

Central Connecticut State University  
Department of Chemistry & Biochemistry's  
**Departmental Guidelines for Promotion and Tenure**  
(Personnel Evaluation Criteria Guide)

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**I. Expectations of all Faculty**

- A. The Department requires that all full-time faculty hold a Ph.D. in either Chemistry, Biochemistry, or other closely related fields (i.e., Chemical Education, Chemical Engineering, etc.). All faculty must display an appropriate understanding of their field.
- B. Faculty will teach service courses within the Department, and will develop and teach upper-level courses in their specialty according to the Department's overall educational philosophy.
- C. As an activity synchronous with teaching, the Department expects its faculty to engage in creative activity (*i.e.* research, etc.) appropriate to their field. The Department also expects faculty to mentor undergraduate students in creative activity (*i.e.* research, etc.). This conforms with the Department's vision that undergraduate involvement in creative activity (*i.e.* research, etc.) is essential in the preparation of students for their future careers.
- D. The Department will provide all faculty with updated by-laws and related contractual information. The Department expects its faculty will not only fulfill the above, but will contribute positively to student, Department, and University development; and will continue to grow as a chemistry professor at CCSU.
- E. The Department expects its members to practice intellectual and academic honesty, to behave in a collegial and ethical manner, and to undertake creative activity (*i.e.* research, etc.) endeavors in an ethical and safe manner—especially when working with undergraduate researchers. This includes awareness of laboratory and procedural hazards and of waste management and human subject review process where applicable.

Full-time, tenure track faculty are evaluated according to the State-approved contract between CCSU's Faculty Union (CSU-AAUP) and the CSU System's Board of Trustees (the BoT). The specific contract language can be found in Article 4, subsections 4.7 through 4.12. Additional items for portfolio construction and for P&T process are explained in the CCSU Senate P&T Policy available at: <http://www.ccsu.edu/facsenate/>

The Department of Chemistry's Department Evaluation Committee (DEC) will inform every faculty member of the appropriate dates for renewals, promotion, tenure, and six-year assessments.

The following three sections follow the criteria for renewal, promotion, and tenure as outlined in most general terms in Article 4.11 of the BoT/CSU-AAUP contract. These sections clarify the expectations of the Department of Chemistry and will be used as a basis for Departmental evaluations for renewal, promotion, and/or tenure.

## **II. 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. Faculty should consider the following guidelines when submitting materials to the DEC for the first year renewal.

- A. **Load Credit Activity** The Department expects evidence of adequate preparation for teaching duties as well as a commitment to developing sound teaching practices. After one semester of teaching, the candidate will have limited student evaluations; therefore, the Department expects the faculty member to qualitatively assess his/ her teaching methods and identify areas for continued improvement. The Department strongly recommends that faculty solicit classroom visits from senior colleagues.
- B. **Creative Activity** The Department expects new faculty will have a well-defined creative activity (*i.e.* research, etc.) plan, which should be included in the materials submitted for renewal. The Department recognizes that new faculty require a "settling in" period and is dedicated to helping the faculty member build momentum in establishing his/her creative activity (*i.e.* research, etc.) . Due to internal funding cycles and the quasi-periodic nature of funds (state-given or otherwise) used for purchasing instrumentation, the Department may secure instrumentation for faculty creative activity (*i.e.* research, etc.) and is committed to giving preference to new faculty where appropriate. The Department Chair is responsible for informing new faculty members of the potential to secure instrumentation.
- C. **Productive Service** The Department expects first year faculty to exhibit service to the Department. At the beginning of the academic year during the first scheduled Department meeting, new faculty will be paired with a tenured member(s) to serve on at least two Departmental committees.

### III. Criteria and Expectations for Tenure and Promotion to Associate Professor

For subsequent renewals and for building a pattern of teaching, creative activity (*i.e.* research, etc.) , service, and professional activity for promotion and tenure, every faculty member is expected to document progress along all contractual obligations in a consistent and satisfactory manner. 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 Chair of the DEC, and the Chairperson of the Department. The DEC will meet with junior faculty and mentor the members through the renewal, promotion, and tenure process. As with the First Year renewals, faculty may solicit a letter of support from the Department Chairperson so long as the Chairperson is not a current member of the DEC.

What is contained below is not a complete list of acceptable activities, but reflects the language of the AAUP-BoT Collective Bargaining Agreement.

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

For letters regarding promotion and tenure decisions, the letter from the DEC will address five areas: load credit activity, scholarly activity, productive service to the department and university, professional activity, and years in rank as outlined in section 4.11 of the contract. For the first four items, the DEC will give evaluations of *exceeds expectations*, *meets expectations*, and/or *does not meet expectations*. The letter will then describe the basis behind these evaluations based upon the documentation provided. For years in service, the Department will indicate the number of years in rank for promotions or tenure. If the candidate applies for early decision [invoking the Comparable Standards clause in the contract (Section 5.3.5)], the DEC will mention this in the letter. After considering the activity in all areas, the DEC will write that the candidate is either *recommended*, or *not recommended* for promotion or tenure.

