

Bylaws

Mission Statement

Our program prepares experienced critical care registered nurses to become experts in nurse anesthesia practice, who are capable of delivering comprehensive, high-quality, safe anesthesia care to diverse patient populations. In congruence with the missions of Central Connecticut State University, Integrated Anesthesia Associates, and Yale New Haven Hospital, our program is committed to excellence in didactic and clinical education and scholarship. The Doctor of Nurse Anesthesia Practice (DNAP) program provides an innovative curriculum and a learning environment that fosters meaningful critical thinking, professionalism, and leadership.

Values

- *Integrity*
- *Excellence*
- *Wellness*
- *Diversity, Equity, and Inclusion*

Vision

To consistently provide society with highly skilled medical professionals: Certified Registered Nurse Anesthetists (CRNAs).

Procedures and Policies

The following procedures and policies have been approved to clarify or establish practices for the DNAP Department Members, hereinafter referred to as the "Department." The policies and procedures mandated by the current Collective Bargaining Agreement between Connecticut State University (CSU), the American Association of University Professors (AAUP), and the Board of Regents for Higher Education (BOR), hereinafter referred to as the "Contract," remain in effect and the following serves only as a supplement. In case of any inadvertent conflict, the main contract provisions take precedence.

Membership

Members: The Department will consist of the full-time tenured track faculty members identified in Article 1.6.1 of the Contract and part-time faculty identified in Article 1.6.2, hereinafter referred to as the "Members."

Department Faculty: The full-time Central DNAP Department tenured track faculty members identified in Article 1.6.1 of the Contract, hereinafter referred to as "Department Faculty."

Program Faculty: The Central DNAP Department is the academic affiliate institution for two accredited nurse anesthesia programs: the Integrated Anesthesia Associates' Nurse Anesthesia Program of Hartford (NAPH) and the Yale New Haven Hospital School of Nurse Anesthesia (YNHHSNA). The Program Faculty

consists of the Department Faculty and the Program Director and Assistant Program Director of each nurse anesthesia program, hereinafter referred to as the “Program Faculty.”

Part-time Faculty Representative: All part-time faculty are invited to attend department meetings; however, only the part-time faculty representative can vote. The part-time DNAP faculty will elect a DNAP part-time representative. Every other fall, the DNAP Chair will inform part-time faculty of the opportunity to run as the DNAP part-time representative. All nominees who are willing to serve will be included on the election ballot, and part-time department members may submit nominations by an anonymous vote before the first fall department meeting.

Voting Procedure: Part-time members will cast one vote for the DNAP's part-time representative. Whoever receives the majority of the votes wins the election. In a tie, a run-off election (or elections) will be held until one of these candidates has achieved the majority vote.

Duration: The department part-time representative will serve a two-year term unless the representative leaves the university's employment or chooses to resign from the responsibility, in which case the above process will be repeated to find a replacement for the remainder of the term.

Department Proceedings

Procedure for Department Policy Changes

The Department policies consist of the Central DNAP Bylaws, Central DNAP Faculty Handbook, and Central DNAP Student Handbook.

Proposed amendments or revised policies will be presented to the Department Faculty for review and discussion. The Department Faculty will vote on adopting the policies. As part of the policy review and adoption, they will determine the implementation date.

The DNAP Student Handbook will be reviewed, revised as needed, and published electronically in May annually. The DNAP Faculty Handbook will be reviewed, revised as needed, and published electronically in August annually.

Department Faculty Meetings

The Department Faculty will meet at least quarterly during the Fall and Spring semesters, in addition to an annual DNAP Program Evaluation. The Department Faculty will discuss and confirm the meeting dates for the academic year at the first meeting of the Fall semester annually. In an extenuating circumstance, a remote option may be available. However, the program evaluation meeting will be in-person and may not allow for remote participation.

The department faculty meetings allow the Department Faculty to discuss and vote on the Department's internal matters concerning the College and University. Department liaisons and members of College and University committees should be prepared to summarize relevant actions taken. The Chair updates the Department Faculty on the recent meeting with the Dean and other Chairs. The DNAP faculty updates the Chair on issues so the Chair can summarize the faculty's priorities and present them to the Dean.

