

**Departmental Guidelines for Retention, Promotion, and Tenure
Performance Evaluation Criteria
Department of Chemistry
Metropolitan State University of Denver
(Revised Fall 2012)**

I. Mission Statement

The Chemistry Department of Metropolitan State College of Denver shall offer chemistry courses of the highest quality to science and non-science majors via formal classroom instruction, laboratory exercises, directed independent study, and online instruction to provide trained chemists capable of entering graduate schools of chemistry, various schools of medicine, and local and state industries as well as teaching chemistry at the high school level in the Denver metropolitan area or in the state of Colorado.

To provide an environment conducive to learning, Chemistry Department faculty shall engage in a variety of scholarly activities designed to keep themselves current in their field and/or expand their areas of expertise.

Chemistry department faculty and staff shall contribute to the community via a variety of service activities and by participating in partnerships and collaborations with professional organizations, public and private schools, private corporations, and government organizations.

II. Department Goals

To enable students to develop an understanding of the fundamental principles of chemistry that will serve them all throughout their professional careers.

To prepare students for graduate work in chemistry, for chemical careers in industry/government/academia, and for post-graduate studies in the health sciences.

To offer a high quality concentration in Criminalistics for Chemistry majors who wish to pursue a career in Forensic Science.

To facilitate distance learning by providing a number of courses over the internet.

To maintain the department's accreditation by the American Chemical Society and the Criminalistics program's accreditation by the Forensic Science Education Programs Accreditation Commission.

III. Criteria and Guidelines

A. Criteria, Guidelines and Rating Scale for Performance Reviews

The Department of Chemistry guidelines shall also be the basis for the narrative used for tenure and promotion evaluation. The department's guideline establishes rigorous performance standards consistent with the goals of academic excellence. The areas of performance are Teaching, Scholarly Activities, and Service. The rating scale for these three criteria shall be Meets Standards, and Needs Improvement.

1. Areas of Performance

a. Teaching:

Teaching is a complex and reflective human activity that, in the higher education context, is offered in a forum that is advanced, semi-public, and essentially critical in nature. No single definition can possibly suffice to cover the range of talents that go into excellent teaching or that could be found across the board in the varied departments and disciplines of an entire college. Good teachers are scholars, researchers, inventors, scientists, creators, artists, professionals, investigators, practitioners or those with advanced expertise or experience who share knowledge, using appropriate methodologies, and who demonstrate and encourage enthusiasm about the subject matter in such a way as to leave the student with a lasting and vivid conviction of having benefited from that interaction.

Effective teachers typically maintain high academic standards, prepare students for professional work and development, facilitate student achievement, and provide audiences for student work. Some might add that the best teaching transmits specific skills or enhances talents that students possess, while others would note that good teaching develops habits of mind or provides models of scholarly, scientific, artistic or professional behavior and inquiry much more important than particular information. Faculty typically aspire to a number of other civic purposes in the classroom that may also include encouraging their students to long for the truth, to aspire to achievement, to emulate heroes, to become just or to do good, for example.

At the instructional level, the most important responsibilities of a teacher to his/her students are the following:

- (1) **Content Expertise:** To demonstrate knowledge and/or relevant experience, effective teachers must display knowledge of their subject matters in the relevant learning environment (classroom, on-line, hybrid, field work, etc.), which typically includes the skills, competencies, and knowledge in a specific subject area in which the faculty member has received advanced experience, training, or education.
- (2) **Instructional Design:** To re-order and re-organize this knowledge/experience for student learning, effective teachers must design

course objectives, syllabi, materials, activities, and experiences that are conducive to learning.

