

Chapter 7: Renewal, Promotion, Tenure & Assessment Procedures

At CCSU, procedures for renewal, promotion, tenure, and assessment are found primarily in three documents:

1. The CSU-AAUP/BoT Collective Bargaining Agreement (CBA), p. 7.1;
2. The CCSU Faculty Senate's Promotion and Tenure Policy for Tenure-Track Faculty, p. 7.8; and
3. Departmental Guidelines, p. 7.15.

Promotion and Tenure Policies reflecting the distinctive situations of Coaches, Librarians, and Counselors are being developed.

All faculty members should carefully study these three documents. Any questions should be directed to the CCSU-AAUP office, the Human Resources Department, your department chair, and the chair of your DEC.

Every fall, the Office of Academic Affairs, the Human Resources Department, CCSU-AAUP, and the CCSU Faculty Senate collaborate to present a workshop for anyone applying for promotion or tenure. In addition, CCSU-AAUP website contains several links for more advise on putting together promotion and tenure files:

http://web.ccsu.edu/aaup/dec_forms.htm.

1. CSU-AAUP/BoT Collective Bargaining Agreement (CBA)

An electronic copy of the CBA can be found at the CCSU-AAUP website:

<http://web.ccsu.edu/aaup/csu/aaup2007-2011finalcontract2007%5B1%5D.pdf>.

The CBA can also be found at the CCSU Human Resources website:

<http://www.ct.edu/files/pdfs/AAUP2007-2011FINALContract050807August8.pdf>

Articles pertinent to renewal, promotion, tenure and assessment are excerpted below for your convenience. Please refer to the CBA for full and up-to-date details.



The Contract on Renewal, Promotion, Tenure & Assessment:

4.3 Tenure shall be defined as the right of a member currently holding tenure or the right of an eligible member to continuous employment in the member's university, which may be

terminated only for causes as cited in Article 16 or upon reaching retirement. Tenure applies only to full-time members.

4.4 Award of Tenure. The award of tenure shall be selective and conditioned upon positive recommendation through the review process described in Article 4.11 and predicated upon departmental goals consistent with institutional plans and needs. Under the circumstances where a President believes the negative recommendation of a member constitutes an extraordinary injustice, the President may recommend tenure. The probationary period (full-time service prior to the acquisition of tenure) shall not exceed seven (7) years of service in the university provided that all seven (7) years fall within the same ten (10) year period.

4.5 Conditions of Tenure. The purpose of the system of tenure is the protection of academic freedom. It remains incumbent upon the member to maintain and improve professional competence, professional growth, and the excellence which occasioned the grant of tenure to the member. To that end, professional evaluations shall be an integral part of the maintenance and improvement of professional competence, growth and excellence.

Consistent with the above, sabbatic and other forms of leave shall be granted as provided under the terms of this Agreement.

It is recognized that an occasion may arise where it becomes mutually desirable and necessary to facilitate the tenured member's acquisition of new skills in order to meet the changing needs of Connecticut State University. Institutional tenure shall not be a bar to temporary exchange of faculty between universities, if the member(s) so agree(s) and the universities so consent. Nothing in this Agreement shall prevent the transfer of a member from one university of the system to another university in the system, if the member so agrees, the University so consents and the departments involved are consulted. No member may be transferred to another university in the system if such a transfer would result in the involuntary separation of a member in the receiving university. A tenured member who is offered and accepts a teaching position in another university in the system shall receive tenure in the new university. The parties recognize that a university is placed under no obligation by these provisions to receive a member previously employed in another university in the system.

4.11 Evaluation of Full-time Members for Renewal, Tenure and Promotion (See Table 1)

4.11.1 Evaluation Procedure. There shall be only one (1) evaluation procedure leading to recommendations regarding promotion, tenure and renewal of full-time members as follows: in accordance with procedures developed by the Senate and approved by the President in an expeditious manner, evaluations of teaching members shall be conducted by the Department Evaluation Committee (DEC) of which the Department Chairperson may be a member, ex-officio, and by the University-wide Promotion and Tenure Committee.

