

Tenure and Promotion Guidelines

Computer Science Department

September 2020

1) OVERVIEW

- a) All candidates for tenure and/or promotion must meet departmental, college, and university eligibility criteria in effect at the time of application. It is the faculty member's responsibility to keep current with changes in these criteria.
- b) In accordance with the established policy of the University of Memphis, the Department of Computer Science seeks to advance the quality of teaching, research and service to the Department, the University, the local community, and the nation. Recommendations for tenure and promotion will be made relative to this goal. The Department endorses the "whole person" concept, and each candidate for tenure will be evaluated on the candidate's total impact on the Department and the University. The Department expects high quality performance in all areas of academic life -- teaching, research, and service-- and requires outstanding accomplishment in at least one of these areas, as described below.

c) Teaching Effectiveness

A candidate for tenure or promotion should be an effective teacher. Evidence of effective teaching may consist in part of written statements by faculty colleagues, by students who are enrolled in the University at the time the candidate is being considered, and by recent graduates (within the previous three years) who have been students of the candidate.

Evaluations of the candidate's teaching effectiveness should consider the following:

- i) The candidate's overall command of the subject matter in computer science. This can be documented by a record of continued growth and development in the candidate's area of specialization; the development/improvement of courses in the candidate's subject field; and the balanced use of traditional and new teaching techniques.
- ii) Peer evaluations
Effective teaching can also be documented by peer evaluations from colleagues in the Department based on their personal experience. Any faculty evaluations of the candidate's teaching must come from tenured members of the Department who are of the same or higher rank as the candidate.

iii) Interaction with students

The candidate's ability to organize subject matter, and present it to students in a logical, meaningful and motivating way is a very important part of teaching effectiveness. The candidate must submit for consideration the results of the teaching evaluation instrument in use at the time of application in each of the candidate's courses that were taught. He or she may also submit copies of *unsolicited* comments from students, and any recognition for distinguished teaching that may have been awarded.

iv) Mentoring

The candidate's ability to motivate undergraduate and/or graduate students, and to stimulate creativity, thoughtfulness, and scholarship appropriate to the student's academic level, as evidenced by class project outcomes eventually presented to the public in appropriate outlets, publications, theses, or dissertations. This ability is related to but distinct from advisory services described in section 1 (e) (iii).

v) Other

Other documentation may be included on teaching effectiveness. Examples are a short statement of teaching philosophy, web site materials, software demos, examinations, bibliographies, and the candidate's willingness to confer with students outside of class, and promptness and regularity in meeting classes.

Any other material that will demonstrate the quality of teaching and would be helpful in evaluating the candidate's teaching effectiveness may be included in the candidate's dossier.

d) Research And Scholarly Activity

A candidate for tenure or promotion should be a productive scholar. Evaluations of the candidate's scholarly and research ability should consider the following:

i) National and/or International Recognition

The candidate's curriculum vitae should include a list of scholarly and research activities that have resulted in national and/or international recognition. These might encompass

- publications led by the candidate or candidate's advisees in high quality peer-reviewed international conferences and workshops, refereed international journals, and co-authored or co-edited books from international or national publishers, including their reviews, full citations, impact factors, and acceptance rates (where applicable);
- While collaborative publications with external scholars are encouraged, the candidate's unique contributions should be listed;

- invitations to write chapters in books from reputed international publishers;
- citation metrics of the candidate's published articles and books from Google Scholar, SCI-Science Citation Index, or other well-recognized and reputable citation indices, and any articles by other independent scholars which quote or reference the candidate's research or scholarly activity;
- invitations from organizations to address professional meetings, or to give colloquium lectures at universities other than the candidate's own;
- invitations to present or participate at invitation-only regional, national, and/or international meetings. Selectivity, membership, or other relevant information should be provided to communicate the significance of the meeting;
- technical program committee membership or referee services in high quality peer-reviewed international conferences and workshops,
- editorship and referee services for any international refereed journals;
- organization of special sessions, tracks, meetings, and conferences, indicating the level of the candidate's involvement in any leadership positions such as (co-) chair, session chair or other leadership roles;
- participation in review panels for any government, nonprofit, or corporate funding agencies.

ii) Significant Production

The candidate should furnish the Committee with details of the candidate's past research and scholarly accomplishment, as well as any plans for future activity.

Evidence of significant production may include:

- publications;
- papers accepted but not yet published;
- a brief statement of the candidate's research program (previous and in progress), and his or her accomplishments since being hired and immediate plans for the future;
- chairing and/or serving on masters theses and doctoral dissertations;
- abstracts of formal lectures and informal talks.