- (3) **Instructional Delivery**: To “translate” this knowledge/experience into a format accessible to students, effective teachers must communicate information clearly, create environments conducive to learning, and use an appropriate variety of teaching methods.
- (4) **Instructional Assessment**: To evaluate subject mastery and other student accomplishments, effective teachers must design assessment procedures appropriate to course objectives, ensure fairness in student evaluation and grading, and provide constructive feedback on student work.
- (5) **Advising In and Beyond the Classroom**: To provide guidance for students as they pursue undergraduate and post-baccalaureate education and/or employment. Effective advisors must interact with students to provide career guidance and information, degree program guidance and information (e.g., advice on an appropriate schedule to facilitate graduation), and answers to questions relating to a discipline.

b. Scholarly Activities:

Scholarly and creative activities are disciplinary or interdisciplinary expressions or interpretations that develop new ideas, uncover new knowledge, reframe existing questions, create new forms of representation, solve problems, or explore enduring puzzles.

Purposes include, but are not limited to, the following: advancing knowledge or culture through original research or creative activities; interpreting knowledge within or across disciplines; synthesizing information across disciplines, across topics, or across time; aiding society or disciplines in addressing problems; or enhancing knowledge of student learning and effective teaching.

In addition to these scholarly activities, this category may also include activities in which the faculty member shares other knowledge with members of the learned and professional communities; continued education and professional development activities appropriate to professional status or assignments; and other activities specific to the faculty member’s discipline or assigned responsibilities.

c. Service:

Faculty engage in service when they participate in the shared governance and good functioning of the institution; service to the institution can be at the program, department, school, or college level. Beyond the institution, faculty engage in service when they use their disciplinary and/or professional expertise and talents to contribute to the betterment of their multiple environments, such as regional communities, professional and disciplinary associations, non-profit organizations, or government agencies. Examples of service might include:

- Committee participation
- Committee leadership
- Program or department contributions
- Board participation
- Unpaid public service to community and/or professional organizations
- Contributions to disciplinary associations

2. Rating Scale

The rating scale that shall be applied to each of the three criterion, teaching, scholarly activity and service, are:

Meets Standards This rating represents a level of performance that demonstrably and substantially exceeds the basic competency standard of the College of LAS (Letter, Arts and Science). Sustained performance at this level is necessary to support an application for tenure or promotion. Performance at this level is necessary for tenure and promotion, and a satisfactory post-tenure review.

Needs Improvement Does not meet standards. While this rating represents a level of performance that may meet a basic, minimal competency standard, it is insufficient to support an application for promotion or tenure, and if continued, a satisfactory post-tenure review.

Performance at this level may reduce a faculty member's eligibility for base salary increases and in some cases may render the faculty member ineligible for salary increases, and subject to a performance improvement plan, disciplinary action, and dismissal in accordance with applicable College procedures.

In reviewing faculty performance using these ratings, evaluators shall conscientiously adhere to the descriptions of each rating category, taking care to acknowledge differing levels of performance among faculty members.

3. Reassigned Time Activities

- a. The evaluation of reassigned time shall be based upon the documented completion of the objectives approved in writing for reassigned time.
- b. All reassigned time activities will be approved by the Chair, Dean, and Provost (the Vice President for Academic and Student Affairs).
- c. Evaluation of reassigned time activity within the Department will be evaluated by the Chair. Evaluation of reassigned time activity outside the department will be done by the supervisor of the project in which the faculty member is involved.

- d. It is the responsibility of the faculty member to provide the supervisor with documentation of the reassigned time activities at least two weeks before the supervisor is required to conduct the faculty member's review.
- e. If a faculty member has been granted reassigned time to work on a project for which there is no supervisor on campus, then the Department Chair will evaluate the faculty member's contributions based on documentation collected jointly by the chair and the faculty member. This evaluation shall be completed after consultation with the Dean.
- f. If a performance review is due before the reassigned time activities are completed, a progress report and evaluation of completed activities will be provided by the faculty member.
- g. At the completion of the reassigned time, the faculty member will provide a final report to the Chair and/or supervisor.
- h. If the faculty member is given a non-departmental administrative appointment, the evaluation of this reassigned time will be considered separately from the faculty's performance review.

