

DEPARTMENT OF BIOCHEMISTRY

ANNUAL EVALUATION GUIDELINES

(Approved by Faculty Vote on 12/15/06)

PROMOTION AND TENURE GUIDELINES

(Approved by Faculty Vote on 12/15/06)

REVIEW DATE FOR ANNUAL EVALUATION GUIDELINES *(WHICH INCLUDES THE CHRONIC LOW ACHIEVEMENT STATEMENT AND THE PROFESSORIAL PERFORMANCE AWARD): **12/2011**

REVIEW DATE FOR PROMOTION AND TENURE GUIDELINES*: **12/2011**

Michael Kanost, Department Head

Date signed: 1/05/07

Steve White, Dean

Date signed: 1/18/07

M. Duane Nellis, Provost

Date signed: 1/22/07

**Each academic department is required by University Handbook policy to develop department documents containing criteria, standards, and guidelines for promotion, tenure, reappointment, annual evaluation and merit salary allocation. These documents must be approved by a majority vote of the faculty members in the department, by the department head or chair, by the dean concerned, and by the provost. In accordance with University Handbook policy, provision must be made to review these documents at least once every five years or more frequently if it is determined to be necessary. Dates of revision (or the vote to continue without revision) must appear on the first page of the document.*

Policy Statement Concerning Annual Evaluations

DEPARTMENT OF BIOCHEMISTRY

KANSAS STATE UNIVERSITY

(Approved December 15, 2006)

ANNUAL EVALUATION STEPS

Department of Biochemistry

- 1) In early December, the Head makes a request of each faculty member for a summary of activities and achievements to be prepared as an annual report. It is requested that the report be submitted to the Head by December 31.
- 2) The report is prepared by each faculty member based on the departmental Indices of Professional Accomplishment document.
- 3) The Head reviews all annual reports in the first two weeks of January and then arranges a meeting with every faculty member to jointly consider: a) their accomplishments, b) their goals, c) any special circumstances influencing professional activities in the past or coming year, d) as needed (usually not), expectations and/or a need for altering goals and focus, * e) input from the faculty member concerning the direction and goals of the Department.
- 4) The Department Head generates an annual review report concerning each faculty member. The Head provides each faculty member with a copy and makes revisions, as appropriate, based on comments of the faculty member. A copy signed by the faculty member is forwarded to the Dean.
- 5) The Head prepares an overall summary of department faculty accomplishments together with other information requested by the Dean and the Provost. The latter usually involves some form of ranking of the faculty.

* Although there is a typically high degree of professional understanding of the faculty, it is the responsibility of the Head to bring up any existing concerns and it is the responsibility of the faculty member to seek clarification if there is any uncertainty in any area.

(Approved and adopted September 16, 1993)

(Approved June 29, 2000)

(Approved June 22, 2005)

(Approved December 15, 2006)

DEPARTMENT OF BIOCHEMISTRY PROCEDURES FOR PROFESSORIAL PERFORMANCE AWARD

STARTING ONE'S CANDIDACY

On December 1, faculty members wanting to be considered for the Professorial Performance Award starting the following fiscal year will submit a packet of information to the Head of the department, detailing their accomplishments in research, teaching and service for the previous six years, including the year of filing for the award. (Note: The department head will submit his or her packet directly to the dean for evaluation.)

CRITERIA TO BE USED

Broad criteria for eligibility will be those indicated in the Professorial Performance Award of the University Handbook, namely:

1. The candidate must be a full-time professor and have been in rank at Kansas State at least six years since the last promotion or Professorial Performance Award;
2. The candidate must show evidence of sustained productivity in at least the last six years before the performance review; and
3. The candidate's productivity and performance must be of a quality comparable to that which would merit promotion to professor according to current approved departmental standards.

More specific criteria are those laid out for consideration for full professor status in our departmental tenure and promotion document:

Research

High research productivity as demonstrated by:

- a) significant refereed publications, strong grant support, several students (undergraduate, graduate, and postdoctoral) trained, and productive collaborative interactions
- b) local and national service (grant and publication reviewing), service on committees with research-related interests
- c) national research presentations

Teaching

Sustained effective teaching in courses ranging from undergraduate to advanced graduate level must be documented and supported by student evaluations.