Department chairpersons who are not members of the DEC shall submit a separate evaluation which may either be submitted to the DEC for its deliberations or, if so determined by the Senate, submitted as a separate document added to the DEC's evaluation forwarded to the appropriate Dean, with a copy issued simultaneously to the member. In no case, however, shall a department Chairperson being considered for promotion participate in the promotion evaluation process; being considered for tenure participate in the tenure evaluation process; or being considered for renewal participate in the renewal evaluation process. A copy of any DEC evaluation and recommendation with supporting reasons shall be given to the member upon issuance. Senate procedures developed pursuant to this article shall satisfy each of the minimum standards set forth in Article 4.11 and may not be inconsistent with this Agreement. Copies of such procedures shall be given to the CSU-AAUP, the administration and all full-time members.

Annually the Chief Human Resources Officer shall provide computer-generated reports to assist department evaluation committees in determination of member eligibility for renewal,

promotion, tenure and related personnel actions.

4.11.2 Evaluation for Renewal. Each full-time member on an initial probationary appointment shall receive written evaluation of performance and a corresponding recommendation during the second (2nd) semester of service (after completing a full semester of service) in accordance with the schedule specified in Article 4.11.

Thereafter, there shall be an annual written evaluation and recommendation as required by the term of the appointment, unless the member has previously received timely notice of non-renewal or is on a final appointment (see Article 4.9), or has resigned effective prior to or at the end of an appointment. The format for these evaluations shall be proposed by the Senate and approved by the President.

4.11.2.1 Evaluation for Tenure. A full-time member may be considered for tenure in any year of the probationary period if the member so requests. Denial of tenure prior to the sixth (6th) year of service shall not prejudice subsequent applications for tenure and in no case shall be construed as a ground for termination of employment, but the evaluatory material shall be available as part of the record. The DEC must evaluate a non-tenured full-time member for tenure in the member's sixth (6th) year of credited service. Evaluations shall be completed and all recommendations shall be forwarded to the President in accordance with the schedule in Table 1. The President shall notify the affected member of the Board of Trustees' tenure decision by the appropriate date specified in Table 1. (For Table 1, see Faculty Handbook p. 7.7 and CBA p.23)

4.11.3 Evaluation for Promotion. On the basis of available information, by September 15 of each year, the DEC shall inform any full-time members of their department who meet the standards specified for promotion (see Articles 5.3.1 - 5.3.4). A member wishing to be considered for promotion shall so indicate in writing by September 25, to the Department Chairperson and the DEC Chairperson. In addition, a promotion recommendation for an eligible member may be initiated by the DEC (see also Article 5.3.5). A member may withdraw after the commencement of the promotion process and shall thereby waive all claims for that year.

4.11.4 DEC Membership. The membership of the DEC shall include only tenured members of the department. If in the judgment of the Provost, this provision works a hardship on a department, the Senate in agreement with the Provost shall determine procedures for resolving the problem, but in no case shall persons under consideration for promotion serve on the DEC during any deliberations on promotion.⁶

4.11.5 The evaluation schedule for those full-time members who are not appointed at the beginning of a semester shall follow the evaluation schedule of full-time members employed at the beginning of the semester closest to their appointment date. By the appropriate date specified in Article 4.11, the DEC chairperson shall inform in writing each full-time member to be evaluated of (1) the fact and purpose of the evaluation, (2) the opportunity to submit material to the DEC, and (3) the opportunity to appear personally before the DEC prior to the DEC's recommendation.

4.11.6 By October 1 of each academic year the President or designee shall make available to the DEC the personnel file of those full-time members to be evaluated subject to the provisions of Article 4.14.2.

4.11.7 In making its peer evaluations for renewal, promotion, and tenure the DEC shall consider all materials supplied by the candidate and may solicit additional information pertinent to the categories of evaluation. Peer review through observation of load credit activity should normally be a part of evaluations, especially in pre-tenure evaluations. For full-time members who are engaged in classroom teaching, the DEC shall obtain and use the data from a written student survey instrument. For full-time members who are engaged in other duties or have assignments

in more than one department, the DEC shall seek and use appropriate information relating to all elements of the member's duties.

4.11.8 Student Opinion Survey. The practice of conducting student opinion surveys of teaching faculty (see Article 4.11.7) shall be continued using evaluation instruments and a procedure for administering them that are designed or approved by the department. The procedure for administering the surveys, including a statement governing collection, routing, and disposition, shall include the requirements that:

- (1) The evaluation shall be administered by a third party; and
- (2) Students shall be apprised of the survey process and assured the completed survey will not be viewed by the instructor until all grades have been posted.

It is understood that members may use evaluation forms in addition to the approved instrument.

