

**Department Code**  
Department of Chemistry  
College of Natural Sciences  
Colorado State University

Last revised: April 2, 2013

**A. Department Mission**

The Department of Chemistry's mission is defined by these core objectives:

1. To maintain an outstanding research program in Chemistry.
2. To maintain excellence in graduate student education and training.
3. To maintain an excellent undergraduate program, characterized by a high-quality curriculum, dedicated instruction, and thoughtful advising.
4. To maintain the high quality of faculty service and outreach activities.

**B. Administrative Organization**

1. Divisions

- a. The Department of Chemistry shall be organized into the following divisions: Analytical, Inorganic, Organic, and Physical Chemistry. Each faculty member shall associate with at least one division.
- b. One faculty member in each division shall be selected by the Department Chair to be head of that division, responsible for intradivisional organization and for representing the division in matters of common interest. The division heads shall serve at the pleasure of the Department Chair, and shall represent the division on the Departmental Executive Committee.

2. Associate Chair

The Department shall have an Associate Chair selected by the Department Chair, and whose performance is subject to review by the Chair. The duties of the Associate Chair shall be as assigned by the Chair. The Associate Chair shall have sufficient signatory authority to carry out normal departmental activities in the Chair's absence. The Associate Chair shall also supervise the academic appeal process, which shall be carried out in accordance with guidelines published in Section 1.7.1 of the *Academic Faculty and Administrative Professional Staff Manual*.

**C. Department Chair**

The Chemistry Department shall be administered by a Department Chair, having the authorities and responsibilities outlined below. The Department Chair shall be selected as set forth in Section E.4.3 of the *Academic Faculty and Administrative Professional Staff Manual* and Section E.1 of the *Code of the College of Natural Sciences*.

1. Administrative Duties

The Chair shall be the primary Department administrative officer, with attendant responsibilities enumerated in the *Academic Faculty and Administrative Professional Staff Manual*. The Chair shall be responsible for executing Departmental policy, coordinating the activities of the Department's divisions, and representing the Department to all external University administrative units (including the Dean of the College of Natural Sciences, and the other departments within the College). The Chair shall guide the various Departmental committees in developing policies needed for the efficient and effective operation of the Department.

2. Communication with Faculty

The Chair shall keep members of the Department informed on all matters pertaining to their duties and responsibilities. As stipulated in the *Academic Faculty and Administrative Professional Staff Manual* and in Section K below, the Chair shall conduct a performance evaluation of each faculty member at least once per year.

3. Committee Membership

The Chair shall be an *ex officio* non-voting member of all committees.

#### **D. Standing Departmental Committees**

Membership on departmental committees shall be determined by the Department Chair on an annual basis, as will designation of committee chairs. The standing committees of the Department of Chemistry are listed below.

1. Executive Committee

The Executive Committee shall be composed of the Chair, the division heads, and the Associate Chair. It shall advise the Chair in matters of Departmental policy, and serve as the grievance committee through which faculty may appeal performance evaluations made by the Chair. Additional faculty members may serve on the executive committee in an advisory capacity, as deemed appropriate by the Department Chair.

2. Promotion and Tenure Committee

After consultation with each Division, the Chair shall appoint one member to the standing committee on Promotion and Tenure. Each appointee must hold the rank of Professor, with tenure. The responsibilities of this committee shall include annual evaluation of the progress of each untenured tenure track faculty member toward tenure and/or promotion, as detailed in Section F below.

3. Curriculum Committee

The Curriculum Committee shall consist of at least one faculty member from each division, along with two undergraduate voting members and one graduate voting member. The Committee is responsible for annual review of Department of Chemistry catalog entries, formulation of undergraduate curriculum requirements, evaluation of existing and proposed

content in undergraduate and graduate courses and processing of academic appeals other than appeals of grading decisions. Course additions and deletions as well as changes in curriculum may be submitted for faculty approval. The committee also maintains oversight on certification of undergraduate curriculum requirements by graduating majors and requests to waive departmental requirements. Routine decisions regarding undergraduate graduation requirements may be delegated to the Department's Key Academic Advisor.

