

PROMOTION AND TENURE GUIDELINES

Department of Economics

Revised January 2017

I. Promotion Procedures

The process of promotion and tenure of faculty in the Department of Economics is governed by the CSU-AAUP Collective Bargaining Agreement. Candidates for promotion and tenure should familiarize themselves with that document; in particular, Articles 4 and 5 of the Agreement. The Department Evaluation Committee (DEC) is responsible for making recommendations on 1) promotion in rank, and 2) the granting of tenure. Additional guidance and requirements specific to the Department of Economics follow.

II. Amendment Procedures

Amendments to this document must be approved by a majority of the Economics Department Faculty. Proposed amendments must be made available to the Economics Department Faculty at least one (1) week before taking a vote.

III. Mentoring

Each new faculty member will be assigned a more experienced faculty member as a mentor. The mentor will initiate contact with the new faculty member as soon as possible after the new faculty member begins employment. The mentor will assist the new faculty member in (1) understanding the evaluation criteria described in the Promotion and Tenure guidelines, (2) developing plans to help the new faculty member meet goals related to those guidelines, and (3) maneuvering through the review process. The DEC views the renewal process as an integral component of the larger promotion and tenure process; as such, the mentor is expected to play an active part in both procedures. At the time of each renewal, each mentor is expected to hold a meeting with his/her mentee. At this meeting, the mentor will help the faculty member evaluate his/her success in each evaluative area (i.e., load-credit activity, creative activity, productive service, and professional activity), and provide guidance and suggestions to help ensure that the faculty member is making satisfactory progress in each category. The following outlines the DEC's expectations of each mentor.

In terms of load-credit activity, the mentor will attend one class in the fall semester before the Thanksgiving break, and one class in the spring semester before the Spring break. If the mentor does not serve on the DEC, both class visitations will be informal. The mentor will schedule a meeting within two weeks of each class visitation to give meaningful feedback to the faculty member, and discuss his/her activities and accomplishments in the area of load-credit activity. Written feedback will only be included in the mentor's report, but will not be used in the DEC's written evaluation. If the mentor serves on the DEC, the mentor's fall class visitation will be formal, and therefore follow the procedure outlined in Section IV(B). If the mentor is not part of the DEC, the mentor will submit a peer instructor observation survey that will be used in the DEC's written evaluation of the faculty member. The mentor's spring class visitation will remain informal, and follow the procedure explained above.

In terms of creative activity, the mentor will review the faculty member's research agenda, progress on works in progress, publication history, and his/her participation in field-appropriate conferences. Should the mentor complete his/her analysis and feel the faculty member is making satisfactory progress in terms of creative activity, this should be clearly communicated to the faculty member and discussed in the mentor's report. In circumstances where the mentor feels progress in this area is insufficient for the faculty member's years of service at CCSU, this should be clearly communicated to the faculty member, along with feedback and suggestions that will help the faculty member make progress toward the successful satisfaction of DEC expectations in creative activity.

In terms of productive service and professional activity, the mentor will discuss the activities that the faculty member can engage in to meet the expectations of the DEC in both of these areas. The mentor will check that the faculty member's activities are consistent with the faculty member's years of service at CCSU. In circumstances where the mentor feels progress in this area is insufficient for the faculty member's years of service at CCSU, this should be clearly communicated to the faculty member, along with feedback and suggestions that will help the faculty member make progress toward the successful satisfaction of DEC expectations in both of these areas.

IV. Faculty Evaluation Procedures

In addition to its responsibility for making recommendations on promotion and tenure, the DEC is responsible for conducting periodic evaluations of the load-credit activity, field-appropriate creative activity, departmental and university productive service activities, and professional activity of tenure-track faculty. The evaluations are based upon the criteria and evidence described in sections IV and V below. A written evaluation will be included in the faculty member's dossier for promotion and/or tenure.

The performance of tenure-track faculty members must be evaluated every academic year. Evaluations must be conducted for tenured faculty once every 6 years. A faculty member may request more frequent evaluations, if he or she wishes to do so. A request for an evaluation must be made in writing to the Chair of the DEC.

IV.A. Pre-Evaluation Procedures

When evaluating a faculty member, the DEC will first hold a pre-evaluation meeting with each faculty member under review. At the meeting, members of the DEC and the faculty member will discuss the faculty member's: load-credit activities, load-credit accomplishments, creative activities completed and in-progress, productive service objectives and on-going or completed activities, and professional activities. The faculty member under review will also be provided the opportunity to discuss any other matter(s) that he or she feel are relevant. This meeting shall take place before the fall class visitations.

IV.B. Evaluation Procedures

When evaluating a faculty member and preparing its report, the DEC will evaluate the faculty member's load-credit activity, creative activity, productive service activity, and professional activity for the period under review.