4.11.9 Evaluation Criterion and Categories for Full-time Teaching Faculty. It is recognized that faculty work outside specific requirements identified in this Agreement by maintaining and updating professional skills through activities such as review of professional journals, participation in curricular revisions, course updating, pursuit of research, publication and other scholarly activities.

The criterion for evaluating and recommending full-time teaching faculty shall be the quality of activity, including keeping current in one's field, within each of the categories listed below (Articles 4.11.9.1 - 4.11.9.5). All individuals and bodies evaluating members shall weight these categories in the order listed. Any special conditions in the member's letter of appointment or subsequent extensions or modifications of such appointment as provided in Article 4.7 shall be considered in the evaluation process for renewal, promotion or tenure. (See Article 6.8 - Coaches Evaluation Criterion; Article 6.9 - Non-Instructional Athletic Trainer Evaluation Criterion; Article 7.3 - Counselor Evaluation Criterion; and Article 8.3 - Librarian Evaluation Criterion.)

4.11.9.1 Load credit activity for which the member receives load credit or the equivalent, e.g. one or more of the following: teaching, coaching, counseling, department chairperson, division director, library service, research, student supervision, or any other function specified in the letter of appointment or subsequent extension or modifications of such appointment (see Article 4.7), or identified in a letter of agreement (see Article 10.4).

4.11.9.2 Creative activity appropriate to one's field, such as delivering papers at professional conferences, production/performance of artistic works, research, study, and publication.

4.11.9.3 Productive service to the department and university.

4.11.9.4 Professional activity, such as attendance and participation in conferences and workshops, membership and service in appropriate professional organizations and other professional activities.

4.11.9.5 Years in rank.

4.11.10 Following deliberations the DEC shall make a written evaluation and recommendation with supporting reasons based on the above criterion. Each recommendation shall be signed by all members of the DEC. If a DEC member elects to write a minority report, it shall be appended to the Committee report. A copy of the DEC's recommendation including supporting reasons shall be sent to the affected member upon issuance and a copy shall be placed in the member's personnel file.

4.11.11 By the appropriate date specified in Table 1, the DEC shall transmit its written evaluation and recommendations with supporting reasons to the appropriate academic dean, together with all materials submitted to and considered by the DEC (see Articles 4.14.1, 4.14.2.7, and 4.14.2.8).

4.11.12 By the appropriate date specified in Table 1, the appropriate academic dean shall review and consider all of the material submitted and make a recommendation based primarily on that material. Copies of any other material shall be provided to the evaluatee and the members of the DEC. A copy of the Dean's recommendation shall be sent to the affected member upon issuance and a copy placed in the member's personnel file. Recommendations for tenure and/or promotion, along with all of the previously submitted material, shall be transmitted to the University-wide Promotion and Tenure Committee. Recommendations for renewal shall be similarly transmitted to the Chief Academic Officer. A copy of any recommendation of the Chief Academic Affairs Officer also shall be provided to the affected member.

4.11.13 Each university shall have a promotion and tenure committee composed of members elected from among full-time members. Committee composition and procedures shall be determined in accord with local rules as specified by the senate and approved by the president except that (1) membership shall be restricted to tenured associate and full professors and (2) no more than two members from an academic department shall serve on the committee in any given academic year.

Any member being considered for promotion or tenure shall be given an opportunity to appear before the committee prior to its recommendation to the Provost. By the appropriate date specified in Table 1, the Promotion and Tenure Committee shall make a recommendation to the Provost after considering all previously submitted material and recommendations. A copy of the University-wide Promotion and Tenure Committee recommendation shall be sent to the affected member upon issuance, and a copy shall be placed in the member's personnel file.

4.11.14 By the appropriate date specified in Table 1, the Provost, following consultation with the President, shall make recommendations for promotion and tenure to the Board informing the member at the same time.

A Provost who disagrees with the recommendation of the Promotion and Tenure Committee and who denies tenure after completion of the member's sixth (6th) year of service, shall provide the member and that committee with a written explanation. A Provost who disagrees with the recommendation of the Committee and recommends tenure shall provide the Committee with an explanation. The Provost's explanation shall be held in confidence by the Committee subject to applicable statutes.

If the Provost is the ultimate decision-maker and disagrees with two (2) of the three (3) evaluative entities (DEC, Dean, and Promotion and Tenure Committee) and denies tenure in the penultimate year of service, the President shall review and may alter the Provost's decision prior to the date specified in Table 1 on which the Board announces its tenure actions.