4. Special Cases

- a. Leaves of absence (medical, without pay):

Faculty granted a leave of absence for no more than one semester shall submit a performance Portfolio to evaluate their activity only during that part of the year in which they were fulfilling their responsibilities as a faculty member. If a faculty member was on leave for more than a semester, no evaluation will be conducted.

5. Responsibilities of Tenure-Track Faculty and Reviewers

- a. **Faculty Member:** Each fall semester beginning in the second year of employment, tenure-track faculty must prepare a Portfolio as described below in section "B." The evaluation period is the previous academic year: Fall, Spring, and Summer. The due date for the document will be published in the academic calendar.

Any faculty member who fails to provide the required Portfolio risks not being reappointed for the following year. Faculty who can document an emergency or extenuating circumstance shall be given appropriate consideration.

- b. **Department/Peer Review Committee:** The department shall establish a Department/Peer Review Committee to conduct reviews of tenure-track faculty in their third and sixth year. (If the department does not have at least three eligible tenured faculty members, a Peer Review Committee will be established which will include members from cognate departments.) The review will be conducted according to the departmental guidelines. The procedures used by the Department/Peer Review Committee in arriving at its evaluation recommendations, including evidence examined and additional forms developed by the Committee for its use, shall be presented to and approved by a majority of the tenure-track and tenured faculty in the department. The Department/Peer Review Committee shall include at least three tenured faculty members who have been trained in the evaluation process.

- c. **Chair:** The Department Chair shall work with the tenured and tenure-track faculty to develop departmental guidelines that contain clearly articulated standards for each criterion. These departmental guidelines shall be written in the context of the College's, School's, and Department's/Program's mission and the contractual obligations of the faculty. The Chair shall ensure that the department faculty reviews the guidelines annually. The Chair or the Department/Peer Review Committee shall use the departmental guidelines as the basis for the faculty member's performance review.

B. Annual Performance Reviews of Tenure-Track Faculty

Each tenure-track faculty member shall be reviewed annually, on a cumulative basis, until awarded tenure or terminated. Reviewers at all levels for each year of review will write a letter commenting upon the faculty member's strengths and offering suggestions for improvement, recommending for or against reappointment based on the faculty member's performance and informed by the department guidelines. Faculty hired on joint appointments will select one Department for retention, tenure, promotion, and post-tenure review.

1. At the end of year one, and no later than one month before commencement, each tenure-track faculty member will submit an annotated *Curriculum Vitae* for review by the Department Chair and School Dean for purposes of reappointment. In cases of a recommendation of non-retention, the Provost and the President will review such recommendations, and the President will make a final determination.
2. In the Fall of year two, each tenure-track faculty member will submit a *Curriculum Vitae*, all Student Ratings of Instruction, a Narrative Statement (1-3 pages in length), and previous review letters by the levels of review from year one, for review by the Department Chair, School Dean, and Provost (the Vice President for Academic and Student Affairs), for purposes of reappointment. In cases of a recommendation of non-retention, the President will review such recommendations and make a final determination.

NOTE: Additional materials can be requested by any level of review.

3. In the Fall of year three, each tenure-track faculty member will submit a Portfolio, consisting of the following materials for review:
 - a. *Curriculum Vitae*,
 - b. All Student Ratings of Instruction,
 - c. A Narrative Statement, two-to-five pages in length,
 - i. All previous review letters by the levels of review for reappointment and any relevant responses by the faculty member,
 - j. All reassigned time evaluations and reports, if relevant, and
 - k. Selected additional materials for review (a minimum of four items and a maximum of nine items).
 - l. NOTE: Additional materials can be requested by any level of review.

These items will be reviewed by the Department/Peer Review Committee; Department Chair; School Review Committee; School Dean; Faculty Senate Retention, Tenure, and Promotion Committee; and Provost (the Vice President for Academic and Student Affairs) for purposes of reappointment. The President will review these recommendations and determine whether or not said tenure-track faculty member will be retained and will inform the faculty member of reappointment status.

