate Student Advising Committee shall be concerned with the academic program and progress of individual graduate students prior to their selecting the tenure/tenure-track professor who will supervise their thesis research. The committee shall be responsible for monitoring and administering the entrance examination and candidacy examination, serve as temporary advisors for incoming graduate students, and

oversee disciplinary matters involving graduate students. The committee shall consist of the Associate Head or Associate Head and one (1) elected representative from each division.

D. Undergraduate Curriculum Committee

The Undergraduate Curriculum Committee shall be concerned with the course offerings and with the requirements for the undergraduate degree programs. The Committee shall consider matters of curricular and course development and policy, and bring these to the Faculty for approval. The Committee shall consist of Faculty representing the various curricular areas of the Department plus an undergraduate student. The Faculty members shall be appointed by the Department Head, with the approval of the Advisory Committee, and serve an indefinite term. In accordance with bylaws of the College, the Department Head or their designee represents the Department on the Natural Sciences Divisional Committee of the Curriculum Committee.

E. Graduate Curriculum Committee

The Graduate Curriculum Committee shall be concerned with the course offerings and with the requirements for the graduate degree programs. The Committee shall consider matters of curricular and course development and policy, and bring these to the Faculty for approval. The Committee shall consist of Faculty representing the divisions of the Department plus a graduate student. The Faculty members shall be appointed by the Department Head, with the approval of the Advisory Committee. The Chair of this committee is typically the Director of Graduate Studies for the Department.

G. General Chemistry Committee

The General Chemistry committee shall consist of the Director of General Chemistry, the Director of General Chemistry Laboratory, two tenure line faculty, plus any other faculty at the discretion of the Head. The committee is responsible for defining and planning the educational mission for all multi-instructor General Chemistry Classes. These responsibilities include development or selection of the syllabus, textbook, laboratory manual, and other associated instructional materials that pertain to the lecture or laboratory component of the classes.

H. Safety Committee

The Safety Committee shall promote good safety practices in the laboratories, shops, and chemical stores through the training of students and personnel, the conduct of periodic inspections, their involvement in matters of infrastructure related to purchase and installation of safety equipment and recommendations on the handling and disposal of hazardous materials. The committee shall include the Department Head (ex-officio), three (3) Faculty members and two (2) graduate students. Members shall be appointed by the Department Head, with the approval of the Advisory Committee.

I. Graduate Student-Faculty Interaction Committee

The Graduate Student-Faculty Interaction Committee shall promote graduate student-Faculty professional relationships by providing a path of communication between the graduate student body, the Faculty, and the Department Head. The committee shall consist of the Department Head (ex-officio), two (2) Faculty members and two (2) graduate students. The Faculty members shall be appointed by the Department Head, with the approval of the Advisory Committee, and serve an indefinite term. The graduate student members are elected by the chemistry graduate student body.

J. Graduate Recruiting Committee

The charge of the Recruiting Committee shall be to recruit outstanding students to enroll in graduate studies in the Department of Chemistry. Duties include providing information to potential candidates as well students who have been accepted into the program. The committee has overall responsible for the organization and operation of open houses for visiting prospective students. The committee also works to increase the quantity and quality of applications to the program. The committee shall be appointed annually by the Department Head and will include members of the various divisions within the department..

K. Graduate Selection Committee

The Graduate Selection Committee shall is in charge of admitting graduate students to the MS and PhD programs in the Department of Chemistry. This includes the review of application materials as well as interfacing with the Graduate School on applicant decisions. The committee shall be appointed annually by the Department Head and will include members of the various divisions within the department will be considered. The committee is chaired by the Associate Head and includes the Director of Graduate Studies as a member.

VIII. Amendments

These Bylaws may be amended by a two-thirds vote of the Faculty present at a Faculty meeting provided that the item has been placed on the agenda and the text of the change has been given in writing to the Faculty with the announcement of the agenda.

IX. Ratification

These Bylaws shall be ratified by a majority vote of the Faculty.

Ratified, April 2, 1999

Amended, October 2, 2009

Amended, April 1, 2016

Amended, August 19, 2019

BYLAWS APPENDIX

STATEMENT OF CRITERIA FOR PROMOTION OF TENURE TRACK FACULTY DEPARTMENT OF CHEMISTRY, UNIVERSITY OF TENNESSEE, KNOXVILLE

Recommendations for promotion and tenure by the Department of Chemistry will be made in full accordance with the policies and procedures of the University of Tennessee, Knoxville as outlined in the most recent Edition of the Faculty Handbook. Advancement in academic rank and awarding of tenure will be based on the Faculty member's demonstrated proficiency of significant University and extra-University Progress. This is normally judged by his/her contributions to the mission of the Department as articulated below.