When evaluating a faculty member's load-credit activity the DEC will:

- Review student course evaluations and any other documentation provided in the dossier.
- Review course syllabi and other course materials compiled by the faculty member for the evaluation.
- Conduct class visitations. The DEC and faculty member will identify a three-week period within which class visitations will occur. Each member of the DEC will attend at least one class in the fall semester before the Thanksgiving break. At the request of the faculty member, DEC members will attend at least one class in the spring semester before the Spring break. Faculty members shall receive their evaluations from DEC members two weeks after the class visit takes place. Class visitations are required for tenure-track faculty, and optional for tenured faculty applying for promotion in rank.
- Evaluate non-teaching load-credit activity, such as research reassigned time and department chairperson duties.

When evaluating a faculty member's creative activity, the DEC will:

- Review publications, working papers, and any other relevant materials compiled by the faculty member.
- Assess the faculty member's ongoing activities, and the likelihood that creative activities will continue beyond the current evaluation period.

When evaluating a faculty member's productive service activities to both the Department and the University, the DEC will:

- Review the relevant evidence compiled by the faculty member for the evaluation of his or her productive service to the Department and University.
- Assess the faculty member's ongoing activities, and the likelihood that service activities will continue beyond the current evaluation period.

When evaluating a faculty member's professional activities, the DEC will:

- Review the relevant evidence compiled by the faculty member for the evaluation of his or her professional activity.
- Assess the faculty member's ongoing activities, and the likelihood that professional activities will continue beyond the current evaluation period.

IV.C. Post-Evaluation Procedures

After completing its initial review of a faculty member's dossier, but prior to submitting its evaluative report to the Dean of the College of Liberal Arts and Social Sciences (CLASS), the DEC will invite faculty members to a post-evaluation meeting. At the meeting, DEC members will have the opportunity to request clarification regarding the materials provided by the faculty member, and to provide general feedback. The faculty member under review will have the opportunity to request additional information or clarification from the DEC. It should be noted, that the DEC will not necessarily communicate the results of its review to the faculty member at this meeting.

V. Promotion and Tenure Criteria

The DEC will evaluate the candidate in the following areas in order of priority: (1) load-credit activity, (2) creative activity appropriate to the field of economics, (3) productive service to the Department and University, (4) professional activity, and (5) years in rank. The evaluation criteria used by the DEC are described below.

First-year faculty members will be evaluated primarily on their load-credit activities, particularly teaching. With respect to creative activity, the Department expects a well-defined research plan, as well as evidence that creative activities are in process or under review. With respect to service and professional activity, the Department expects a minimal level of service contributions.

Candidates for tenure and/or promotion to Associate Professor and Full Professor must meet Departmental standards of excellence in load-credit activity, field-appropriate creative activity, Departmental and University productive service activity, and professional activity. There should be unmistakable evidence that the individual has progressed professionally and will continue to do so. There should be a very clear indication, based on documentation, which may include outside peer evaluations, that the candidate has in fact met the expectations of the Economics Department.

Achievements of a candidate for tenure and for promotion to the rank of Associate Professor should be commensurate with those of professional economists who have attained that rank in comparable academic institutions with the same load-credit activity requirements. In evaluating a candidate for the rank of Full Professor, the DEC will employ demanding standards that require continued achievement beyond that necessary for promotion to Associate Professor. Achievements of a candidate for the rank of Full Professor should be commensurate with those of professional economists who have attained that rank in comparable academic institutions with the same load-credit activity requirements.

V.A. Criteria for Evaluation of Load-Credit Activity

The Economics Department strives for excellence in teaching. When evaluating load-credit activity, the DEC will carefully consider the candidate's contribution to the Economics Department based on its soundness, rigor, quality, depth, and applicability to the level of the students. It is also important that the candidate seeks and displays continued growth in his or her teaching effectiveness.

In considering candidates for tenure and/or promotion, the DEC will evaluate his/her success in the following three (3) categories:

Category A	- Results from student opinion surveys that satisfy the DEC's definition of "meeting expectations" (see below for additional detail)
Category B	- Results from peer instructor observation surveys that satisfy the DEC's definition of "meeting expectations" (see below for additional detail) - The publication of teaching materials (see below for additional detail) - Supervision of graduate theses or undergraduate Honors theses - Supervision of independent studies or independent student research projects - Recognition of teaching excellence as signified by selection to the "Honor Roll" or higher for the CCSU Excellence in Teaching Award
Category C	- Development and creation of a new course - Significant enhancement of an existing course (see below for additional detail) - Receipt of an AAUP Curriculum Development Grant

In order to satisfy Category A, 70% of total respondents to Questions 1 through 6 on the student opinion survey should rate the candidate as “Very Good” or “Excellent.” Questions 7 and 8 should be used for informative purposes only, and will not be evaluated by the DEC. Results for sections with less than 50% of enrolled students will not be included in the DEC’s written evaluation, but should nonetheless be submitted with the candidate’s dossier.