4.11.15 By the appropriate date specified in Table 1, the Board shall announce its promotion and tenure actions and inform affected members promptly.

4.11.16 All dates specified in this section shall be accelerated when necessary to meet the standards of notice in Article 4.9.

4.12 Professional Assessment. Each tenured member shall receive one professional assessment every six (6) years unless: (a) the DEC, in an effort to assist, schedules the next assessment in less

than six (6) years, or (b) the affected member requests more frequent assessment. The DEC shall honor such requests. The purpose of this assessment shall be to measure the member's teaching effectiveness, and/or primary professional function, service to the department and university, scholarship and professional activity in order to further the member's professional growth. This assessment shall be made by the DEC in accordance with procedures developed by the Senate and approved by the President pursuant to Article 5.10, and in accordance with Articles 4.11.6 - 4.11.9 of this Agreement.

Professional assessments shall follow a schedule recommended by the Senate and approved by the President. A DEC may schedule an increased frequency of assessment only on the occasion of a regularly scheduled assessment. Information developed by the DEC for promotion and tenure evaluations may be used for professional assessments. Where this is the university practice, another assessment shall not be required for six (6) years. All assessments completed by a DEC will be reviewed by the member, who shall be provided at least two (2) days to append comment before the assessment is sent to the appropriate Dean. All assessments which have been reviewed by the member will be sent promptly to the Dean along with all materials reviewed by the DEC and any comments from the member. The Provost will review the assessment after the Dean.^s

Assessments reviewed by the Provost will be placed along with member comments in the member's personnel file. After placement of the assessment in the member's file, supporting documents will be returned to the DEC for disposal. The format for these assessments shall be proposed by the Senate and approved by the President.

4.13 Special Assessment. The intent of a special assessment is to identify problems regarding a member's performance of duties and, if necessary, to develop a plan to address these problems.

When the appropriate Dean or Vice President has reasonable grounds to believe there is a problem regarding a member's performance of duties, the Dean shall meet with the member, and any other appropriate individuals, in an attempt to clarify and, if necessary, rectify the situation. If, following such meeting(s), the Dean or Vice President determines that a special assessment is called for, the Dean shall meet and confer with the appropriate chairperson in the design of an appropriate evaluation, which may or may not involve the DEC, and shall inform the affected member in writing of the particulars of the scheduled evaluation. The evaluator(s) shall submit a written report of the results of the evaluation, including any recommended actions, to the Dean, the Chairperson and the affected member; such report shall be placed in the member's personnel file.

Should the evaluation report identify matters requiring remedial action, the evaluators, in consultation with the affected member, shall develop a specific plan with a schedule of compliance, which shall be implemented. The evaluators shall provide a written copy of the plan to be implemented to the affected member, the Dean or Vice President, and the member's personnel file. If the member fails to cooperate, the matter may be remanded to the process of Article 16. In the event that the member in question is the Spokesperson or the department Chairperson, that role in the process shall be filled by the Chairperson of the DEC. Records of a special assessment and related documents shall be removed from the personnel file following the affected member's next formal evaluation, unless the Dean, in consultation with the DEC, determines otherwise.

TABLE 1 - Evaluation Process Due Dates^{3 4}

STEP	1 st Year Renewals		2 nd or Later Year Renewals		Penultimate Year Tenure Candidates ⁵		Promotion	Professional Assessment
	Aug.	Jan.	Aug.	Jan.	Aug.	Jan.	All	Art. 4.12
A	Jan20	Sep15	Sep15 Mar1	Mar15 Oct1	Sep15	Sep15	Sep15	
B							Sep25	
C	Feb1	Oct1	Mar15	Oct1	Oct1	Sep20	Oct1	Oct1
D	Feb10	Oct10	Mar30	Oct20	Oct20	Oct10	Oct20	Nov1
E	Feb20	Oct20	Apr15	Nov15	Nov15	Nov1	Nov15	Dec1
F	Feb25	Oct25	May1	Dec1	Dec18	Nov13	Dec15	Jan1
G					Mar5	Nov25	Mar5	
H	Mar1	Nov1	May31	Dec31	Apr15	Nov30	Apr15	Feb1
I					May31	Dec31	May15	

Step Description	
A	DEC receives (See Article 4.11.1) and reviews records and notifies members who meet promotion standards or otherwise must be evaluated.
B	Candidate informs the department Chairperson and DEC Chairperson in writing of desire to be considered for promotion.
C	DEC Chairperson informs candidates in writing of evaluation process (See Article 4.11.5).
D	Candidate submits relevant materials for consideration to DEC.
E	DEC submits evaluations and appropriate recommendations to the Dean.
F	Dean submits recommendations.
G	University-wide Promotion and Tenure Committee submits recommendations to the Provost.*
H	Provost takes required action and informs candidate.*
I	Board awards tenure/promotions.