All full-time Department Faculty must be present in person or online for voting to take place.

Special Meetings

Members can request a special meeting to address one critical concern by providing background information and rationale accompanied by a proposed agenda to the Chair.

Voting

Decisions made at the meetings are based on a simple majority vote.

Meeting Agendas

Members can request agenda items at least two weeks before the meeting. The Chair will distribute the agenda and all materials to be considered for action at least three days before the meeting.

Meeting Minutes

The department administrative faculty trainee or an appointee will take minutes of the meetings and make them available to Members within two weeks of the meeting. Approved copies of the minutes will be kept in an electronic file available to all Members.

Selection of Departmental Chair

The Department Faculty is responsible for selecting the Department Chair, hereinafter referred to as the Chair. According to the Faculty Senate policy, the Chair's term is 3 years. The Chair position will have a limit of two sequential terms. For succession planning the following steps:

- The DEC Chair will send out a request for nominations to all Faculty in the first month of the 2nd spring semester of the current chair's term.
- Interested tenured Department Faculty must notify the DEC chair of their interest.
- Candidates interested in running for Chair will share their vision for the Department with the Program Faculty.
- Once the nominations are received, the chair of the DNAP DEC will generate a ballot and voting timeline.
- The Department Faculty and part-time faculty representative will elect a nominee for Chair before the end of the second spring semester of the incumbent's term of office.
- The Chair will be elected by an anonymous majority vote of the Department Faculty and part-time faculty representative.
- The Dean of the College of Health & Rehabilitation Sciences and the DEC chair will notify the candidates of the election outcome prior to publicly announcing the results.
- The Dean will submit the name of the selected nominee for recommendation to the President.
- In the rare case that the nominee is not acceptable to the President, the guidelines established by the Faculty Senate will be utilized.

The newly elected chair (if different from the existing chair) will work alongside the existing chair for the following academic year, except for extenuating circumstances, to ensure a smooth transition. The term of office for Department Chairs will start on the first day of May. (See DNAP Faculty Handbook: Roles and Responsibilities).

Acting Designee

If necessary, the Chair may recommend a temporary acting designee with the Dean's approval.

Department Committees

Only tenured faculty may participate in the DEC or sabbatical leave committees. The Department Faculty will serve on all department committees, excluding the DEC and sabbatical leave. Standing department committee meetings will occur at the Department Faculty meetings. A Department Faculty member will be appointed as chair for each of the department committees. All Department Faculty will serve on the standing committees. Ad hoc committees will be formed as needed.

Standing Department committees

- Curriculum
- Planning and Budget
- Accreditation
- Policies and Bylaws
- Graduate Studies
- Awards

Department Evaluation Committee (DEC)

For a comprehensive explanation of the professional expectations for contract renewal, promotion, and tenure, please refer to Article 4: Professional Rights and Responsibilities in the Contract. The DNAP DEC will serve as the sabbatical leave committee when needed.

Membership: Membership in the DNAP DEC is open to all full-time, tenured faculty (Article 4.11.4).

Constituency: The DEC will consist of at least three members. If, in the judgment of the Provost, this provision creates a hardship on the department, the Central Faculty Senate, in agreement with the Provost and university policy, will determine procedures for resolving the problem, including faculty from 2 or more departments. See Appendix A. Hardship Procedure. Individuals up for promotion cannot serve on DEC during any deliberations on promotion (Article 4.11.1 & 4.11.3).

University Committees

Department Faculty will serve as representatives on one or more university-wide committees the year following their first annual renewal. The Department will provide a representative for the following University-wide committees.

- Curriculum (2-year term)
 - University Curriculum alternate (2-year term)
- Graduate Studies (2-year term)
 - Graduate Studies alternate (2-year term)

The Department highly values representation on the following University-wide committees.