MISSION STATEMENT

The fundamental nature of Chemistry makes some knowledge of its principles essential to anyone who will be physically or intellectually manipulating and studying matter. The broad impact of chemistry on society can be found in the discipline's contributions toward improving health and conquering disease, monitoring and protecting the environment, providing renewable substitutes for scarce materials, tapping new sources of energy, improving the competitiveness of our nation's industries, etc. The centrality and importance of Chemistry among the sciences and related disciplines is amply demonstrated by our extensive teaching service on the campus, our placement of graduates in industry, academe, and government laboratories, and the diversity and prominence of our externally funded research.

The Department of Chemistry has a responsibility to contribute to the overall University missions of teaching, scholarship, and public service. In this context our principal purposes are:

- < to teach the fundamentals of chemistry, providing a broad range of University undergraduate students the chemistry foundation necessary for their chosen careers and to act as active responsible citizens. Further, to provide specialized instruction in chemistry to undergraduate chemistry majors and graduate and post-graduate (postdoctoral) students preparing them for careers as chemistry professionals.*
- < to foster scholarship by promoting quality, nationally-recognized, research programs in the sub disciplines of chemistry and in cross-discipline areas, maintaining modern research facilities, and advancing the pedagogy of chemistry and related areas of scientific inquiry.*
- < to provide service through participation in university governance, professional public outreach enterprises, support of regional industry, and contributions to the discipline.*

In achieving these general goals we must strive to identify important new problem areas for which chemistry can provide solutions, establish further relationships with Faculty and students in other disciplines on campus and in government and industry, maintain our professional outreach activities, and work diligently to strengthen our pursuit of quality education and

research.

The Department expects that all Faculty members contribute to the three areas presented in our Mission Statement. A clear record of continuing accomplishment and potential in these areas is absolutely necessary for positive promotion and tenure actions. It is recognized that the level of contribution and achievement in each of these mission areas may not be equal. Accordingly, limited achievement in one area may be offset by excellence in other areas. The following metrics of professional ability and accomplishment, not presented in rank order, will be among the key factors included in deliberations regarding promotion to the rank of Professor, tenure and promotion to the rank of Associate Professor, annual retention at the rank of Assistant Professor, and for annual and cumulative reviews.

< Teaching ability and effectiveness:

- compilations of student evaluations
- reports from peer teaching review committees
- comments by colleagues (including external reviewers) who have firsthand knowledge of the Faculty member's teaching performance and/or communication skills
- written comments by students
- curricular or pedagogical activities and accomplishments
- national and/or local teaching awards

< Research and scholarly activities:

- level of external support (relative to peers in equivalent or similar scientific area)
- significance of comments by professional peer reviewers
- national/international awards and recognition
- significance and number of articles in refereed journals, as well as contributions to scientific monographs and textbooks
- invited presentations at scientific meetings
- contributed presentations and involvement in contributed presentations
- invitations to organize symposia, prepare monographs, etc...
- editorships and memberships on editorial boards
- local awards

< Service:

- participation in Department, College, and University committee activities
- participation in professional public outreach, including involvement with schools, regional industry and community organizations
- membership and participation in professional organizations
- participation in meetings and symposia as organizer or chairperson
- reviewing and editorship efforts

More specific criteria by academic rank may be summarized as follows:

PROFESSOR

- should hold the doctorate degree in the discipline;
- should normally have served as an Associate Professor for at least five years;

- should have acquired a national professional reputation demonstrated through a record of research and scholarly activity involving the factors listed above that is indicative of continuous and progressive professional development since Faculty appointment in the University;
- should have achieved a demonstrated record as an conscientious and effective teacher in his/her field;
- should have contributed significantly and substantially in some combination to meeting the service needs of the University, the discipline, and the community.

ASSOCIATE PROFESSOR

- should hold the doctorate in the discipline;
- should normally have served as an Assistant Professor for at least four years;
- should have a strong record of research and scholarly activity with clear promise that promotion to Professor is likely at some point in the future. Appropriate evidence includes those factors listed above;
- should show clear evidence of competent teaching according to the criteria listed above;
- should have a reasonable and balanced record of contributions to meeting the service needs of the University, the discipline, and the community.

ASSISTANT PROFESSOR

- should hold the doctorate degree in the discipline;
- should have an active research/creative achievement program with the goal of establishing a strong record of accomplishment involving the factors listed above by the time of consideration for promotion and tenure;
- should demonstrate strong commitment to teaching and clear promise of excellence in classroom performance;
- should participate significantly in professional activities in the discipline beyond formal teaching and research.