#### 4. Graduate Committees

Responsibility for the graduate program shall be divided among the Graduate Recruiting Committee (GRC), the Graduate Operations Committee (GOC), and the Graduate Teaching Assistant Supervisory Committee (GTASC). Major policy changes shall be submitted to the faculty for consideration. The duties and responsibilities of each committee are outlined below.

- a. GRC - The Graduate Recruiting Committee shall be responsible for graduate recruiting materials and coordinating graduate recruiting activities. It shall review graduate applications and make offers of admission to incoming first-year students, subject to review by the Department Chair. The GRC shall also be responsible for advising the Chair on graduate enrollments, stipends, and fellowships.
- b. GOC - The Graduate Operations Committee shall be responsible for developing guidelines and regulations for the academic portion of the graduate program, which shall be collected in the Graduate Student Procedures handbook. The committee shall monitor each student's standing in the program, and enforce programmatic regulations as appropriate. The committee shall be responsible for decisions regarding graduate student graduation requirements as well as changes to graduate programs of study.
- c. GTASC - The Graduate Teaching Assistant Supervisory Committee shall be composed of all staff members with direct oversight of the undergraduate laboratory program, plus the Associate Chair of the department who shall chair the GTASC. Additional faculty may serve on the committee as deemed appropriate by the Department Chair. The committee shall supervise the orientation, training, and performance of all graduate teaching assistants in the department. It shall also make recommendations to the Chair regarding appointment of continuing students to graduate teaching assistantships.

#### 5. Department Services Committee

The Department Services Committee shall be responsible for overseeing the Central Instrument Facility (CIF), coordinating joint grant proposals (e.g., for instrumentation) while prioritizing department needs, and evaluating the cost of departmental services and shops.

#### 6. Undergraduate Recruiting Committee

The Undergraduate Recruiting Committee shall be responsible for undergraduate recruiting materials and coordinating undergraduate recruiting activities, including coordinating and hosting visits of prospective undergraduate chemistry majors.

7. Faculty Awards Committee

The Faculty Awards Committee shall be responsible for coordinating international, national, regional and local awards for Chemistry Department faculty and administrative professionals, including identifying awards and nominators. The committee is also responsible for preparing nominations for college and university awards. In cases of awards with restricted nominations, where multiple individuals qualify for the same award, the Faculty Awards Committee will collect and use data to determine the best candidate for the award and forward that nominee to the College or University committee responsible for selecting an awardee.

8. Student Scholarship and Awards Committee

The Student Scholarship and Awards Committee will oversee both undergraduate and graduate fellowships, scholarships and awards, taking a proactive and deliberate approach to identifying and nominating students for such honors. The committee will be responsible for identifying qualified graduate students to nominate for national and regional awards and annually selecting undergraduate students for Chemistry Department scholarships and awards. The Committee shall also organize and maintain processes and procedures for both undergraduate and graduate student awards and shall organize the department's annual awards banquet. The Chair of the committee shall also serve on the College of Natural Sciences student fellowship committee.

9. Safety Committee

The Safety Committee shall consist of one faculty representative from each of the Divisions as well as a graduate student representative from each research group and a representative from the CIF. The primary responsibility of the Safety Committee is to regularly assess the safety of laboratories in the department. The Safety Committee will be responsible for identifying unsafe conditions, notifying laboratory occupants of any unsafe practices, and ensuring identified issues are addressed in a timely fashion. The Safety Committee is also responsible for maintaining an up-to-date safety manual for the Department.

**E. Review of Candidates for Faculty and Administrative-Professional Positions**

1. Planning

There shall be formal faculty participation, including discussion in faculty meetings, in the planning for new faculty and administrative-professional positions.

2. Hiring procedures

Department hiring preferences shall be in accord with university, college, and department priorities as articulated through the strategic planning process. The hiring process shall be in accord with applicable university equal opportunity guidelines and procedures.

3. Administrative-Professional Positions

An ad hoc Search Committee appointed by the Department Chair shall screen applications and make recommendations to the Chair, who shall decide which candidate(s) to advance.