Service

The candidate is expected to have participated on departmental and university service committees and in external service with significant contributions in some areas of service.

FORWARDING OF INFORMATION TO THE DEAN OF THE COLLEGE

For the most part, these accomplishments should be presented to the Head in the form of lists. The

candidate may also submit a narrative making his or her case for the award and may submit appropriate supporting materials. The Head will evaluate the information and make his or her decision on the award for the candidate. In the case of a negative recommendation by the Head, the candidate will be shown the letter that the Head intends to submit to the Dean and the candidate may at that time request a discussion with the Head. If the Head continues to maintain a negative recommendation, the candidate has the right to withdraw the application or to submit a letter of rebuttal to the Dean that would accompany the packet as it goes to the Dean.

(adopted May 15, 2006)

(Approved December 15, 2006)

Indices of Professional Accomplishment

Department of Biochemistry

This document is to be taken into account in departmental consideration of merit salary increases, reappointment, promotion, and tenure.

Introduction

The various indices are grouped under the headings: scholarship, teaching, service, and other professional activities. It is normally to be expected that every faculty member will be active to some degree under the first three headings; that is, no unusual merit attaches to keeping a research program in operation, managing competently a normal teaching load, and carrying a reasonable share of departmental and university chores. The order in which major headings are listed is not intended to indicate the superior importance of one general category of activity over another and this list is not exhaustive. The department should recognize that different individuals may legitimately and usefully choose to focus their activities in different areas. The distribution of effort for each individual should be agreed upon by the individual and the department head and should be consistent with the collective needs of the department and the university. In cases when faculty members have less than full-time appointments in the department, expectations of their professional accomplishments should be proportional to the tenths of the time of appointment.

In categories A-C, the relevant activities are given in a rough order of decreasing importance. It should be recognized that this order is approximate only and can not be interpreted rigidly in every case. Some publications may be less significant than some invited lectures, and particularly complimentary student reaction may sometimes be weighed more heavily than the renovation of a course.

A. Scholarship

1. Publication
 - a. Journal articles. The valuation of publications should be as sensible as possible, and mindless paper-counting should be avoided. Some account should be taken of the rigor of refereeing to which papers are subjected and of the visibility of the journals to which they are submitted. Abstracts, preliminary reports, and papers appearing in unrefereed journals are generally less significant than definitive papers in substantial journals. Chief weight will be given to publications appearing in print during the period under review. Papers accepted after all necessary revision or in proof should be considered significant. Manuscripts submitted for publication, under review, or in preparation will be of interest to the department head but will be given no weight in faculty evaluation.
 - b. Invited review articles. These may be particularly significant since they represent not only publication but professional recognition as well.
 - c. Book authorship. This should be given heavy emphasis in merit evaluations since it represents much greater effort than a journal article.
 - d. Other scholarly publications.

2. Extramural support

Funds are more difficult to obtain from some sources than from others and some fields are more in fashion than others with the granting agencies. These variations in the difficulty particular individuals may have in obtaining funds need to be taken into account. However, substantial and continuing efforts in this direction are expected in every case. These efforts will be evaluated in the following order:

- a. Approval and funding of a new grant dealing with a problem new to the investigator.
- b. Approval and funding of a renewal of a project in progress.
- c. Funding of continuation support.
- d. Proposals receiving favorable reviews but not.
- e. Grant application submitted.

3. Outside lectures

Opportunities to speak elsewhere generally represent appreciation outside the University of scholarly merit. The significance of this recognition depends on the nature of the invitation. A reasonable order of decreasing significance is the following:

- a. Invitation to speak at a national meeting
- b. Invitation to speak at a university active in research.
- c. Invitation to preside at a session of a national meeting.
- d. Invitation to speak at a small college or secondary school.
- e. Invitation to speak or preside at a regional meeting.
- f. Contributed paper at a national meeting.
- g. Local invitation to speak, for example, as part of the courses or seminar program of another department.
- h. Contributed paper at a regional meeting.