- Academic Integrity (2-year term)
- CCSU Foundation Grant Advisory (2-year term)
- Information Technology (2-year term)
- Planning and Budget (3-year term, 2 consecutive term limits)
- Promotion & Tenure

Department Representatives

- AAUP Liaison (annual)
- Faculty Senate (2-year term, 3 consecutive term limit)
- Institutional Review Board
- Library Liaison (2-year term)

The appointments of committee representatives will be made according to approved University procedures or annually through a collaborative process. In particular:

- The appointment for terms starting the following academic year will be determined during the last Department Faculty meeting in the spring semester.
- The length of terms will be consistent with established University policy per committee.

Full-Time Faculty Funds

- Travel funds will be divided equitably amongst Department Faculty per the Contract.
- Professional development, licensure, and certification funding will be distributed equitably among the Department Faculty.
- The Chair is responsible for tracking and managing the funds at the beginning and end of the contract year. The Chair will communicate with the Department Faculty about the funds on a regular basis.

Professional Behaviors

Expectations of all Members

All Members of the Department must be academically and experientially prepared for the areas in which they teach.

- The Department expects Members to practice intellectual and academic honesty, to behave in an ethical manner, and to participate in clinical activities.
- Professionalism fosters a collegial environment and is viewed as essential to the learning environment. All Members need to demonstrate professional conduct, mutual respect, and courtesy when conducting department business. All faculty should maintain collegial work relationships with students, staff, clients, committee members, and other University members.

Expectations of Full-Time Faculty

The Department expects the Department Faculty to positively contribute to student, Department, and University development and to grow as professors at Central, contributing to the overall mission, vision, and strategic plan.

Advising

Advising is the role of the Department Faculty. The DNAP learners follow a sequential curriculum with little opportunity for alterations, so advising DNAP learners is unconventional compared with other programs at the University. Department Faculty advisors serve as mentors to DNAP learners to support academic success, professional development, and overall well-being. This mentorship varies based on the learner's needs, including but not limited to wellness check-ins, academic coaching, and resource referrals.^{1(AA-17)}

The Department Faculty advisor or advisee will determine when an issue needs to be escalated to include the Chair or Program Director.

Sabbatical

Article 13.7 of the AAUP contract describes the contractual requirements, eligibility, and compensation for sabbatical leave.

Evaluations

The DNAP Programs holds dual accreditation with the Council on Accreditation of Nurse Anesthesia Educational Programs (COA) and New England Commission of Higher Education (NECHE). In addition to the accreditation standards, the Department serves to meet the goals of the University's strategic plan.

According to the COA, "academic quality refers to results associated with teaching, learning, research, and service within the framework of the institutional mission. Academic quality requires an effective learning environment and sufficient resources for faculty and students to obtain the objectives of the program and meet accreditation standards."^{2(p34)}

Similarly, the NECHE Teaching, Learning, and Scholarship Standard evaluates if the "The institution defines the scholarly expectations for faculty consistent with its mission and purposes and the level of degrees offered. Through their scholarly pursuits, all faculty are current in the theory, knowledge, skills, and pedagogy of their discipline or profession. Scholarship and instruction are mutually supportive."^{3(p19)}

The 2030 Strategic Plan states that "academic excellence is the cornerstone of the Central Connecticut State University mission, and our faculty, full- and part-time, take pride in being scholars, mentors, and advisors who collectively contribute to a vibrant and engaged community. We graduate students who think creatively and critically, communicate effectively, and engage with their surrounding communities in a meaningful way."^{4(p5)}

Using student opinion surveys and faculty self-reflections, the Department's goal is a continuous assessment that promotes effectiveness and purposeful change to enhance student achievement.

Program Evaluation

All Members must contribute to the annual program evaluation by submitting a self-reflection since the previous meeting. All faculty are expected to upload their course syllabus and schedule to the designated electronic database by the end of the first week of classes each semester. The Chair provides a summary of action items from the previous meeting to assess progress on priority action items. The program utilizes evaluation data from a variety of sources, including but not limited to student opinion surveys and student self-reflection of achievement to monitor and improve program quality and effectiveness.