#### 4. Faculty positions

An ad hoc Search Committee with appropriate representation in the area of the search shall be appointed by the Department Chair. The committee shall elicit and screen applications and recommend interview candidates to the faculty, who shall approve the final interview list. On completion of the interviews, the Search Committee and Department Chair shall present the Department faculty with the candidate(s) whom they feel best merit an offer of employment. Upon approval by a 2/3 majority of the regular faculty, the Chair shall submit a request to the Dean to extend an offer to the candidate(s). The Department of Chemistry recognizes that by the law of the State of Colorado, the Board of Governors has exclusive power over all personnel decisions and that this authority has been delegated to the President of Colorado State University.

### F. Review of Candidates for Promotion and Tenure

#### 1. Annual Evaluation

The Standing Committee on Promotion and Tenure shall provide written progress evaluations to candidates for promotion and/or tenure. Specifically, the committee shall annually evaluate the progress of untenured tenure-track faculty members toward promotion to Associate Professor and/or tenure. The committee will also assess the progress of Associate Professors toward promotion to Professor every three years or at the request of the faculty member. Progress will be independently measured in the somewhat overlapping areas of research, teaching/mentoring, and service/outreach. Each of these three areas will be evaluated according to the appropriate specific criteria detailed below. Information for the evaluation will be gathered primarily from the candidate's curriculum vitae and College of Natural Sciences activity reports, potentially supplemented by external sources.

#### a. Criteria for Promotion to Associate Professor with Tenure

##### 1. Research

The main research criterion is establishment of a vibrant independent research program with demonstrated excellence. This is evidenced by the number and quality of independent research publications, success in raising extramural funds to support the program, involvement of students, and community recognition in the form of competitive research awards and invitations to present research results.

##### 2. Teaching/mentoring

The fundamental expectation is positive contributions toward the departmental instructional program and its research training effort. Instructors are expected to be well-

prepared, conscientious, and effective in communicating material across a broad range of departmental offerings, including freshman and sophomore lecture courses. As mentors, faculty members are expected to provide an excellent research training environment for future scientists, ideally one that attracts and graduates high-quality students to the department's graduate program.

3. Service/outreach

To facilitate proper functioning of the University's academic program, faculty members are expected to conscientiously perform their assigned committee duties. Evidence of service to the scientific community (e.g., review of manuscripts and proposals) and the University that benefits the field of Chemistry and raises the profile of the institution is also desirable.

4. Time in Rank

Promotion and/or tenure is based on scholarly achievement and demonstrated excellence in the areas of research, teaching, and service. It is explicitly not based on time-in-rank. Once an individual has achieved the level of accomplishment commensurate with the rank of tenured Associate Professor, that person should expect to be put forward for promotion, irrespective of the length of time in the current rank.

b. Criteria for Promotion to Professor

1. Research

The main research criterion is evidence of increased maturity of the research program with establishment of recognized excellence. Specifically, it is expected that the scope of the program will have expanded beyond the area that was its main focus prior to tenure, including significant progress in at least one additional research area. Recognition within the international scientific community is also expected. Progress will be measured by the number and quality of independent research publications, success in raising extramural funds to support the program, and community recognition in the form of competitive research awards and invitations to present research results at both national and international venues enhancing scientific visibility and demonstrated leadership in the scientific community (e.g., meeting organization, leadership roles in professional societies, etc.)

2. Teaching/mentoring

The fundamental expectation is positive contributions toward the departmental instructional program and its research training effort. Instructors are expected to be well-prepared, conscientious, and effective in communicating course material. As mentors, faculty members are expected to provide an excellent research training environment for future scientists, ideally one that attracts and graduates high-quality students to the department's graduate program.

### 3. Service/outreach

To facilitate proper functioning of the University's academic program, faculty members are expected to conscientiously perform their assigned committee duties. They are also expected to assume additional responsibilities in this area after the award of tenure. Evidence of exceptional service to the scientific community (e.g., review of manuscripts and proposals, service on editorial boards, organization of symposia or conferences) and the University that benefits the field of Chemistry and raises the profile of the institution is also desirable.