4. In the Fall of year four, each tenure-track faculty member will submit a *Curriculum Vitae*, all Student Ratings of Instruction, and all previous review letters by the levels of review for reappointment and any relevant responses by the faculty member, for review by the Department Chair and School Dean for purposes of reappointment. In cases of a recommendation of non-retention, the Provost and the President will review such recommendations, and the President will make a final determination.

If the review letters for year three indicate specific areas of concern that may prevent a successful tenure application, relevant documentation addressing progress on such areas should be included in the faculty member's Portfolio for year four.

NOTE: Additional materials can be requested by any level of review.

5. In the Fall of year five, each tenure-track faculty member will submit a *Curriculum Vitae*, all Student Ratings of Instruction, and all previous review letters by the levels of review for reappointment and any relevant responses by the faculty member, for review by the Department Chair, School Dean, and Provost (the Vice President for Academic and Student Affairs), for purposes of reappointment. In cases of a recommendation of non-retention, the President will review such recommendations and make a final determination.

If the review letters for year four indicate specific areas of concern that may prevent a successful tenure application, relevant documentation addressing progress on such areas should be included in the faculty member's Portfolio for year five.

Note: Additional materials can be requested by any level of review.

6. In the Fall of year six, each tenure-track faculty member will submit a Portfolio, consisting of the following materials for review:

- a. *Curriculum Vitae*,

- b. All Student Ratings of Instruction,

- c. A Narrative Statement, three-to-eight pages in length,

- d. A Summative Peer Observation conducted by a trained observer,

- e. All previous review letters by the levels of review for reappointment and any relevant responses by the faculty member,

- f. All reassigned time evaluations and reports, if relevant, and

- g. Selected additional materials for review (a minimum of four items and a maximum of nine items).
- h. NOTE: Additional materials can be requested by any level of review.

These items will be reviewed by the Department/Peer Review Committee; Department Chair; School Review Committee; School Dean; Faculty Senate Retention, Tenure, and Promotion Committee; and Provost (the Vice President for Academic and Student Affairs). Each level of review will write a letter explaining the rationale for their recommendation for or against tenure. The President and Board of Trustees will review these recommendations and determine whether or not said tenure-track faculty member will be awarded tenure and will inform the faculty member of tenure status.

In addition, if said tenure-track faculty member has applied for promotion at the same time as candidacy for tenure, the President will inform the faculty member of promotion status at the same time as notification of tenure status.

- 7. Training for all involved in the review process – evaluators at all levels of review and candidates – will be provided.
- 8. The President may extend a faculty member’s probationary period toward tenure for an additional year if there are extenuating circumstances.

IV. Overall Evaluation Standards

The tenure candidate shall write a narrative that clearly explains their role as a faculty member. Although listed as three separate areas of evaluation, Teaching, Scholarly Activities, and Service often interact and become integrated within a faculty member’s overall responsibilities. When possible, this interplay should be discussed in the Portfolio Narrative along with how the faculty member has grown through their probationary period.

A. Evaluation Standards for Teaching

Teaching is the act of creating and maintaining an environment which enhances the opportunities for student learning and discipline-related growth; it includes advising students to facilitate graduation and to transition to post baccalaureate careers or further educational opportunities.

Effective teachers display knowledge of their subject matters in the relevant learning environment (classroom, on-line, hybrid, field work, etc.), which typically includes the skills, competencies, and knowledge in a specific subject area in which the faculty member has received advanced experience, training, or education.

Guideline to Achieve Tenure:

The candidate will compose a Profile Narrative as directed by Digital Measures that should reflect their continued growth in teaching during the probationary years. Areas of continual growth are:

- Philosophy of teaching
- Development of learning objectives
- Pedagogical approaches used to meet learning objectives and evidence that students are achieving these goals
- Evidence that a tenure candidate's courses are up to date with the advances in Chemistry and science in general
- Instructional delivery methods that facilitate varied learning styles
- Use of assessment results and inclusion of scholarly activities to improve the overall quality of their courses

The faculty member SRI scores for all classes taught shall be a part of the Portfolio. In addition, a single summative peer observation and two department peer reviews per academic year shall be required for evaluation for tenure.