To comply with COA Accreditation Standards, faculty, and students systematically review the following during the annual program evaluation:

- *quality of the didactic and research curriculum*
- *teaching and learning environment*
- *faculty contributions to teaching, practice, service, and scholarly activities*
- *institutional/program resources*
- *student and faculty services*^{1(pM-8)}
- pass rates on the National Board of Certification and Recertification of Nurse Anesthesia's National Certification Examination
- summary of learners' reflections on their personal and professional accomplishments based on the DNAP outcomes, collected by Program Directors

Following the annual program evaluation, faculty use the results from the current program evaluation and action items identified in prior years to prioritize and document short-term and long-term opportunities for improvement and to ensure compliance with accreditation standards.^{1(pAA-17)}

Criteria for Evaluation of Part-Time Faculty

Part-time faculty will be evaluated annually. The Chair will have access to the Blackboard course shell as an observer and any other pertinent course materials. The Chair or their designated faculty will conduct a classroom observation at least once per semester (See DNAP Faculty Handbook).

Criteria for Renewal, Promotion, and Tenure

At Central, procedures for renewal, promotion, tenure, and assessment of tenure-track faculty are found primarily in the following documents:

1. The CSU-AAUP/BOR Collective Bargaining Agreement (Contract)
2. The Central Faculty Senate's Promotion and Tenure Policy for Tenure-Track Faculty
3. Departmental Guidelines

Any questions regarding these procedures should be directed to the Central-AAUP office, the Human Resources Department, the Department Chair, and the chair of the DEC.

The criteria for renewal, promotion, and tenure include similar concepts (load credit activity, creative activity, productive service, and professional activity). The expectations for these activities vary depending on years of service and academic achievement.

To effectively evaluate DNAP faculty's contributions to the program, all criteria for renewal, promotion, and tenure are evaluated using a systematic process that takes into account the COA Standards for Accreditation of Nurse Anesthesia Programs. The Graduate Standards state 6 core domains graduates must achieve: patient safety, perianesthesia management, critical thinking, communication, leadership, and professional role. Therefore, academic quality refers to teaching, learning, research, and service that provides graduates the opportunity to demonstrate effectiveness within the framework of these core domains.^{2(p17)}

Load Credit Activity

The primary responsibility of faculty in the Department is teaching that is relevant to current nurse anesthesia practice; therefore, the following information emphasizes these activities:

- **Quality of Didactic Teaching**
 - High-quality didactic teaching, incorporating active learning strategies like simulation, team-based learning, and case presentations.
 - The ability to communicate ideas and concepts clearly and in ways that students understand
 - Inclusion of innovative teaching strategies and simulation with evaluation using a competency-based approach
 - Creates a learning environment that fosters critical thinking
 - Fosters effective interprofessional communication and interaction
 - The ability to manifest a general sensitivity and responsiveness to the needs of students along with a pattern of modeling communication, leadership, and professional role
 - The fulfillment of administrative responsibilities related to the faculty's teaching assignments
- **Evaluation of teaching effectiveness**
 - The reflection and recommendations developed based on Student Opinion Surveys
 - Review of course syllabi, exams, and other relevant material and instructional materials
 - Reports of classroom visits by Chair or designated faculty (See DNAP Faculty Handbook: Peer Review)
 - Documents or reports deemed relevant to the faculty's teaching performance
- **Clinical Activities**
 - Documentation of current certification or recertification by the National Board for Certification or Recertification in Nurse Anesthesia (NBCRNA) to meet the Faculty Standards stipulated by the Council on Accreditation of Nurse Anesthesia Educational Programs (COA)
 - Clinical nurse anesthesia practice
 - Clinical teaching activities that provide students with hands-on learning experiences
 - Clinical preceptorship, guiding students in real-time patient care settings
 - Mentorship during clinical rotations, fostering the development of critical thinking and clinical decision-making skills
 - Education or mini-lecture series within clinical settings
- **Load Redistribution and Documentation**
 - The Chair is authorized to redistribute load hours based on Department needs. The Chair is expected to notify the Department Faculty, include responsibilities, and document the anticipated outcomes. The faculty can use unlimited approaches to provide evidence of the work completed, and outcomes met; therefore, faculty are encouraged to include information such as electronic copies of reassigned time reports, student reports, student presentations, service letters, letters of support from colleagues that highlight work for which load credit was granted, etc.