### 2. Assembling Materials

Official consideration of a candidate for tenure and/or promotion shall be initiated by the Department Chair, who shall direct the Committee on Promotion and Tenure to:

- a. Develop an evaluation packet describing the candidate's efforts in the areas of teaching, research, and service/outreach.
- b. Develop, in consultation with senior members of the candidate's division and the department Chair, -a list of external reviewers of the candidate's work. The list of external reviewers shall normally include selected individuals from among a list of reviewers recommended by the candidate. The final list will be made available to faculty of appropriate rank and tenure status for their comments.
- c. Solicit opinions of the external reviewers.
- d. The Chair may also schedule a departmental seminar by the candidate at a suitable time during the semester in which consideration by the departmental faculty of appropriate rank and tenure status shall take place.

### 3. Faculty Vote

The formal departmental recommendation on tenure and promotion shall reflect the majority vote of the faculty members of appropriate rank and tenure status, as specified in the *Academic Faculty and Administrative Professional Staff Manual*. This vote shall be taken by written ballot at a meeting called by the Department Chair, and chaired by the Chair of the Standing Committee on Promotion and Tenure, who shall provide the Department Chair with a written account of the faculty recommendation on each candidate. All of the information gathered by the Standing Committee, detailed in section F.2 above, shall be made available to the appropriate subset of the faculty for examination at least five working days before the meeting.

- a. Votes on an individual tenure and promotion (or promotion) action will be sealed at the meeting for a period of 24 hours if any faculty members eligible to vote on the action are not present and have not provided a proxy vote for the decision. This will allow all eligible faculty the opportunity to provide a silent ballot.

- b. When multiple faculty members are being considered for promotion in the same year (e.g. two or more faculty members being promoted to full professor or two or more faculty facing tenure and promotion), the votes on all candidates will be sealed until after the vote on the last candidate. Provided all faculty have had the opportunity to vote on the last candidate, the votes on all candidates will be released after the last meeting/vote has been taken. If there are outstanding votes or proxies, the 24 hour rule will be invoked and the results for all candidates will be held for 24 hours following the final voting meeting at which point the results from all votes will be released.
- c. If multiple faculty members are being considered for promotion and/or tenure, discussions and voting for each individual will be held on separate days.

#### 4. Submission of Recommendations

The Department Chair shall forward both the faculty recommendation and a personal recommendation to the Dean of the College of Natural Sciences. The Chair shall not recommend a reversal of the faculty's recommendation without providing compelling evidence in writing as to why a reversal should be considered. As required by the *Academic Faculty and Administrative Professional Staff Manual*, both recommendations shall be provided to the candidate at the time that they are submitted to the Dean of the College of Natural Sciences.

#### 5. Annual Reappointment

Untenured faculty members are subject to annual reappointment, which shall be the responsibility of the Chair, in consultation with the Executive Committee. No appointment of an untenured tenure-track faculty member shall be terminated without a vote of the tenured faculty.

### **G. Self-Evaluation of the Departmental Operations**

At the direction of the Dean of the College of Natural Sciences, a committee of three faculty members selected by nomination and ballot by the Department faculty shall review the departmental operation as outlined in the *Academic Faculty and Administrative Professional Staff Manual* and the University Guidelines for the Academic Review Process. This committee shall prepare a written report of their findings, which shall be presented to the faculty of the Department of Chemistry, and to the University administration for further review. The Committee may solicit the help of an outside review panel of up to five nationally known experts in the field of chemistry.

### **H. Voting Members of the Department of Chemistry**

All persons appointed as regular full-time academic faculty at Colorado State University with their primary affiliation in the Department of Chemistry shall constitute eligible voters, except where otherwise specified by the *Academic Faculty and Administrative Professional Staff Manual*. Faculty members on Senior Teaching Appointments shall have voting rights on those issues that are

pertinent to their mission. Faculty members holding zero-time appointments in the department and faculty affiliates are encouraged to attend faculty meetings as appropriate, and to participate in discussions, but they shall not be voting members of the department.

## **I. Senior Teaching Appointments**

The Department of Chemistry shall consider requests for a Senior Teaching Appointment (STA), from all interested and qualified applicants. The expectations associated with this appointment are outlined below. Procedures for its conferral are outlined in Appendix A.

