

# DEPARTMENT OF CHEMISTRY

## GUIDELINES FOR TENURE, PROMOTION, AND PERFORMANCE EVALUATION

*July, 2008*

### **Preamble:**

The Department of Chemistry has a mandate to achieve the highest possible quality in teaching and scholarship. Consequently, individual faculty members must strive for the highest possible standards in teaching and education, research and scholarship, and service to the university and society. It is the intent of these guidelines that the Tenure and Promotion Committee will act in the spirit of the University's Aims and Objectives as currently elaborated in a document entitled "Towards 2000" (and in reports emanating from ongoing vision/planning exercises), by recommending for tenure and promotion only those professors achieving high standards in teaching, scholarship, and service. Similar criteria will be used in recommending the performance evaluation for each faculty member. These criteria are set out below.

### **1. Nature of Information for Tenure, Promotion and Time and Performance Steps**

It is the responsibility of the faculty member to provide the Chair's office with information and documentation deemed appropriate by the Chair and by the faculty member for decisions on tenure, promotion, and time and performance steps.

Most tenured faculty<sup>1</sup> will be evaluated every second year. The evaluation places the preponderance of weight on the faculty member's activities for the preceding two-year period (August 16 - August 15 two years later). Faculty must ensure that their documentation is complete (under the current schedule by August 15th), to allow the Tenure and Promotion Committee sufficient time to evaluate their contributions. The committee will proceed on the basis of the information available to it by August 15th.

The Department of Chemistry follows the University policy that faculty may pursue a variety of career paths with regard to their relative contributions to teaching, scholarship, and administration at the University of Guelph. Scholarship is to be defined broadly and would include, without limiting the generality of the foregoing, activities such as original research, textbook writing, innovations in chemical education, and contributions to curriculum, course, and laboratory development that have been disseminated and recognized beyond the campus. Within this guideline, all faculty are expected to have substantial involvement in both teaching and scholarship and some involvement in administration. Faculty are reminded that they should include a letter in their dossier outlining any alternate career path they have chosen in consultation with, and with the agreement of, the chair.

<sup>1</sup>There are three exceptions to the two year assessment rota for faculty in general: (i) All non-tenured faculty will be evaluated annually. (ii) An annual evaluation will be conducted for a faculty member who received an evaluation of 0 in the previous year. (iii) Faculty who are hired mid-cycle in the review process will be assessed for the first time after one year.

Faculty members may include in their documentation a letter indicating special or exceptional contributions within the period being considered. If confidential information is submitted it can be returned upon request after the deliberations of the committee are completed. However, judgement of the relevance of this information will rest with the committee.

The Cumulative Information Record is a College form which requests certain information in a prescribed sequence. This form should be completed by the faculty member. Other suggested information is also listed below.

**(a) Teaching, Education and Related Scholarship**

Faculty Policies call for a current 'teaching dossier' to be made available. This dossier will include a 'statement in which the faculty member provides a contextual commentary on teaching experiences and objectives'. As much as possible of the following types of information should also be included.

(i) Cumulative Information Record

- courses taught, contact hours, number of students, assistance with grading, development of new courses, choice of textbook.
- coordination of multiple-sectioned courses, number of students, duties, assistance obtained, changes in course.
- laboratory supervision, number of students, assistance, introduction of new experiments or substantial modification of existing experiments.
- research advisor, number of undergraduate research students (CHEM\*4900/4910), number of graduate students (M.Sc., Ph.D.).
- contributions to computer-assisted-instruction.

(ii) Student Evaluations

- the faculty member may elect to submit letters written by students to the faculty member and written notes addressed to the faculty member on student evaluation forms or other relevant material, if signed. If unsigned letters or notes are submitted by the faculty member, the Tenure and Promotion Committee will assess their merits.

The Chair's office will provide to the Tenure and Promotion Committee tabulated results of student course evaluations of all undergraduate and graduate courses that have been evaluated. (The normal policy is that all courses include a student evaluation).

The Chair's office will also provide copies of signed letters from students concerning the faculty member's performance when those letters were directed to the Chair. The faculty member will have the opportunity to see and comment on any such letters.

(iii) Course Materials

- course outline, with mark distribution statement and textbook(s) recommended, problem sets, assigned exercises, copies of mid-term and final examinations
- information regarding changes and improvements made to course and/or to laboratory experiments
- attempts to improve oral and written skills of students.

(iv) Recognition

- nominations for and/or receipt of teaching awards on campus or outside the University
- news stories about teaching activities of the faculty member, signed letters from students (or parents, high school teachers, etc.)
- invitations to give presentations at teaching workshops
- invitations by book publishers to preview teaching textbooks or help manuals

(v) Formal Contributions in Teaching

- authoring or coauthoring a textbook, study manual, laboratory manual, problem book
- presentations at workshops on teaching, science teachers' meetings and conferences, campus presentations for teachers
- Note that there may be some ambiguity as to whether the faculty member regards these activities

as a contribution to teaching or to scholarship. The faculty member may indicate his/her preference on this point. The Tenure and Promotion Committee should indicate to the faculty member if it does not concur.

(vi) Grading, student committees, etc.

- reading and grading coop work reports
- student research report reading and grading (e.g. CHEM\*4900/4910, CHEM\*7940/7950)
- graduate student committee membership, service on examination committees

(vii) Other relevant materials.