³ The evaluation schedule for those members who are not appointed at the beginning of a semester shall follow the evaluation schedule of members employed at the beginning of the semester closest to their appointment date.

⁴ If any of the dates above fall on a weekend or holiday, the deadline shall be the close of the business on the business day preceding the date listed.

⁵ All early tenure consideration follows timetable for August appointments.

*In the absence of the Provost, the President shall assume this role in Articles 4.11.4 through 4.11.14, 4.12 and 4.15.

2. CCSU Promotion and Tenure Policy for Tenure-track Teaching Faculty

This policy was adopted by the Central Connecticut State University Faculty Senate on October 22, 2007.

I. Non-discrimination and Respect.

The promotion and tenure process shall be conducted in a non-discriminatory fashion; with respect for individual career, group, and disciplinary differences; with respect for the expertise of faculty in evaluating peers; and with maximum transparency regarding standards and practices consistent with privacy of individual candidates. In keeping with the policy of Central Connecticut State University, unlawful or arbitrary discrimination is prohibited in all determinations regarding promotion and tenure. No decisions may discriminate against any individual with respect to race, color, religion, sex, national origin, age, political opinions, sexual orientation, physical disability, or any other conditions established by the law.

II. Departmental Guidelines and Mentoring.

II. A. Departmental guidelines. Each Department shall develop written guidelines to assist faculty in following the procedures for promotion and tenure, taking into account faculty discipline or disciplines, and interdisciplinary work where appropriate, in conformity with the standards provided by the Collective Bargaining Agreement between Connecticut State University American Association of University Professors and the Board of Trustees for Connecticut State University System (hereinafter "Collective Bargaining Agreement"). Departmental guidelines shall be distributed to all new tenure-track faculty members.

II. B. Departmental guidelines review. Departmental guidelines for promotion and tenure shall be reviewed by CSU-AAUP, appropriate members of the CCSU administration and the Faculty Senate for the sole purpose of checking consistency with the Collective Bargaining Agreement and Faculty Senate-approved policies on promotion and tenure, and then forwarded to the Provost and respective Dean.

II. C. Departmental guidelines archiving. Departmentally approved and administratively reviewed Departmental guidelines shall be deposited with the Faculty Senate and the Connecticut State University American Association of University Professors office, which are the repositories from which Departmental guidelines shall be made available to other departments on request.

II. D. Departmental guidelines modification. Any modifications to Departmental guidelines shall be initiated by the relevant Department and follow the above procedure.

II. E. Departmental mentoring programs. Each Department shall establish a mentoring program for junior faculty. Departmental mentoring programs shall be supported at the University-wide level by regular workshops for Department Evaluation Committee members and for junior faculty.

III. Candidate Portfolio Structure.

III. A. Summary Dossier. Each candidate for promotion, tenure or sexennial evaluation shall complete in a single dossier a succinct, comprehensive, uniformly formatted summary of his or her accomplishments. It is recommended that each dossier contain the following:

1. a current curriculum vitae;
2. at least the previous five years' (or as many years as the candidate has been at CCSU if fewer than five years) evaluative letters from Department Evaluation Committees, Chairs, and Deans at CCSU;
3. a narrative statement that should be limited to the recommended maximum of 2000 words (i.e., approximately 4 single-spaced pages);
4. a section labeled "Load Credit Activity" containing
 - a. a brief introductory narrative (if desired),
 - b. a summary of distribution of load credit for the period under evaluation,
 - c. statistical summaries of student opinion survey data for the period concerning the evaluation, and
 - d. original peer teaching evaluations;
5. a section labeled "Creative Activity" containing
 - a. a brief introductory narrative (if desired), and
 - b. a list of creative works organized with subheadings as suggested in the appendix and with clear indication for each item whether a work is completed (e.g., published), accepted, submitted, or in progress;
6. a section labeled "Productive Service to the Department and University" containing
 - a. a brief introductory narrative (if desired),
 - b. a list of Direct Service organized with subheadings as suggested in the appendix, and

- c. a list of Service as a Representative of CCSU organized with subheadings as suggested in the appendix;
- 7. a section labeled "Professional Activity" containing
 - a. a brief introductory narrative (if desired), and
 - b. a list of activities organized using subheadings as suggested in the appendix; and
- 8. a copy of the Departmental guidelines.