### **1. Expectations**

As outlined in section E.11 of the *Academic Faculty and Administrative Professional Staff Manual*, a current Colorado State University employee becomes eligible for consideration for a senior teaching appointment when all of the following conditions have been met:

- a. The person has been employed at Colorado State University other than as a Graduate Assistant at least halftime for at least ten (10) semesters (not including summers), and at least 50% of his or her assignment was devoted to teaching for each of those ten (10) semesters.
- b. The person has been employed at Colorado State University other than as a Graduate Assistant at least halftime for each of the preceding four (4) semesters (not including summers), and at least 50% of his or her assignment was devoted to teaching for each of those four (4) semesters.
- c. Any additional criteria specified in the codes of the department and/or college are satisfied.

In addition to the above requirements, the Department of Chemistry expects that employees seeking the STA appointment will have demonstrated excellence in teaching and student learning, as well as a commitment to CSU. Evidence of this commitment can come in many forms including, but not limited to the following:

- a. Significant contributions to the educational experiences of students (e.g., participation in curricular matters beyond classroom instruction such as curriculum development, major course revisions, implementation of new or alternate teaching methodologies, etc.).
- b. Student advising and mentoring.
- c. Service on committees as permitted by this Department Code.
- d. Teaching-related honors and awards.
- e. Engagement or outreach activities.

Although an applicant may not have evidence in all of the above categories, the expectation is that they will have a body of evidence that addresses the issue of value to the Department, College and/or University, with the greatest weight given to sustained teaching effectiveness.

## **J. Zero-Time Appointments**

The Department of Chemistry shall consider requests for zero-time appointments, with no associated salary, from all interested and qualified applicants. The primary purpose of such appointments is to further the department's mission by building connections with faculty members outside the department whose research interests have significant chemical components. Consideration of zero-time appointment requests shall be conducted as outlined in Appendix B. At any given time, the number of zero-time appointments within the Department cannot exceed 25% of the regular, full time appointments within the Department.

## **K. Changes to the Department Code**

Revisions to this Code may be initiated at any time by the Chair, or by petition of at least one third of the department's voting members (defined in section H above), and shall be drawn up by the Executive Committee. In accordance with Section C.2.4.2.1.1 of the *Academic Faculty and Administrative Professional Staff Manual*, a two thirds majority of the department's voting members shall be required to amend the department code. At a minimum, the Code shall be reviewed at some point within a five year period centered on the periodic evaluation of the department's academic programs and operations, as specified in Section C.2.4.2.2.e of the *Academic Faculty and Administrative Professional Staff Manual*. Any new Code, whether the product of an amendment or a simple review, shall be submitted to the Dean of the College and the Provost. A simple majority of the department's voting members shall be required to amend appendices of the Code.

## **L. Annual Evaluation of Faculty Performance**

### **1. Annual Activity Summary**

Each faculty member shall annually submit a completed Departmental Activities Report (DAR). This form, together with such other information and documentation as may be deemed necessary and appropriate, shall form the basis for evaluating faculty performance, consistent with the departmental mission. Guidelines for Departmental Performance Criteria (as described in Section C.2.5 of the *Academic Faculty and Administrative Professional Staff Manual*) are provided in Appendix C.

### **2. Meeting with the Chair**

The Department Chair shall hold a conference with each faculty member after reviewing the information in the annual DAR, and shall subsequently provide each faculty member with a written evaluation. The performance review shall be conducted in accord with Section E.14 and Section C.2.5 of the *Academic Faculty and Administrative Professional Staff Manual*.

### **3. Salary Adjustments**

Final decisions on annual salary adjustments rest with the Chair. However, the Chair may consult with members of the Executive Committee regarding the scale of adjustments to be made and the criteria associated with steps in that scale.

#### 4. Grievances

The Executive Committee shall normally serve as the Grievance Committee to resolve grievances that may arise between faculty members and the Department Chair with regard to the evaluation of performance. In such instances, the Chair shall not serve as a member of the Committee. If the Executive Committee is not acceptable as a Grievance Committee to either the aggrieved faculty member or the Chair, a four-person Grievance Committee shall be elected by vote of the faculty. Neither the Chair nor the aggrieved faculty member shall be a member of this Committee or shall vote on its membership.