The Committee will solicit from outside the Department, as well as from the candidate's departmental colleagues, written opinions regarding any significant production by the candidate in the candidate's field. These opinions should comment on the originality, depth, importance, and impact of the candidate's research. Evaluation should compare the candidate's work with the work of others of comparable experience, and should note the amount of interest the work has stimulated among other scientists in computer science and/or other related disciplines. Procedural details can be found in section 6c below.

iii) External support of research, teaching and scholarly activities

The candidate should furnish the Committee with details of the candidate's efforts in obtaining external support for the candidate's research and scholarly activities,

including both successful and unsuccessful, past and current, with government, state, nonprofit and/or corporate organizations. The candidate should include sufficient details about each grant application, including the funding agency, title, candidate's role (e.g., overall lead PI, site PI, Co-PI, senior personnel, or unfunded collaborator), start date, duration, funding amount (requested or awarded) for the entire grant and the candidate's portion, and status (e.g., awarded, pending, or declined.)

iv) **Potential for Growth and Development**

The candidate's potential for continued growth and development will be judged solely on the record of scholarly activity presented in the candidate's dossier and the written opinions solicited by the Committee from experts in the candidate's field(s), or peer reviews added by the Tenure and Promotion committee.

v) **Engaged Scholarship**

The concept of engaged scholarship is defined by the University as projects and activities that allow it "as an urban research institution, to serve its metropolitan, state, and national communities." These activities involve, connect, and engage faculty and students in a sustained manner with community groups, and results in "need-inspired basic and applied research," as well as excellence in "peer-reviewed publication, peer-reviewed collaborative reports, and external funding." Furthermore, the research inspired should be applied directly back to the involved community such that they can be benefitted from this work.

The candidate should provide in the vitae a list of University activities, if any that relate to engaged scholarship. These activities may include a list of conferences directed by the candidate or in which there was participation; courses that were taught or especially designed to meet specific community needs; published reports or papers on such scholarships; or any products or consulting services created, facilitated, or provided by the candidate for University-community projects and partnerships. Furthermore, letters from the various participant groups in the scholarship endeavors will also be considered.

e) Service

A candidate for tenure or promotion should have a record of service to the Department, the University, and/or the candidate's community, local or professional. Evaluations of the candidate's service ability should consider the following:

i) **Service at the Departmental, College, or University Level**

The Committee will rely for its evaluation principally on written and oral testimony from those faculty and administrators who have the most complete information about the candidate's performance in these areas. This might include the Provost, The Dean of the College of Art and Sciences, The Chair of the Department of

Computer Sciences, Director of Centers/Programs, and/or the chairs of other committees (Department, College or University) on which the candidate has served.

Committee memberships for current and previous years should be listed by the candidate in his/her vita. This list should be arranged chronologically at the departmental, college, and university levels, with any chairmanships on committees indicated parenthetically. Other kinds of departmental, college, and university services should be mentioned.

ii) Activity and Leadership in Professional Organizations

As evidence of the candidate's activity and leadership in professional organizations related to the candidate's own discipline or to the profession of university teaching, the candidate should list in the vita memberships, and offices held, if any, in these organizations. He or she should mention any committee services, visiting lectureships, refereeing or editorship of any refereed journals, conferences, or workshops, and reviewing of professional literature that may have been performed for professional organizations.

iii) Advisory Service to Students

The Department expects that every faculty member will provide effective advisory service to its students, for example, on curriculum, rules and regulations, and career choices, as part of the candidate's assignment and obligation. The candidate may mention in the vita any special advisory services that were provided to students.

iv) Serving as proposal review panelist for government, nonprofit, or corporate funding agencies or organizations, such as the National Science Foundation (NSF), National Institutes of Health (NIH), and/or the U.S. Department of Defense (DoD).

2) ANNUAL REVIEWS/EVALUATIONS

The Department Chair shall consult with both the candidate and the Tenure and Promotions committee each spring to evaluate performance during the previous calendar year, to plan for the following year, and to review the requirements for and progress towards tenure and promotion. The ensuing Chair's comments and recommendations shall be recorded in the faculty member's planning document, which shall be provided to the faculty member. This evaluation shall be filed in the Department's office together with the recommendation of the committee to the Chair.