Similarly, in order to meet expectations on peer instructor observation surveys, 60% of total observers should rate the candidate as “Very Good” or “Excellent” in the evaluative criteria. Peer instructor observations are required for tenure-track faculty, but optional for tenured faculty. Tenured candidates applying for promotion, who wish to satisfy this criterion, should therefore have been observed during two or more academic years at their current rank.

“The publication of teaching materials” refers to peer-reviewed teaching guides, study guides, test banks, or other ancillary textbook materials. Activities published in peer-reviewed journals would also satisfy this criterion. However, self-published teaching materials do not. The candidate should consult with the DEC if she or he feels this criterion can be satisfied through other activities.

“Significant enhancement of an existing course” refers to the conversion to a four-credit course, the creation of a study abroad component, the incorporation of new technologies or software, or the development of alternative delivery methods. The candidate should consult with the DEC if she or he feels this criterion can be satisfied through other activities.

Candidates for tenure and/or promotion to Associate Professor must satisfy Category A, and complete at least one activity in Category B. The DEC views activities in Category C favorably, but they are not substitutes for Category A or B. Candidates for promotion to Full Professor must satisfy Category A, complete at least two activities in Category B, and complete at least one activity in Category C. If a candidate engages in other forms of load-credit activity that they feel are equivalent to an activity in Category B or C, they are encouraged to make a case for equivalent treatment.

Candidates for renewal should submit a summary distribution of load credit for the period under evaluation. Each candidate will meet with his or her mentor within two weeks of the mentor’s class visitation. At the meeting, the mentor is expected to give feedback on the class visitation, and discuss the candidate’s progress and plans in the area of load-credit activity; for example, draft course syllabi, future course schedules and pedagogical changes, results from student opinion surveys, results from peer instructor observation surveys, etc.

The DEC will carefully consider all aspects of the candidate’s program and weigh the tradeoffs between the types of evidence provided.

V.B. Criteria for Evaluation of Field-Appropriate Creative Activity

One of the Department’s objectives is to advance the body of economic knowledge through the production and publication of original creative activity. In general, to meet expectations in field-appropriate creative activity the candidate should clearly demonstrate that he or she is capable of producing original creative work of a consistently high quality suitable for publication. To meet this objective, the candidate typically will have 1) established a successful program of creative activity in his or her field; and 2) provided evidence that contributions to the Economics Department are likely to continue beyond promotion and/or tenure.

In considering candidates for tenure and/or promotion, the DEC will evaluate the candidate’s success in the following four (4) categories:

Category A	- The publication of at least three (3) peer-reviewed, full-length, journal articles
Category B	- The publication of a peer-reviewed research note or letter - The publication of a peer-reviewed book chapter - Presentation of on-going creative activity at regional, national, and/or international conferences (on average one (1) per year) - Receipt of an AAUP University Research grant (does not include grants received through the Faculty or Curriculum Development grant competitions)
Category C	- The publication of at least one (1) peer-reviewed, solo-authored, full-length journal article
Category D	- The publication of a peer-reviewed book review - The publication of ongoing creative activity in a conference volume - Application for, or receipt of, a solo-authored external grant - The publication of a solo-authored, peer-reviewed, textbook or scholarly work

It is the DEC's expectation that candidates applying for promotion to Associate Professor and/or tenure satisfy Category A, and complete at least two activities from Category B. While activities from Category C and Category D will be viewed favorably by the DEC, they are not viewed as substitutes for Category A or B. For promotion to Full Professor, a candidate is expected to satisfy Category A, complete two or more activities from Category B, satisfy Category C, and complete at least one activity from Category D. Should a candidate engage in other forms of creative activity that they feel are equivalent to an activity in Category B or D, they are encouraged to make a case for equivalent treatment. The DEC will carefully consider all aspects of the candidate's program and weigh the tradeoffs between the types of evidence provided.

The DEC views annual renewals (for tenure-track faculty) as a means of helping ensure progress toward satisfaction of the expectations for tenure and/or promotion. In each annual renewal, the DEC will evaluate a candidate's progress in both Categories A and B. Progress in Category A will be measured by the number of journal articles published or accepted for publication, positive referee reports for papers under review at journals combined with a request from the editor that the paper be resubmitted upon revision, progression of works in progress (i.e., from research in progress, to working paper suitable for presentation, to a paper ready for submission). The DEC expects renewal candidates to explain the progression of their research agenda at each renewal. Progress toward satisfaction of Category A should also be explicitly discussed in the mentor's annual report. Progress in Category B will be measured by the number of activities within the category the candidate has satisfied at the time of dossier submission.