The Tenure-Track faculty member shall also provide in the Narrative a description of their activities in regards to the advising of students. A description of student advising should show how the candidate assisted students in achieving academic success, post-graduate education, and career opportunities. The faculty member should also discuss how advising is linked with their courses, scholarly activities and professional service, as appropriate.

<p><u>Needs Improvement:</u></p> <p>Faculty member has not accomplished all of the necessary activities to attain the “Meets Standards” rating.</p>	<ul style="list-style-type: none"> • No demonstration that courses are regularly updated with new information, as consistent with the discipline. • Little attention is given neither to instructional design and delivery to facilitate student learning, nor to the use of assessment to improve the course. • If teaching general studies courses, faculty member has not designed the course consistent with the department's/college's expectations or has not done assessments as required by the general studies program. • Classes are not evaluated using SRI scores, or SRI scores (Course as a Whole and Faculty Contribution to Course) are consistently below 0.7 of the prefix average for same level course over a candidate's tenure-track probationary period at MSU. (If prefix average = 4.8, candidate needs to be consistently at or above the average for the prefix of 4.1 ($4.8 - 0.7 = 4.1$)). • Faculty lacks summative peer observation or the observation does not demonstrate sound pedagogy to support student learning. • Faculty member does not maintain regular office hours and makes multiple mistakes when advising students.
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Meets Standards:

This performance level demonstrates the minimum required accomplishments for a faculty member.

- Each course is kept current through review of instructional resources and the regular addition of new materials as appropriate.
- Narrative describes how courses are designed and delivered using multiple approaches to facilitate student learning, and expectations for student performance.
- Faculty member uses professional expertise along with course and/or program assessment results to improve courses. For any general studies courses taught, the tenure-track candidate shall designed their course in accordance with the official course syllabus, thus meeting departmental and college expectations.
- Assessment of general studies course comply with departmental and college requirements.
- SRI scores (Course as a Whole and Faculty Contribution to Course) are compared to same level courses (lower or upper division) within the prefix. Tenured candidate's SRI scores are consistently within 0.7 of the prefix average over their tenure probationary period. (If prefix average = 4.8, candidates need to have an overall average for the prefix of 4.1 ($4.8 - 0.7 = 4.1$)). If averages are below this average, candidates need to show a trend of improvement toward the prefix average for same level courses over a minimum of two consecutive semesters, and the narrative addresses work toward improving student ratings of instruction through shifting instructional content and/or design and/or delivery and incorporating feedback from student commentary.
- Summative peer observation addresses strong pedagogy to facilitate student learning.
- Faculty member thoroughly and accurately advises students, using professional knowledge, thus providing them with multiple options and timely information.

Evidence of Teaching Effectiveness can be provided in multiple ways, such as the following:

- Develop a new course
- Revise an existing course
- Supervise and mentor independent research students
- Develop a new laboratory manual
- Use reassigned time to improve teaching and/or curricular approaches
- Mentor advisees via CAPP reports and schedule planning
- Mentor students via learning opportunities outside of regular classroom
- Write letters for students seeking jobs and post-graduate opportunities

Documentation of Teaching Effectiveness should be provided in multiple ways, such as:

- Assessment of content cognitive learning benchmarks (ACS Exams) mandated by Department
- Assessment of content learning benchmarks (ChemQuery, ROT)
- Evidence that scholarly activities are routinely folded into the regular classes being taught (connecting to work of undergraduate researchers; disseminating extended opportunities for learning outside the classroom—speakers, activities of student science clubs, education about jobs in chemistry and related fields) mandated by Institution
- Student metacognitive benchmark assessments (SRIs) mandated by the Institution
- Assessment of student metacognitive benchmarks using peer-reviewed tools (MSLQ, Semantic Differential)
- Assessment of student psychomotor skills (IMMEX, CHEMX, MCA-I)
- Confirmation of content and cognitive rigor in the course (e.g. Summative Peer Observations, correlation data on course GPA vs SRIs; vs normed and instructor-written exams; vs cognitive, affective and/or psychomotor assessment instruments)

B. Evaluation Standards for Scholarly Activities

Scholarly and creative activities are disciplinary or interdisciplinary expressions or interpretations that uncover new knowledge about our world and universe, develop ideas, frame questions, create new forms of representation, solve problems, create new things (e.g. robots to new chemicals), or explore enduring puzzles.