Creative Activity

The faculty is expected to be actively engaged in creative activity appropriate to their terminal degree enhancing their effectiveness as a teacher and scholar. This includes, but is not limited to, mentoring and advising, developing Doctoral Scholarly Projects, participation in clinical research protocols, leading hospital quality improvement projects, and providing opportunities for students to apply evidence-based practice strategies commensurate with contemporary practices.

- **Evaluation**

- The faculty will be recognized for creative activity whether they contributed individually, as a member of a group, or through supervision of student projects. In the case of contributions made to a group effort, clear evidence of the faculty's unique and active role must be presented.
- The primary basis for evaluating creative activity (*ie*, mentorship, scholarship, clinical practice, research, etc.) will be documented and sustained. Primary examples of such sustained productivity include but are not limited to mentorship of Doctoral Scholarly Projects, professional presentations, posters at professional meetings and seminars at other academic or clinical sites, written journal articles, book chapters, and books.
- The Department highly values creative activity projects that involve DNAP students. Reports and presentations of creative activity carried out by students, and published or written reports of new educational protocols for teaching lectures or laboratories are other components of productivity. A series of creative activity presentations (*ie*, presentations, posters, and papers) that indicate growth in the individual's creative activity endeavors is highly valued. Faculty are encouraged to document favorable peer reviews of papers in journals as evidence of the merits and impacts of the faculty's creative activity, regardless of whether publication was ultimately secured.
- Ancillary documentation that is relevant to scholarly activity, and which should be used in the evaluation, consists of descriptions of intramural and extramural grant applications, grants or contracts awarded, including interim or final reports. The Department expects the faculty member will write grants (internal and external) to support a defined creative activity agenda. The Department recognizes the extremely competitive nature of external grant applications; therefore, faculty are encouraged to document favorable peer reviews of grant proposals as evidence of the merits and impacts of their creative activity regardless of ultimate funding status.

Service to the Department, School, and University includes both direct service and service as a representative of Central. It is expected that the faculty will have documented involvement in service activities such as but not limited to service on committees, advising, assessing programs, etc.

- For Promotion to Associate Professor, the Department mandates documented service to the Department and typically, to a lesser extent, service to the School or University. External service as a representative of CCSU may include if the faculty acts in an advisory capacity as a professional (*eg.*, serving on a round table discussion in open venues, providing discipline-related expertise to external agencies, companies, or non-profit organizations, etc.).

Professional Activity

Appropriate to One's Field.

The Department highly values service to the faculty's profession through activity in professional societies or serving as a referee for professional publications and funding agencies. Involvement in either organizing or presiding over a session at a local, national, or international professional meeting is deemed noteworthy.

Criteria and Expectations for the First Year Renewal

The first-year renewal typically occurs during the second semester of employment; therefore, the DEC may have limited information on which to base its evaluation. The primary load of faculty in the

Department is teaching; therefore, load credit activity is the primary focus of the first-year renewal. The Department requires that faculty solicit classroom visits and a letter(s) of support from the Department Chair.

Criteria and Expectations for Promotion to Associate Professor

For **promotion to Associate Professor**, every Department Faculty is expected to document progress consistent with contractual obligations and to build a pattern of teaching, creative activity, service, and professional activity. Whereas the individual faculty member is expected to perform these duties, the Department is committed to mentoring faculty members by giving advice, feedback, and direction. For clarification, comments, and concerns, faculty are encouraged to talk with Department colleagues, the Department Executive Committee (DEC) Chair, and the Department Chair. The DEC will meet with junior faculty and mentor the members through the renewal, promotion, and tenure process. Faculty may solicit a letter of support from the Department Chair.

As a faculty member progresses through the six years of service leading up to a tenure decision through a series of renewals and through their first promotion, the Department expects growth in all contractual areas. Faculty who do not perform satisfactorily in these domains should not expect favorable recommendations.