4. National or regional review panel service and requests to review applications for a national agency.

5. Editorship of journal, book or symposium proceedings and requests to review manuscripts for national journals.

6. Research leaves approved or completed. It is the intention of the department that well-conceived research leaves be a regular part of faculty experience. Although leaves are attractive in themselves, they are also disruptive and, in some cases, require substantial financial sacrifice. Merit should be attached to research leaves for this reason. Consideration should be given to the state of the department in which the leave is spent and to the quality of the work accomplished. Particular merit should attach to research leaves partly or entirely supported by extramural funds.

B. Teaching

Neither formal classroom/laboratory teaching nor research training should be valued in preference to the other, since different individuals do best at one or the other and both are important.

For purposes of tenure, faculty are required to provide student evaluations, including supplemental questions, of their course efforts. The evaluations provided should cover all courses taught, permitting a chronological evaluation. For purposes of annual evaluations and promotion, faculty must provide to the Head documented evidence of the effectiveness of their teaching. The normal expectation for submitted evaluations for tenure, annual evaluation, and promotion is that the results of student evaluations will be provided. This is required for all major service course offerings. Other means of evaluation may be used, and are encouraged, to provide the most thorough evaluation. Each faculty member is expected to provide some form of data, other than student ratings, supporting their teaching effectiveness. This may include: course materials such as reading lists, syllabi, hand-outs, examinations; information on instructional techniques, special projects, or other teaching innovations. Peer review letters from faculty in this or other departments who sat in on a significant portion of a course and which are directly submitted to the Head will also be considered. For very small classes, alternate methods of evaluation may be more appropriate, but, for example, a single letter from a student from a class of six would not be sufficient.

In addition to a high standard of teaching, it is expected that faculty perform with academic integrity, promote scholarship and intellectual growth, be effective communicators, and have concern for students as individuals. The Head will take into consideration as part of teaching evaluation positive or negative evidence concerning these points and will apprise faculty members when serious concerns are involved.

Within the categories of formal teaching and research training, certain indices can be singled out for particular attention.

1. Formal teaching
 - a. Development of a new course or of novel teaching methods.
 - b. Substantial improvement in content or course materials for a course that has been offered before.
 - c. Teaching a course that has been offered before by the department but not by the particular individual.
 - d. Competitive teaching award or unusually favorable student response.
 - e. Unusually heavy teaching load either in contact hours or student numbers.

2. Research training
 - a. Graduate degrees granted to students working in the laboratory of the faculty member.
 - b. Graduate students supervised during the period under review.
 - c. Undergraduate research students supervised.
 - d. Advice on problems or techniques provided for students working with other supervisors.
 - e. Service on supervising committees, especially for students presenting completed theses or dissertations during the review period.

C. Service

The following list is not exhaustive, and a number of unusual kinds of service may be appropriately considered under this heading. Some account must be taken of the fact that service of some kinds is likely to be done only at the request of the department head or of the administration and so opportunities for service may not be equally available for all faculty members. Consideration should be given to the time invested in particular activities, to the importance of the service to the department and the university, and to the effectiveness with which the assigned work is done.

1. Departmental chores
 - a. Standing service, for example, in undergraduate advising or management of graduate programs.
 - b. Special service: one-time assignments to deal ad hoc with particular problems as they arise, for example, departmental equipment proposals or recruiting committee.
2. University chores
 - a. Service on significant standing committees or in university governance.
 - b. Ad hoc assignments to deal with specific problems.
 - c. Offices held or service performed for local sections or student affiliates of professional societies.
3. Office held and committee assignments in national professional societies.
4. Consulting services for government agencies or commercial firms.

D. Other Professional Activity

Other professional activities include consulting, civic, governmental, or industrial service or meaningful participation in the activities of professional societies. There are a number of items which represent practice of the profession which do not fit exactly into the first three categories (A-

C) listed above. In all of these instances the question which must be addressed by the department head and involved faculty member is the extent to which each activity makes a positive contribution to the successful operation of the department. The faculty member concerned is responsible for indicating the benefits of such activities to the department. Section D40 of the Faculty Handbook deal specifically with the questions of conflicts of interest which could arise from employment or consultancy, and annual statements of financial interest are required by the state. Within these limits, professional activities should be evaluated as are the items in part A-C.