- reports on classroom observation by peers
- measures of student achievements

## **(b) Research and Scholarship**

(i) Cumulative Information Record

- invited review articles, book chapters, position papers, books, monographs, compilations of reference data
- published or submitted refereed papers
  - published or submitted review articles, book chapters
- unrefereed publications on research topics of all types
- invited presentations at conferences, symposia, workshops, colloquia, meetings on research topics
  - contributed conference papers
- invitations to chair, organize or assist in chairing or organizing, or spontaneous organization of conferences, meetings, symposia, colloquia or workshops on research topics
  - editorship of research publications
- invitations to serve on granting committees or councils
- grants and contracts (including unsuccessful applications if desired)
- recognition for outstanding research; awards: campus, national and/or international
- supervision of post-doctoral fellows, hosting of visiting professors
  - external refereeing, journal papers, theses, grant applications
- consulting (within University guidelines; enough information to allow evaluation of quality and relevance to the mission of the department)

(ii) Copies of Published Material

- reprint file should include material from at least the past 3 years. Work submitted for publication or, in the case of large projects, work in progress, may be submitted if the faculty member wishes.

## **(c) Administration, Service, Committee Work, Liaison**

Cumulative Information Record

- administrative responsibilities (e.g. Associate Chair, Director of (GWC)<sub>2</sub>, graduate coordinator, student counsellor, COOP coordinator, safety officer, etc.)
- service responsibilities (e.g. mass spec service, NMR service, EPR services, etc.)
- membership on committees, Chair or member, approximate hours spent, copies of recommendations or reports if authored (and non-confidential), dates of meetings and agenda if Chair, objectives accomplished
- liaison contributions, school visits, poster and news publication work
- department representation at College Royal, STAO meetings, Science Fairs (judging and organizing)
- student activities, Chem/Biochem Club, accompanying students on field trips
- COOP Work-Study visitations
- service to the University, administrative and committee duties
- service to society, activities which further the University's mission of service to society

## 2. Performance Assessment

Each faculty member will be assigned a performance rating based on the documentation outlining their last two year period. The evaluation process consists of each member of the Tenure and Promotion Committee assessing the faculty member under discussion as Unsatisfactory, Improvement Required/Developmental, Good, Very Good, Outstanding in each of the areas of: scholarship, teaching, and committee/service work. The Chair records all these responses and, after discussion, an overall recommendation of Unsatisfactory, Improvement Required/Developmental, Good, Very Good, Outstanding is made by the committee on behalf of each individual faculty member. The outcomes will serve as recommendations to the College Committee who will assign the final performance rating.

### Outstanding

#### Criteria:

- Performance is outstanding in two of the areas of teaching, research or service/administration, and with at least very good in the other area of responsibility.

### Very Good

#### Criteria:

- Performance is very good in two of the areas of teaching, research or service/administration and at least good in the other area of responsibility.

### Good

#### Criteria:

- Performance is at least good in two of the areas of teaching, research or service/administration and at least satisfactory in the other area of responsibility.

### Improvement Required/Developmental

#### Criteria:

- Performance requires improvement in two of the areas of teaching, research or service/administration and is unsatisfactory in the other area of responsibility.

### Unsatisfactory

#### Criteria:

- Performance is unsatisfactory in at least two of the areas of teaching, research or service/administration.

The Tenure and Promotion Committee will take into account:

- (i) the concept of a "variable teaching load" in deciding on an overall rating. Allowances will be made in those cases where there is a restricted teaching component because of special conditions of employment, e.g. UFA's, Chair holders
- (ii) the cooperation of the faculty member in accepting teaching and committee assignments.
- (iii) that certain projects (long term research projects e.g. where complex equipment must be constructed, or writing a textbook or research monograph) can take longer than two years and that some credit should be assigned for progress as well as completion of the project. It is the responsibility of the faculty member to provide evidence of progress to the Tenure and Promotion Committee for such projects.
- (iv) the extent of contribution to collaborative or interdisciplinary projects. Such collaborations are viewed

positively, but the faculty member must be aware of the need to provide this information to the committee in order that these contributions may be judged equitably.

At the end of the Dept. evaluation process, all members of the Dept. Committee will sign a summary sheet of the evaluations of performance, and other recommendation(s) for each faculty members. Those pages will be sent to the College Committee for final recommendation(s) for that individual. .

### **3. Minimum and Typical Criteria for Tenure and Promotion**

#### **Tenure and Promotion to Associate Professor**

The tenure decision is considered to be the most important decision in the career of the faculty member. Before tenure can be recommended, the faculty member must demonstrate an overall performance that is more than satisfactory. Indeed, the potential for at least very good performance in teaching and research/scholarship should be clearly demonstrated in the recent years of the probationary period. External letters are required and the procedure for selecting the external referees will be the same as that used for promotion to Professor.

#### **Typical criteria**

- very good performance in teaching and scholarship and satisfactory performance in service.

#### **Minimum criteria**

- at least very good performance in either teaching or scholarship and the potential for very good performance in the other major area. Satisfactory contributions in service and committee work.

#### **Promotion to Professor**

The faculty member will normally be recommended for promotion with a sustained record of academic performance as an Associate Professor. Promotion to the rank of Professor requires very good or outstanding performance in teaching, and a significant and substantial record of scholarly contributions. Under no circumstances will a faculty member with no recent record of scholarship (broadly defined as above) be recommended for promotion to Professor. External assessment of a faculty member's research and other scholarly activities will be obtained by the procedure laid out in the UGFA Agreement and subsequent communication.

#### **Typical criteria:**

- sustained performance that is outstanding, or very good, in the area of scholarship, as evidenced by outside referees, together with sustained performance that is outstanding, or very good, in the area of teaching and satisfactory performance in service.

#### **Minimum criteria:**

- sustained performance that is at least very good in either scholarship (outside referees) or teaching and better than satisfactory in each of the other two areas. Faculty members fulfilling the minimum criteria can expect promotion to Professor only after lengthy service. This statement is included as a guideline and should not be construed as requiring a minimum length of service before promotion will be considered.