### **M. Comprehensive Performance Reviews**

#### 1. Untenured tenure-track faculty

Comprehensive performance reviews of untenured tenure-track faculty members shall be conducted by the midpoint of the faculty member's probationary period, as required by Section E.14.2 of the *Academic Faculty and Administrative Professional Staff Manual*. Typically, this review shall take place by the end of the third year of the normal six year probationary period. This performance review shall be conducted by the Standing Committee on Promotion and Tenure in accordance with Section E.14.2.

#### 2. Tenured faculty

##### a. Phase I

Phase I comprehensive performance reviews for tenured faculty shall be conducted by the Department Chair in accordance with the provisions of Section E.14.3.1 of the *Academic Faculty and Administrative Professional Staff Manual*.

##### b. Phase II

Phase II comprehensive performance reviews shall be carried out as necessary, in accordance with the provisions of Section E.14.3.2 of the *Academic Faculty and Administrative Professional Staff Manual*, and the provisions below.

##### 1. Peer review committee

A five-person peer review committee composed of tenured faculty members shall be elected by the tenured faculty at the beginning of each academic year. No faculty member under review shall serve on the review committee. When a Phase II review is initiated, the Department Chair and the faculty member under review shall each have an opportunity to challenge the impartiality of up to two committee members. Any member so challenged shall not serve as a member of the review committee in that case. If such challenges result in fewer than three members of the peer review committee, a special election shall be held from the *remaining* tenured faculty members to bring the committee up to three members.

2. Criteria for evaluation

The performance of the faculty member under review will be evaluated in the areas of research, teaching/mentoring/advising, and service/outreach, in accordance with that faculty member's effort distribution.

3. Materials for Review

In addition to the Phase I review materials, the Department Chair shall provide the faculty member and the review committee with a written summary of the reasons for initiating the Phase II review, including an analysis of the faculty member's performance under the professional development plan (if applicable). The faculty member under review may submit any additional materials for consideration.

4. Report

The peer review committee shall prepare a report in accordance with the requirements specified in Section 14.3.2 of the *Academic Faculty and Administrative Professional Staff Manual*.

**N. Disciplinary Action for Tenured Faculty**

Any disciplinary action considered for a tenured faculty member must conform in all respects to the provisions described in Section E.15 of the *Academic Faculty and Administrative Professional Staff Manual*.

**O. Faculty Meetings**

A minimum of one departmental faculty meeting will be held each semester of the academic year with written notice being given in advance by the Chair.

## Appendix A

### Senior Teaching Appointments

Procedures for conferral of a Senior Teaching Appointment (STA) are outlined below:

#### 1. Application Materials

Applicants seeking a Senior Teaching Appointment shall provide evidence of:

- a. Sustained teaching effectiveness. To determine whether the applicant has demonstrated commitment to and a capacity for delivering quality instructional efforts. Examples of evidence of teaching effectiveness may include, but are not limited to the following:
  1. Annual evaluations/progress reviews
  2. Peer evaluations of teaching
  3. Student course surveys
  4. Development of new courses or instructional methods
  5. Course redesign or specific course improvements
  6. Participation in professional development activities related to teaching
  7. Participation in scholarly work associated with teaching and learning
  8. Course syllabi, novel assignments, or other course materials
  9. Activities that have engaged students outside the classroom/lab (e.g. field trips, discovery learning, service learning, etc.)
  10. Honors or awards for teaching
- b. Service contributions. To determine whether the applicant has demonstrated commitment to and a capacity for adding value to the Department/College/University. Examples of evidence of service contributions may include, but are not limited to the following:
  1. Service on Departmental/College/University committees
  2. Service to professional organizations
  3. Contributions to advising or mentoring of students
  4. Advising of and/or participation in student organizations
- c. Supporting letters. Both internal and external letters – attesting to the applicant's teaching effectiveness and/or service contributions. Expectations for letters include:
  1. The applicant should supply the selection committee a list of at least 5 names of individuals who can provide an informed opinion about the applicant's qualifications for the STA position. At least one of the individuals should be from outside of the Department of Chemistry.
  2. To ensure that the committee receives adequate information, the applicant should indicate on what aspect of their qualifications each individual will likely comment.

## 2. Selection Procedure

Since application for an STA is akin to a promotion, the Promotion and Tenure Committee shall evaluate such applications and provide a recommendation to the faculty. In its evaluation process, the committee may consult appropriate individuals among the chemistry faculty. The rank of STA shall be conferred upon a majority vote of the faculty.