A. **Load Credit Activity** (the primary load of faculty in the Department is teaching; therefore, the following information focuses mostly on such activities).

1. With respect to teaching the candidate will be evaluated in terms of:
  - a. The ability to communicate ideas and concepts clearly and in ways that students understand;
  - b. The ability to manifest a general sensitivity and responsiveness to the needs of students along with a pattern of seeking good rapport with students;
  - c. The fulfillment of administrative responsibilities related to the candidate's teaching assignments.
2. The evaluation of teaching effectiveness, including the items mentioned under subheading 1 above, will be made from considering the following:
  - a. The summaries and transcribed comments of the student evaluation surveys for courses taught;
  - b. Review of course syllabi, exams, and other relevant material and information;
  - c. Reports of classroom visits by tenured members of the Department of Chemistry;
  - d. Documents or reports that might be in the possession of the Chairperson that are deemed to be relevant to the teaching performance of the candidate.

3. For any additional load credit activity (*e.g.* mentoring students on creative activity (*i.e.* research, etc.) projects, acting as a Committee or Department Chair, mentoring education majors, creative activity (*i.e.* research, etc.) reassigned time), the Department highly values documented evidence that can highlight the nature of the work involved. The type of documentation is not limited; therefore, faculty are encouraged to include information such as: hardcopies 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.

B. Creative Activity

1. It is expected that the candidate will have been actively engaged in creative activity (*i.e.* research, etc.) for the purpose of improving his/her effectiveness as a teacher/scholar, generating new knowledge, and providing opportunities for students to learn research techniques and skills that are commensurate with contemporary practices.

2. Recognition will be given to the creative activity (*i.e.* research, etc.) contribution of the candidate whether made individually, as a member of a group, or through supervision of students' research. In the case of contributions made to a group effort, clear evidence of the candidate's unique and active role must be presented.

3. The primary basis for evaluating creative activity (*i.e.* research, scholarship, etc.) will be evidence of a sustained level of creative activity that can be documented. Whereas primary examples of such sustained productivity are written journal articles, book chapters, and books, other appropriate examples of productivity are presentations of talks, poster papers, etc. at professional meetings and seminars at other universities and institutions. Also, reports and presentations of creative activity (*i.e.* research, etc.) 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 (*i.e.* papers/talks) that indicate growth in the individual's creative activity (*i.e.* research, etc.) endeavors is highly valued. Candidates are encouraged to document favorable peer reviews of papers in journals as evidence of the merits and impacts of the candidate's creative activity (*i.e.* research, etc.) regardless if publication was ultimately secured.

4. The Department highly values creative activity (*i.e.* research, etc.) projects that involve undergraduate students. Therefore, the Department expects evidence of student involvement in the faculty member's creative activity (*i.e.* research, etc.) projects.

5. Ancillary documentation that is relevant to scholarly activity, and which should be used in 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 (*i.e.* research, etc.) 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.

C. **Service to the Department, School, and University** includes both direct service and service as a representative of CCSU. It is expected that the candidate 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 and/or University. External

service as a representative of CCSU may include where the candidate acts in an advisory capacity as a professional (*e.g.* serving on a round table discussion in open venues, providing discipline-related expertise to external agencies, companies, or non-profit organizations, public/private K-12 schools, etc.).

D. **Professional Activity** Appropriate to One's Field

The Department highly values service to the candidate'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 (*e.g.* ACA, ACS, BCCE, IUCr, Pittcon, etc.) is deemed noteworthy.

**IV. 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 candidate as a teacher, scholar and colleague. During the time period since promotion to Associate Professor, the candidate's record of teaching and creative activity should be sustained and show evidence of continued momentum with regards to publications and/or grant applications. Evidence of significant curricular development (of lecture or laboratory courses) within the candidate's field of specialization is desirable. A pattern of ongoing professional growth through scholarship is expected. Additionally, a pattern of growth with respect to service to the candidate's Department, School, University and profession is desirable— especially with respect to more involvement in School or University-wide activities.

**V. Six-year Review: The Expectations for Evaluating Professors**

According to the CSU-AAUP/BoT contract Article 4.12, faculty members are to be evaluated at least every six years. Therefore, once a candidate receives tenure, they too will undergo a Departmental evaluation every 6<sup>th</sup> year of service since their last six-year assessment or evaluation for tenure and/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 (*i.e.* research, etc.), 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 (*e.g.* Faculty Senate President, holding office in a local or national professional association, etc.).