3) MID-TENURE REVIEWS

For each tenure-track faculty member, a mid-term evaluation in the probationary period will be made by the Department's Tenure and Promotion Committee and the Department Chair during either the Spring term of the third academic year or the Fall term of the fourth academic year (or as dictated by the terms of the candidate's contract.) This evaluation, based on requirements for tenure and promotion, should provide information to the candidate on his/her progress. This evaluation should be consistent with the process used by the Department and College Tenure and Promotion Committees, including use of materials as described elsewhere in this document, with the exception that outside letters are not required. A written report of the evaluation shall be provided to the candidate, and shall include any concerns, and suggestions as to what must be done to address those concerns in a timely fashion for tenure consideration. The Committee's report, as well as one by the Department Chair, shall be forwarded to the Dean, who shall offer the candidate, if he/she so chooses, the opportunity to provide any additional information, either in writing and/or in a personal meeting.

4) CRITERIA FOR TENURE AND PROMOTION TO ASSOCIATE PROFESSOR

- a) Appropriate degree – has a doctorate in computer science or an appropriately related discipline;
- b) Length of service – has five years of appropriate professional experience in some area of computer science after completion of the candidate's doctoral degree;
- c) Teaching - has demonstrated that the candidate is an effective teacher;
- d) Research - has a national or international reputation in the candidate's sub-area of computer science; has published sufficient independent research (i.e., led by the candidate or candidate's advisees) to give a strong indication that appropriate scholarly productivity will continue; has demonstrated the ability to obtain external funding for their research; and has demonstrated the ability to direct doctoral dissertations;
- e) Service - is able to contribute to departmental decisions in the areas of program changes, policy changes, personnel selection, for example; has rendered appropriate service (as described in section 1e above.)

5) CRITERIA FOR PROMOTION TO FULL PROFESSOR

- a) Appropriate degree – has a doctorate in computer sciences or an appropriately related disciplines
- b) Length of service – has ten (10) years appropriate professional experience in some area of computer science after completion of the candidate's doctoral degree;
- c) Teaching – has demonstrated that he/she is an effective teacher;
- d) Research - has established an externally-funded independent research program that is internationally recognized in the candidate's field; has produced a substantial body of important research in computer science and/or its fields of application; has

demonstrated ability to guide graduate students to the attainment of a doctorate in computer science;

- e) Service – has provided leadership in the candidate’s specialty or area of current interest;
- f) Other - Among the evidence of the candidate's performance in meeting these criteria would be the quality of students' research produced under the candidate’s direction, the individuals own research activity and production, the guidance provided for other research activity and production, the guidance provided for other researchers in this area, and creative activities in the candidate's own area(s).

Because there is no rank above that of professor, promotion to this rank must be made on the basis of recognition of superior achievement, and with every expectation of a continuing contribution to the University and to the candidate's professional discipline.

6) APPLICATION PROCESS

- a) The department chair will be notified during the spring semester by faculty who plan to submit an application for tenure and/or promotion in the forthcoming Fall semester.
- b) The dossier submitted must conform to University and College requirements, and must be submitted to the departmental Tenure and Promotion Committee no later than the date specified in section 9 below to give the committee appropriate time to evaluate it.
- c) External review letters: the candidate shall provide a list, normally four to eight names, of recommended peer reviewers from outside the University, to the chairman of the departmental Tenure and Promotion Committee no later than May 30th. The candidate may also submit a list (with justifications) of persons who may pose a conflict for consideration by the chairs of the Department of the department Tenure and Promotion committee. In addition, the chairs of the Department and the department Tenure and Promotion committee will develop a list of outside peer reviewers. The chairs must select at least one of the names suggested by the candidate. The Department is solely responsible for supplementing the candidate’s list with additional reviewers. The dossier should contain review letters from at least four external reviewers. If it is not possible to obtain four reviews, the reasons must be documented at the departmental level. For each reviewer, there should be an accompanying brief paragraph identifying her/his credentials, and a statement regarding the nature of his/her relationship to the candidate (if any.) The external reviewers are expected to provide informed, objective evaluations rather than testimonials. Therefore, no more than one external reviewer can be a past mentor or collaborator of the candidate. (For this purpose, a collaborator is defined as someone with whom the candidate has coauthored publications or served as a principal investigator (PI) or co-PI on an externally funded grant.) To the extent possible, the external reviewers for candidates seeking the rank of professor should be professors

themselves. These confidential outside recommendations will be requested by the chairperson of the committee or his/her designate. Every effort should be made to minimize biases for or against the candidate when selecting reviewers. The departmental Tenure and Promotion Committee, with its recommendation, should provide a rationale for the choice of external reviewers. Vitae or biosketches of the reviewers may be included for this purpose.