## 3. Remuneration Increase

Because conferral of an STA is not considered a promotion by the University, but rather a new appointment type, any remuneration increase pursuant to such appointment shall be determined by the Chair, in accordance with College guidelines.

## Appendix B

### Zero-Time Joint Faculty & Faculty Affiliate Appointments

#### A. Consideration of zero-time appointment requests shall be conducted as outlined below:

1. **Nomination.** Interested candidates must first identify a regular faculty member within the Department of Chemistry willing to sponsor the application. The sponsor should be able to authoritatively discuss the candidate's scholarly work, whether as a result of active collaboration or general overlap of interests.
2. **Application Materials.** Once a sponsor is secured, the applicant shall submit to the Department Chair a full curriculum vitae, along with a letter stating the motivation for seeking the appointment, and identifying at least one home division within the department. No zero-time appointment shall be made without assigning the candidate a home division.
3. **Colloquium.** Upon receipt of a qualifying application, the Chair shall schedule a Departmental Colloquium in which the candidate shall discuss his or her ongoing research efforts. The presentation should be tailored to the broad audience of the full department, and should highlight those components of the work that most closely align with existing departmental interests.
4. **Faculty Vote.** After the Colloquium, the Chair shall schedule a faculty meeting at which the candidate's sponsor (for initial appointments) or divisional representative (for renewals) shall present the case for a zero-time appointment. The appointment shall be conferred if a majority of the faculty votes in favor.
5. **Term of Appointment.** Initial zero-time appointments shall be made for two years, followed by renewal for a three year term upon mutual consent of the department (by a majority faculty vote) and the appointee. Subsequent appointments shall typically be made for five year terms, with renewals at the end of each term subject to ongoing mutual consent.
6. **Rights and responsibilities.** Zero-time appointees shall be expected to participate broadly in departmental activities, including graduate and faculty recruiting (Open Houses, web page presence), divisional responsibilities (meetings, seminars, cumulative exams), committee assignments (as appropriate), and appropriate collaborative proposals (e.g., for shared instrumentation). In return, they shall have the right to serve as sole research advisor for departmental M.S. and/or Ph.D. students, and shall have significant input (though not voting rights) in departmental affairs. It is expected that every effort shall be made to support Department of Chemistry students beyond the first year as graduate research assistants. Absence of such effort will be viewed unfavorably when considering appointment renewal.

## **B. Guidelines for Appointment as a Faculty Affiliate**

Members of the scientific community outside of CSU sometimes request a closer affiliation with the Department of Chemistry for a range of reasons, including (a) service on graduate committees; (b) sabbatical leaves occurring on the CSU campus within the Department of Chemistry; (c) collaboration with CSU faculty; and/or (d) providing expertise and program guidance via an advisory board or external review process. Affiliate faculty are generally either self-employed or are full-time employees of an organization other than CSU and have stature and qualifications similar to those of regular faculty. They can serve as members of graduate advisory committees and provide advice and resources in a number of ways to the Department. The following describes the guidelines for appointment as a Faculty Affiliate (FA) in the Department of Chemistry at CSU:

1. The candidate must provide a copy of their curriculum vitae to the Department.
2. A regular faculty member within the Department of Chemistry must serve as a faculty sponsor by providing a memo of agreement/endorsement of the candidate that addresses the reasons for the FA appointment.
3. A larger group of faculty (e.g., a division or group) must also provide a memo of agreement/endorsement of the candidate.
4. The Department Executive Committee (DEC) will review the candidate's materials and vote on approval. Prior to the DEC vote, the Division Chairs will circulate the name of the candidate to their respective divisions and ask for feedback to be presented to the DEC. If for some reason the DEC cannot agree or do not feel comfortable making the decision without endorsement by the full faculty, the candidate's materials will be presented to the full faculty for approval.
5. Once approved, the Chair will provide a letter to the candidate spelling out the roles and responsibilities of FAs, as described in the Faculty and Administrative Professional Staff Manual; once a signed letter has been returned to the Chair, the Chair will provide a certification and the FA will be entered into the CSU system.
6. Initial appointments will be for 1 year. Assuming both the FA and the Department wish to continue the relationship, subsequent appointments will be for 1-3 years.