III. B. Supporting materials. Each candidate's portfolio should include supporting material for items listed in the summary dossier, organized into four separate dossiers according to the evaluative categories identified in the Collective Bargaining Agreement (load credit activity, creative activity, productive service to the Department and University, and professional activity). Lists of potential categories for inclusion as supporting material for the four evaluative categories are included as an appendix to this policy.

III. B. 1. Supporting material for load credit activity. Supporting materials for load credit activity should include a summary of distribution of load credit (including courses taught, reassigned time, etc.), a statistical summary of student opinion surveys, a reproduction of written comments from student opinion surveys, and original peer teaching evaluation letters. The list in the appendix to this policy includes potential additional categories of material for inclusion.

III. B. 2. Supporting material for creative activity. The summary section should present how the candidate has fulfilled Section 4.11.9.2 of the Collective Bargaining Agreement: "Creative activity appropriate to one's field, such as delivering papers at professional conferences, production/performance of artistic works, research, study, and publication." CCSU recognizes and values all four broad categories of scholarship identified by Ernest Boyer in *Scholarship Reconsidered: Priorities of the Professorate* (1990): discovery of knowledge, integration of knowledge, application of knowledge, and the scholarship of teaching. Standards for assessing creative activity of candidates shall reflect realistic expectations for faculty consistent with the twelve load hour teaching load, with the understanding that candidates who receive load credit for research reassigned time or sabbatical leave may be expected to establish proportionally stronger records in this area. Creative activity should be appropriate to the individual's field or fields, including interdisciplinary work. This section shall present all relevant bibliographical information, including inclusive page numbers and

dates. Candidates for full professor shall clearly explain what they produced before and after their last promotion. The list in the appendix to this policy includes potential additional categories of material for inclusion.

III. B. 3. Supporting material for productive service to the Department and University. This section should be divided into two parts: a) direct service and b) service as a representative of CCSU. The latter section should be limited to activities that use the candidate's professional expertise. The list in the appendix to this policy includes potential categories of material for inclusion.

III. B. 4. Supporting material for professional activity. The list in the appendix to this policy includes potential categories of material for inclusion.

IV. The Evaluation Process.

IV. A. Overview of the evaluation process. The candidate portfolios provide documentation of accomplishments at Central Connecticut State University. When evaluating these portfolios, each Department Evaluation Committee, Department Chair, Dean, and the Promotion and Tenure Committee should use consistent reporting formats.

IV. B. Faculty right to rebuttal. Each faculty member shall see and sign his/her own Professional Assessment form and/or form for Tenure and/or Promotion before it is (they are) transmitted to the appropriate Dean. The faculty member's signature does not indicate either approval or disapproval. If the faculty member disagrees with the evaluation/assessment/recommendation, he/she may append a reply to the evaluation/assessment/recommendation within five working days.

IV. C. Communication between levels regarding disagreement. In the case of disagreement at a higher level, consultation shall occur with the previous level before the recommendation is forwarded. That is, if a Dean disagrees with a Department recommendation, that Dean shall meet with the Department Evaluation Committee and Department Chair before forwarding a recommendation to the Promotion and Tenure Committee; if the Promotion and Tenure Committee disagrees with a Dean's recommendation, the committee shall meet with that Dean before forwarding a recommendation to the President. Finally, if the President (or designee) disagrees with the Promotion and Tenure Committee recommendation, the President (or designee) shall meet with that committee before issuing a final decision. In

the case of disagreement with or need for clarification from any other level, consultation is permitted.

IV. D. Department Evaluation Committees. All Department Evaluation Committee letters should be evaluative and shall demonstrate internal consistency within the Department. Department Evaluation Committee letters evaluating candidates shall refer to Departmental guidelines and shall be organized according to the evaluative categories (load credit activity, creative activity, productive service to the Department and University, and professional activity). Department Evaluation Committees should normally evaluate classroom teaching through peer evaluations. Department Evaluation Committees shall evaluate each candidate in each evaluative category as exceeds expectations, meets expectations, or does not meet expectations, and shall give each candidate an overall evaluation of recommend or do not recommend.