1. When the benefits to the department and the professional development of the faculty member are other than purely financial, the holding of consultancy positions and/or seasonal or part-time employment in firms related to the profession may be significant. Such employment ought to be considered.
2. Success in obtaining patentable inventions is another instance where a publication describing its nature may be of less significance than the successful further development of the invention. A patent may be roughly equivalent to a publication. Likewise its impact may be evaluated by the use to which it is put.
3. Distribution of research methods including computer programs, not ordinarily subjected to formal peer review, may represent a quite significant service to others in the university or the profession and may entail a great deal of intellectual, scholarly activity. Again, the use to which they are put indicates their significance to the scientific community.
4. Holding an active position in a company developing research technology may provide significant benefits to the department as well as the individual faculty member in the form of enhanced scientific recognition.
5. Extensive service to governmental research or regulatory agencies can give the faculty member unique expertise, be of use to other faculty members, and enhance the reputation of the university.

(Adopted May 13, 1982)

(Updates adopted February, 1993, March 22, 1996)

(Approved June 29, 2000)

(Update adopted June 22, 2005)

(Approved December 15, 2006)

MINIMAL STANDARDS FOR TENURED AND TENURE-TRACK FACULTY

Department of Biochemistry

Departmental faculty are evaluated annually by the Department Head, using the Indices of Professional Accomplishment for the Department of Biochemistry. All faculty are expected to be continuously productive in scholarship, teaching, and service. Scholarship must be established by evidence of new developments germane to the field of biochemistry. Scholarship can minimally involve: obtaining research results and making useful advances publicly available in due time, producing novel insights from the integration and analysis of results and trends in the field, or developing information, approaches, and/or materials to enhance understanding of biochemistry to be used in formal teaching or for dissemination to a general audience. Teaching minimally requires preparing adequately for and making scheduled presentations based on the assigned teaching responsibility, completing all work needed to create a meaningful assignment of student grades, and performing these duties in a professional manner (i.e. acceptable to most professionals in the field). All input from students (evaluations, documentation of concerns as well as accolades, etc.) will be considered. Adequate preparation requires material taught to be reasonably up-to-date. Course teaching is considered assigned when, in an appropriate time frame, the assignment is made and conveyed by the Head to the faculty member and accepted by the faculty member's assent. (Reasons for not accepting an assignment must be conveyed in a timely manner.) When an assignment involves an accepted standing rotation developed by the Head, requests to be replaced must be well justified and conveyed to the Head at least 6 months prior to the scheduled teaching, with the exception of serious concerns that develop closer to or during the scheduled times. Serious concerns include health problems or other reasons for which exceptions are made in the Faculty Handbook. Service duties will range greatly. With requisite consideration of a faculty member's rank, other roles, and extenuating circumstances (such as a health problem), each faculty member is expected to participate in routine service duties assigned at a typical level to meet Department and/or University needs. That service is minimally acceptable when a faculty member participates in a reasonable share of such service and makes useful contributions.

Any concern that the stated minimal standards in any of the above areas are not being met will be raised by the Head during the annual evaluation based on the annual written progress report of the faculty member. This will be followed by the Head and the faculty member developing, in association with the annual evaluation process, a written agreement consistent with the above guidelines as to the level of activity and achievement in an area of concern that is needed to meet or exceed a minimally acceptable performance. A judgment regarding success will then be provided in subsequent written annual evaluation by the Head until a judgment is made that there is no longer a concern. If a case should arise in which a faculty member either cannot come to agreement with the Head on a minimum-acceptable level of enterprise in a given area or disagrees with a subsequent judgment in an annual report, these will be reviewed by eligible departmental faculty. A vote of those faculty will be considered to favor a position when it is supported by 60% of the eligible faculty. In accordance with Section C31.5 of the faculty handbook, procedures for "dismissal for cause will be considered at the discretion of the appropriate dean" based on input from the department including all eligible faculty "if a faculty member has two successive evaluations or a total of three evaluations in any five-year period in which minimal standards are not met."