The University of Memphis faculty handbook may contain other guidelines and the candidate is expected to consult them for updates not included nor implied in a)-c).

7) COMPOSITION AND FUNCTIONING OF DEPARTMENTAL COMMITTEE

- a) For tenure and promotion to Associate Professor, the departmental Tenure and Promotion Committee shall consist of all tenured associate and full professors, but not the chair of the Department. For promotion to full professor, the Committee shall consist of all tenured full professors, except the chair of the Department. Family members of a candidate, including a spouse, may not serve on the committee.
- b) The chair of the Tenure and Promotion Committee shall be elected for a term of one academic year by the members of the committee during the spring semester of the preceding academic year. The meeting to elect a committee chair shall be called by the department chair, who shall not attend this meeting.
- c) Quorum and minimum committee size – The committee shall consist of at least three people. If the committee falls below minimum size, additional members are to be added by the committee and the department chair, and approved by the dean. A quorum for this committee is the physical presence of two-thirds of its members who are not on leave. Members on leave, away at a conference, or unavailable for other justifiable reason may virtually participate in the meetings online, and may vote.
- d) The Committee shall ensure that all the members have reviewed each candidate's application. After each candidate's application has been reviewed and discussed, a vote will be taken by secret ballot. The committee members are not allowed to vote *in absentia*. The Committee will verbalize remarks to be appended to each candidate's application, and the committee chairperson shall write down, collate the remarks (including the minority report, if any), and complete the forms for each applicant.
- e) The candidate may not add to or delete anything from the dossier during or following the department committee's review.
- f) The department chair's recommendation is to be independent of the Tenure and Promotion Committee's recommendation.
- g) The candidate's application and the Tenure and Promotion Committee's recommendations and supporting statements will be forwarded to the department chair. If the department chair applies for tenure and/or promotion, the dossier goes directly from the department committee to the College.
- h) After both the department committee and the department chair have acted, the latter notifies the candidate of the progress-to-date.

8) MODIFICATION OF T&P GUIDELINES

These guidelines should be reviewed by the Department at least once every three years. Proposed amendments must be introduced by tenured associate and full professors, and must be approved by the Tenure and Promotion Committee of the Department. Proposed amendments to this document should be submitted to the Dean no later than the last Monday in February of the year in which they will go into effect.

9) FLOWCHART and CALENDAR

The table below summarizes responsibilities and timeline for the steps in the tenure and promotion process. The due dates are only tentative since the actual calendar is set by the College of Arts and Sciences in the prior year and/or the relevant sections in the University of Memphis faculty handbook.

Step	Responsibility	Action	Due Date
1	Candidate	Notify Department Chair of Intent to apply for Tenure and/or Promotion. Secure a copy of the current T & P guidelines from the Department.	April 15
2	Department Chair	Notify Department T&P committee to elect a chair; If insufficient size, identify additional committee members for approval by the T&P Committee.	May 1
3	Candidate; Departmental T&P Committee	Independently prepare curriculum vitae and develop a list of potential external reviewers, including rationale for inclusion of each and potential conflicts of interest.	May 15
4	T&P Committee Chair	In consultation with the Chair, finalize an appropriate list of reviewers and secure their agreement to review the candidate's materials.	May 30
5	Candidate	Develop packet of vitae and representative research materials to submit to external reviewers.	May 30
6	T&P Committee Chair	Assemble a single review package and send it to the reviewer list. The package must include a cover letter informing the reviewer of the expectations of the committee and the due date of the reviews, the Department T&P Guidelines, and the candidate's materials (following the College Calendar for the review.)	June 5
7	Candidate	Complete the full dossier (following University, College, and Department guidelines, and calendar); submit it to the Chair of the T&P Committee.	Monday prior to the first day of classes in the Fall semester
8	T&P Committee Chair	Schedule and lead a department T&P Committee review meeting(s); draft the committee's recommendation for members' review; finalize and submit the committee's recommendation with all	September 15

		supporting materials, including a rationale for selection of the external reviewers, to the Department Chair	
9	Department Chair	Independently review the candidate's dossier and reviews, and submit a recommendation, including a rationale for the selection of outside members of the departmental T&P committee (if applicable), as well as the recommendation of the departmental T&P committee, to the Dean's Office.	September 30