IV. E. Deans. Deans shall evaluate each candidate in each evaluative category (load credit activity, creative activity, productive service to the Department and University, and professional activity) as exceeds expectations, meets expectations, or does not meet expectations, and shall give each candidate an overall evaluation of recommend or do not recommend.

IV. F. Promotion and Tenure Committee. The Promotion and Tenure Committee letter on each candidate shall provide, at the very least, a summary evaluation (i.e., exceeds, meets or does not meet expectations) of the candidate's performance in each evaluative category (load credit activity, creative activity, productive service to the Department and University, and professional activity), and shall give each candidate an overall evaluation of recommend or do not recommend.

“This policy as explained in Articles I through IV shall take effect at the beginning of the Fall 2008 semester, except that Departmental Guidelines shall be submitted by departments to the Faculty Senate by February 2, 2009, and reviewed by the end of the Spring 2009 semester; parts of the policy that refer to Departmental Guidelines shall take effect at the beginning of the Fall 2009 semester.” (Passed 22 September 2008)

Appendix. Possible categories for inclusion in candidate portfolios.

The subheadings listed alphabetically and unranked below are indicative, not prescriptive or exhaustive. Candidates will not necessarily be expected to have accomplishments in every subheading; instead, they will use the applicable headings, including headings that might be applicable but that are not listed

below, on the lists of activities in each evaluative category to organize their accomplishments. These lists are in addition to required materials listed in the policy. Portfolios and curricula vitae should be clearly organized with different categories and subcategories of activity clearly delineated and listed. Candidates are encouraged to discuss portfolio organization with Department Evaluation Committee members, especially in cases in which they are uncertain as to where to list an activity.

Load Credit Activity

Teaching:

- Course syllabi
- Course materials (handouts, exams, etc.)
- Curriculum development grants
- Electronic enhancement of courses
- Interdisciplinary course(s) taught
- New course(s) introduced
- Online courses taught
- Software developed for teaching purposes
- Special projects developed for a course
- Student opinion surveys (numerical/averaged)
- Student opinion surveys (written comments/typed)
- Teaching excellence presentations
- Teaching philosophy
- Other . . .

Other load activity:

- Administrative responsibilities for which reassigned time was provided
- Assessment activities for which reassigned time was provided
- Research activities for which reassigned time was provided
- Sabbatical leave
- Other . . .

Details of these other load activities may be cross-referenced and included in the appropriate other assessment categories.

Creative Activity

- Applications of research and technology
- Articles and book chapters (peer-reviewed, non-peer-reviewed)
- Books
- Edited volumes

Exhibitions (juried, non-juried)
 Externally funded grants
 Internal grants
 Ongoing creative activity program or programs
 Patents
 Performances (juried, non-juried)
 Presentations and papers on teaching
 Presentations at conferences
 Research reports to external sponsors
 Submitted manuscripts or grant applications (with explanation of current stage)
 Other . . .

Productive Service to the Department and University

Direct Service:

Academic advising
 Administrative support work (e.g., school-wide governance, admissions reviews, accreditation and assessment work, etc.)
 Committee work at department, school, university, and system levels; service as a committee officer should be noted.
 Contributions to enhance equal opportunity and cultural diversity on campus
 Involvement with student organizations, residences, etc.
 Other . . .

Service as a representative of CCSU (limited to activities that use the candidate's professional expertise):

Expert witness testimony
 Outreach and service to schools and other educational organizations
 Participation in community affairs
 Service to business and industry
 Service to citizen/client groups
 Service to government agencies
 Service to public and private organizations
 Other . . .

Professional Activity

Active participation in professional and learned societies
 Attending conferences or seminars
 Chairing conference sessions

Membership in professional and learned societies
Organizing conferences or serving on conference committees
Organizing sessions within conferences
Serving as a peer reviewer or juror for journals, granting agencies, etc.
Other . . .

3. Departmental Guidelines

The CCSU Faculty Senate Promotion and Tenure Policy calls for each Department to “develop written guidelines to assist faculty in following the procedures for promotion and tenure, taking into account faculty discipline or disciplines, and interdisciplinary work where appropriate, in conformity with the standards provided by” the CBA. These Departmental Guidelines are archived at the CCSU Faculty Senate website (<http://web.ccsu.edu/facsenate/Agendas/DepartmentGuidelines.htm>) and the CCSU-AAUP website (http://web.ccsu.edu/aaup/dec_forms.htm).