(Approved April 1, 1996)

(Approved June 29, 2000)

(Approved June 22, 2005)

(Approved December 15, 2006)

**STANDARDS, POLICIES, AND PROCEDURES FOR HIRING, PROMOTION, TENURE,
MID-TENURE REVIEW, AND REAPPOINTMENT**

DEPARTMENT OF BIOCHEMISTRY

KANSAS STATE UNIVERSITY

Approved December 15, 2006

STANDARDS FOR HIRING, PROMOTION AND TENURE DECISIONS

Department of Biochemistry

The contents of this document reflect the fact that in the Department of Biochemistry support for faculty positions averages about 40% by Arts and Sciences and 60% by the Agriculture Experiment Station.

Details of the activities considered for hiring, promotion and tenure are in the document "Indices of Professional Accomplishment" prepared by the Department of Biochemistry.

Hiring

Faculty will be hired at assistant professor, associate professor, and professor levels as a result of national searches. Assistant professor candidates are expected to have the Ph.D. degree, postdoctoral research experience, and to have published significant work in well refereed journals. Teaching skills must be demonstrated. To be hired at a level beyond the assistant professor, a candidate normally must meet all criteria and standards expected for promotion to the associate professor or professor level. However, a faculty member with a very strong research background with limited teaching experience may be hired at a more advanced level.

Tenure and Promotion from Assistant Professor to Associate Professor

Candidates must plan, develop, and sustain a competitive research program. This implies obtaining extramural support, carrying out state-of-the-art research, and publishing in well refereed journals. Student evaluations of teaching provided by the candidate must demonstrate effectiveness. The evaluations and other information must support high standards in all aspects of teaching. Service activities should at least include serving well on faculty search committees and other departmental committees. University and external service should develop after a competitive research program has been established.

Promotion from Associate Professor to Professor

Scholarship

To be considered for the rank of professor, high research productivity is required as demonstrated by:

- (1) significant refereed publications, strong grant support, several students (undergraduate, graduate, and postdoctoral) trained, and productive collaborative interactions
- (2) local and national service (grant and publication reviewing), service on committees with research-related interests
- (3) national research presentations

Teaching

Sustained effective teaching in courses ranging from undergraduate to advanced graduate level must be documented and supported by student evaluations.

Service

The candidate is expected to have participated on departmental and university service committees and in external service with significant contributions in some areas of service.

*Gaps in research productivity or maintenance of extramural support will delay consideration.

Tenure and Promotion Decisions Concerning the Director of the NMR Facility

When tenured or on a tenure-track appointment, the Director of the NMR Facility has a major responsibility of maintaining and upgrading hardware and software for the facility and providing to users NMR data and assistance with analysis. Contributions in the areas of scholarship, teaching, and service are expected but it is understood that these are modified expectations relative to those of the other tenured or tenure-track faculty because of the special nature of the duties of the Director. As the primary research effort is to provide assistance with NMR analysis to other investigators, publications are expected to be collaborative rather than initiated by the Director of the facility. The Director is expected to obtain extramural support to assist with maintenance and enhancement of the facility. Other extramural support is normally anticipated to be of a collaborative nature with other investigators. Other aspects of scholarship are expected as for other faculty. Formal teaching is more limited with responsibility for seminar courses, lecture/laboratory courses dealing with NMR, and participation in physical biochemistry courses. Research training involvement is the same as expected for other faculty. Service at both the department and university levels is expected to be limited to matters affecting the NMR facility.

Tenure

Scholarship

The Director must demonstrate a high level of collaborative effort with investigators from within the department as well as in other units, either on- or off-campus and show that there is major funding support for the facility through the collaborations. The Director must demonstrate that there are new active collaborations in progress. There must be a continuing record of well-refereed publications involving NMR research.

Teaching

Teaching effectiveness must be demonstrated by TEVAL evaluations as well as by letters of support.

Service

Service efforts will support the tenure decision but are not critical elements for a positive decision.

Promotion to Professor

Scholarship

The Director must demonstrate quality scholarship through:

- (1) extramural support of the NMR Facility by maintenance and enhancement grants with the Director as principal investigator or as de facto PI in cases where agencies require the department chair as PI
- (2) a strong record of significant refereed, NMR-intensive publications
- (3) contributions to the training of undergraduate and graduate students
- (4) local and national scholarship service through grant and publication reviewing
- (5) national presentations of research based on output of the NMR Facility

Teaching

Sustained effective teaching in appropriate courses must be documented and supported by student evaluations.