Guideline to Achieve Tenure:

Tenure candidate must demonstrate in their narrative and annotated resume that they have made one or more major contributions to their discipline that have been peer-reviewed or a disciplinary equivalent.

<p><u>Needs Improvement:</u></p> <p>Minimum requirements and/or Standards have not been met.</p>	<ul style="list-style-type: none">• During the probationary period, the faculty member does not produce work that is accepted through peer review or the disciplinary equivalent (as determined by the department's RTP committee, and Chair of the department).
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<p><u>Meets Standards:</u></p> <p>This performance level demonstrates the minimum required accomplishments for a faculty member.</p>	<ul style="list-style-type: none"> • During the probationary period, a tenure candidate has had a disciplinary or pedagogical or creative work accepted in a peer-reviewed publication or the disciplinary equivalent (as determined by the department's RTP committee, and Chair of the department). • They have had at least one presentation of their scholarly or creative works accepted after review for presentation at a professional meeting. • Other activities may include writing grants to outside agencies, upgrading their education, certification or licenses relative to their work assignments, or writing a chapter in their area of expertise for a commercial publishing house that requires a prospectus and review – more Scholarly Activities are listed below.
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Scholarly Activities may include:

- Papers published in peer-reviewed journals (both paper and on-line)
- Books, book chapters, book units published after peer-review (through recognized publishers, e.g. Prentice Hall, Wiley)
- Awarded funding from outside resources (e.g. NIH, NSF, DOC and other federal or private funding agencies)
- Manuscripts (books or papers) submitted to refereed publishers which are currently under review
- Funding proposals (large requests) submitted but not yet funded to outside resources
- Invited professional reviews
- Awarded funding used to provide students with opportunities for networking, researching, or independent study
- Invited oral papers and/or workshops (International>National>Regional>Local)
- Awarded funding from internal sources used for research in chemistry or pedagogy
- Oral papers and/or workshops accepted under call for abstracts (International>National>Regional>Local)
- Research conducted with students that potentially will lead to dissemination of results
- Manuscripts submitted for publication (with or without students)
- Evidence of currency in both content and research-based curriculum. (e.g. conferences attended, papers presented, workshops).

C. Evaluation Standards for Service

Faculty engage in service when they participate in the shared governance and good functioning of the institution; service to the institution can be at the program, department, school, or college level. Beyond the institution, faculty engage in service when they use their disciplinary and/or professional expertise and talents to contribute to the betterment of their multiple environments, such as regional communities, professional and disciplinary associations, nonprofit organizations, or government agencies.

Guideline to Achieve Tenure:

Tenure candidate must demonstrate in their narrative that they have participated in shared governance at the university, and used their disciplinary or professional expertise to make an unpaid contribution to their professional organizations or the community outside of the college.

<p><u>Needs Improvement:</u></p> <p>Faculty member has not met minimum requirements and/or Standards for Service.</p>	<ul style="list-style-type: none">• Tenure-track faculty member has not made ongoing or significant contributions in service to the department, school, university, or outside community.
<p><u>Meets Standards:</u></p> <p>This performance level demonstrates the minimum required accomplishments for a faculty member.</p>	<ul style="list-style-type: none">• The tenure-track candidate must demonstrate significant contributions to shared governance within the department, school, or university. Contribution to outside communities may involve participation within a candidate's disciplinary organization, or contributions using their disciplinary expertise to the community outside of the university. These contributions must be ongoing and make a significant difference. These contributions often, but not exclusively, take the form of significant committee work.