## Appendix C

### Departmental Performance Criteria for Annual Evaluations

#### A. Minimum Requirements for Meeting Expectations in Instruction, Advising, & Mentoring

1. Faculty members are expected to provide sustained guidance and professional development opportunities for students and postdoctoral scholars.
  - a. Faculty members are expected to provide an environment that supports responsible conduct.
  - b. Faculty members are expected to make time available for meetings and advising, and to communicate those times appropriately.
2. Faculty members are expected to treat students and advisees with respect.
  - a. Faculty members must respect students' and advisees' privacy. According to the Family Educational Rights and Privacy Act (FERPA), instructors may not disclose records (including student grades on assignments, no matter the weight) without the student's prior written consent.
  - b. Faculty members should demonstrate patience with students and advisees.
  - c. Faculty members should not make disparaging remarks to or about students or advisees, nor display aggressive behavior towards them.
3. At the beginning of each term, faculty members are expected to prepare and distribute a course syllabus that serves as the contract for each course taught.
  - a. The course syllabus should delineate what students can expect with respect to course objectives, course content, instructional methods, and grading policies, as well as what the instructor expects of students, including policies regarding academic integrity.
  - b. The course syllabus should include a statement regarding office hours. Office hours should be reasonably convenient to both students and instructor, with opportunities provided for separate appointments when needed (e.g., for the discussion of personal issues).
  - c. Faculty members should orient the content of their courses to CSU's official course descriptions and to Colorado guaranteed transfer (gtPathways) descriptions where they exist.
  - d. The syllabus should include a statement regarding time students are expected to spend on coursework. For example: "According to the CSU General Catalog, students '...should expect that each credit hour will require approximately two to three hours (for some students in some classes, more time and in a few classes less time) of effort per week to attend classes and to accomplish readings and out-of-class assignments in preparation for successful completion of the course requirements.'"
  - e. The course syllabus should outline the specific methods to be employed in determining the final course grade, including expectations for class attendance and how attendance will impact final course grades.

- f. Faculty members are expected to direct their instruction toward facilitating student achievement of the stated learning objectives.
4. Faculty members are expected to behave professionally in carrying out their teaching and advising duties. This includes, but is not limited to, meeting their classes regularly and at the scheduled times, and responding to student and advisee queries in a timely fashion.
5. Faculty members are expected to use appropriate methods of assessment of student learning.
  - a. Evaluation of student achievement should be consistent with course objectives delineated in the syllabus.
  - b. Faculty members should design assessments that encourage students to develop robust understandings of chemistry concepts, models, and skills. For example:
    - i. Employ multiple methods of formative and summative assessment, including frequent testing if relevant. Formative assessments probe student learning at many intermediate points during the semester, establishing a feedback loop so that frequent adjustments can be made by both instructors and students to optimize learning throughout a course. Summative assessments include the more common end-of-unit tests of student knowledge and understanding, and function more to assay the final outcome.
    - ii. In designing assignments and exams, include some proportion of questions that require students to apply their understanding of chemistry concepts and models in new contexts.
    - iii. Avoid excessive recycling of assessment questions (i.e., re-using previous exams, questions directly from published homework assignments or previous exams).
  - c. Faculty members should provide an assessment environment that supports academic integrity, including proctoring exams in cases where students are not permitted to consult resources and educating students about plagiarism, as appropriate for the particular assessments employed.
  - d. Graded examinations, papers, and other sources of evaluation must be made available to the student for inspection and discussion. These should be graded promptly to make the results a part of the student's learning experience. The results of these evaluations must be retained for at least one term to provide the opportunity for review.
  - e. Final course grades should reflect the academic performance of each student in the course commensurate with the course objectives and the grading policy outlined in the course syllabus. All students in a course must be graded based upon the same criteria and specific methods for determining the course grade outlined in the course syllabus.
6. Each semester, faculty members are expected to articulate one or more objectives related to student teaching and/or advising outcomes, to devise plans to evaluate the extent to which objectives are met, and to report the results in the Faculty Activity System annually.