The faculty mentor is expected to review a candidate's progress in the area of creative activity on an annual basis (normally, at the time of the annual review). The mentor shall communicate the results of his/her analysis to the candidate at an annual meeting (discussed in Section III above) and in the annual mentor's report. It is the DEC's expectation that the mentor will provide substantive guidance to candidates as they accumulate years of service at CCSU, and help candidates develop (and revise) a plan that will prepare them to meet the expectations set forth above.

V.C. Criteria for Evaluation of Productive Service to the Department and University

The productive service category includes activities that benefit the Department, the University, and the community. In evaluating service, the DEC takes into account the quantity and the quality of the candidate's activities, and assesses the candidate's effort, leadership, and the value or importance of his or her service activities.

In considering candidates for tenure and/or promotion, the DEC will evaluate the candidate's success in the following two (2) categories:

Category A	<ul style="list-style-type: none"> - Academic advising - Committee work at the department level (on average two (2) per year) - Involvement with a non-departmental student organization/ and or honor's society (includes presentation, facilitation and/or attendance at events) - Faculty advising a to student organization and/or honor's society
Category B	<ul style="list-style-type: none"> - Administrative support work - Chairing at least one (1) departmental committee per year - Committee work at the School or the University level - Committee work at the System level - Service as a committee/subcommittee officer - Community engagement activities that satisfy the guidelines set forth in the Faculty Senate's Guidelines for Documenting Community Engaged Research, Teaching, and Service

It is the DEC's expectation that candidates applying for promotion to Associate Professor and/or tenure have completed at least two activities from Category A. Candidates for promotion to Full Professor must satisfy at least two activities from Category A, and at least two activities from Category B. If a candidate engages in other forms of service that they feel are equivalent to any of the above categories, they are encouraged to make a case for equivalent treatment. The DEC will carefully consider all aspects of the candidate's program and weigh the tradeoffs between the types of evidence provided.

The candidate is expected to discuss with his/her mentor the activities he/she can undertake to meet the DEC's expectation in this area. The faculty mentor is expected to review a candidate's progress in the area of productive service on an annual basis (normally, at the time of the annual review). The mentor shall communicate the results of his/her analysis to the candidate at an annual meeting (discussed in Section III above) and in the annual mentor's report. It is the DEC's expectation that the mentor will provide substantive guidance to candidates as they

accumulate years of service at CCSU, and help candidates develop (and revise) a plan that will prepare them to meet the expectations set forth above.

V.D. Criteria for Evaluation of Professional Activity

In evaluating professional activity, the DEC takes into account the quantity and the quality of the candidate’s activities, and assesses the candidate’s effort, leadership, and the value or importance of his or her professional activities.

In considering candidates for tenure and/or promotion, the DEC will evaluate the candidate’s success in the following two (2) categories:

Category A	<ul style="list-style-type: none"> - Attendance at conferences or seminars (on average one (1) per year) - Service as a chairperson or discussant at conferences (on average one (1) per year) - Membership in field-appropriate professional organizations - Participation in a popular-press interview related to the field of economics - Authorship of a popular-press article related to the field of economics
Category B	<ul style="list-style-type: none"> - Organization of conferences (i.e., steering committee member, conference committee member, scientific review committee member) - Organization of sessions within conferences - Service as an officer for a field-appropriate professional organization - Service on the editorial board for peer-reviewed journals - Service as a peer-reviewer for field-appropriate journals and/or professional publishing houses

It is the DEC’s expectation that candidates applying for promotion to Associate Professor and/or tenure have completed at least two activities from Category A. Candidates for promotion to Full Professor must satisfy at least two activities from Category A, and at least two activities from Category B. If a candidate engages in other forms of professional activities that they feel are equivalent to any of the above categories, they are encouraged to make a case for equivalent treatment. The DEC will carefully consider all aspects of the candidate’s program and weigh the tradeoffs between the types of evidence provided.

The candidate is expected to discuss with his/her mentor regarding the activities he/she can undertake to meet the DEC’s expectation in this area. The faculty mentor is expected to review a candidate’s progress in the area of professional activity on an annual basis (normally, at the time of the annual review). The mentor shall communicate the results of his/her analysis to the candidate at an annual meeting (discussed in Section III above) and in the annual Mentor’s Report. It is the DEC’s expectation that the mentor will provide substantive guidance to candidates as they accumulate years of service at CCSU, and help candidates develop (and revise) a plan that will prepare them to meet the expectations set forth above.

VI. Promotion and Tenure Dossier

The Department encourages candidates for promotion and/or tenure to organize their portfolios according to the general format set forth in the Faculty Senate Promotion and Tenure Policy for Tenure-track Teaching Faculty. Each portfolio should contain the following:

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