Criteria for the Recommendation for Promotion to the Rank of Professor

The same qualities and criteria associated with promotion to the rank of Associate Professor with tenure are applied to promotion to the rank of Professor. In this case, however, the Department looks for evidence of the professional maturation of the faculty as a teacher, scholar, and colleague. During the time since promotion to Associate Professor, the faculty's record of teaching and creative activity should be sustained and show evidence of ongoing scholarship, including but not limited to synthesizing information from diverse sources, expressing the concepts in verbal and written forms, demonstrating professional, personal, and intellectual integrity, and developing innovative curriculum for lectures, labs, and simulations in the DNAP program. Additionally, a pattern of professional growth should be reflected in the faculty's service to their Department, School, University, and profession.

Six-Year Review: The Expectation for Evaluating Professors

According to Article 4.12 of the Contract, faculty members should be evaluated at least every six years. Therefore, once a faculty receives tenure, they will undergo a Departmental evaluation every 6th year of service since their last six-year assessment or evaluation for tenure or promotion. During these six-year periods, the Department places high value on two career trajectories— one that focuses primarily on sustaining teaching, creative activity, and service endeavors that are associated with the rank of Professor or one that allows the Professor to place a more concentrated focus on leadership roles in teaching, research, or service outside of the Department, including but not limited to, Faculty Senate President, and holding office in a local or national professional association.

Program Faculty Proceedings

Program Faculty Meetings

The Program and Department Faculty will meet quarterly in the Fall and Spring semesters, not including an annual DNAP Program Evaluation. The program faculty meetings allow the Department and Program Faculty to discuss and vote on the Department's matters concerning the programs. The Chair updates the Department and Program Faculty on relevant issues, and the Program Faculty updates the Department Faculty on relevant program matters. It is preferred that the Program and Department Faculty attend the quarterly meetings in person. In an extenuating circumstance, a remote option may be available.

Voting Members at Program Faculty meetings include the Department Faculty and one representative from each affiliated nurse anesthesia program. All Faculty and a representative from each affiliated nurse anesthesia program must be present in person or online for a vote to take place.

Special Meetings

Members can request a special meeting to address one critical concern by providing background information and rationale accompanied by a proposed agenda to the Chair.

Voting

Decisions made at the meetings are based on a simple majority vote.

Meeting Agendas

Members can request agenda items at least two weeks before the meeting. The Chair will distribute the agenda and all materials to be considered for action at least three days before the meeting.

Meeting Minutes

The department administrative faculty trainee or an appointee will take minutes of the meetings and make them available to Members within two weeks of the meeting. Approved copies of the minutes will be kept in an electronic file available to all Members.

Jay Kandiah
Jayanthi Kandiah

Oct 19, 2024

References

1. Council on Accreditation of Nurse Anesthesia Educational Programs (COA). *Accreditation Policies and Procedures Manual*. Revised July 2024. Accessed September 29, 2024. <https://www.coacrna.org/accreditation/accreditation-standards-policies-and-procedures-and-guidelines/>
2. COA. *Standards for Accreditation of Nurse Anesthesia Educational Programs*. Revised February 29, 2024. Accessed September 29, 2024. <https://www.coacrna.org/wp-content/uploads/2024/03/Standards-for-Accreditation-of-Nurse-Anesthesia-Programs-Practice-Doctorate-editorial-rev-February-2024-1.pdf>
3. New England Commission of Higher Education (NECHE). *Standards for Accreditation*. Revised January 1, 2021. Accessed September 29, 2024. <https://www.neche.org/wp-content/uploads/2020/12/Standards-for-Accreditation-2021.pdf>
4. Central Connecticut State University. *Strategic Plan 2030*. Updated July 26, 2023. Accessed September 29, 2024. https://docs.ccsu.edu/Strategic_Plan.pdf

Appendix

Department Evaluation Committee Hardship Procedure

1. The DEC Chair sends a request for a Hardship DEC via email to the Provost, explaining the reason for the request.
2. If the Provost approves the Hardship request, the DEC Chair then sends the request to the Faculty Senate President for inclusion on the Senate agenda.
3. To maintain Contract deadlines, it is best to request the Hardship DEC as early in the semester as possible.

Signature: *Jay Kandiah*

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DNAP Bylaws

Final Audit Report

2024-10-19

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