Service

The candidate is expected to have served on departmental and university committees related to the primary function as Director of the NMR Facility.

(Approved and adopted October 5, 1993)

(Amended and approved June 29, 2000)

(Amended and approved June 22, 2005)

(Approved December 15, 2006)

PRE-TENURE REVIEW PROCEDURES

Department of Biochemistry

We intend to provide a fair, accurate, useful, and orderly procedure to evaluate the professional development of probationary faculty in the Department of Biochemistry. This document describes the roles and responsibilities of the tenured biochemistry faculty, the Department Head, and the probationary faculty member in the assessment process so that all parties have a clear understanding of the expectations of the tenured faculty and the Department Head for the performance of the probationary faculty member.

Annual Review

Before submitting the letter of recommendation for re-appointment of a probationary faculty member, input will be solicited by the Department Head from all tenured biochemistry faculty members during each year prior to the awarding of tenure. The probationary faculty member's curriculum vitae and other appropriate materials will be made available for review by the tenured faculty. It is the responsibility of the Department Head to initiate this process in a timely fashion and of the candidate and faculty to respond promptly.

Mid-tenure Review

(1) By March 1 of her or his third year the probationary faculty member will be asked by the Department Head to provide a current curriculum vitae and to assemble supporting material in the format required for tenure review, as specified by the Office of the Provost. This includes the candidate's statements of accomplishments and goals, summaries of research, teaching and service, and any supporting documentation.

(2) The entire tenured faculty will review the candidate's progress.

(3) The Department Head will meet with the tenured faculty to:

- (a) assess the candidate's productivity and progress;
- (b) identify areas of strength or weakness;
- (c) determine whether the candidate is meeting departmental expectations for consideration for tenure and promotion
- (d) vote on reappointment of the candidate

The Department Head will write a report based on this meeting.

(4) The Department Head will meet with the candidate, review the faculty report, and provide an assessment and written recommendation.

(5) The probationary faculty member will have the opportunity to respond to the recommendation and to furnish additional documentation if necessary.

(6) The Department Head will submit the mid-tenure review materials to the Dean by May 1.

Timeline

"Probationary faculty with classroom responsibilities shall be rated by students at least once a year in each course that they teach."

By October 7, the Department Head notifies each probationary faculty member of the University policy.

By November 12, the Department Head makes a reappointment recommendation to the Dean for second year faculty members.

By February 1, the Department Head makes a reappointment recommendation to the Dean for the first year faculty members.

May 1, the Department Head makes a reappointment recommendation to the Dean for those completing or beyond their second year.

(Approved and adopted March 31, 1992)

(Modified and approved June 29, 2000)

(Approved June 22, 2005)

(Approved December 15, 2006)

PROCEDURES FOR TENURE AND PROMOTION DECISIONS

Department of Biochemistry

Prologue

Departmental criteria for tenure and promotion considerations are given in a separate document entitled "Indices of professional Accomplishment". A separate document also describes the department's pretenure review procedures. University requirements concerning applications for tenure or promotion and the decision processes, including a timetable, are described in the Faculty Handbook, the University Task Force report on Effective Faculty Evaluation, and relevant documents from the Office of the Provost (copies available in the biochemistry office). The procedures given below specify responsibilities of the candidate, tenured biochemistry faculty, and Department Head during promotion and tenure decisions. These guidelines do not supersede University requirements.

PROCEDURES

Candidate's Responsibilities

During the appropriate year of their probationary period, probationary faculty will consult with the Department Head and Chair *pro tem* of the responsible faculty committee (below) about content, preparation, and timetable for assembly of the tenure document. Assistant professors being considered for tenure also will be considered for promotion. Faculty who wish to be considered for promotion or early tenure should submit a written request to the Department Head by August 18. Alternatively, a faculty member can accept prior to August 18 a recommendation by the majority of the eligible faculty members to become a candidate for promotion or early tenure and promotion. In consultation with the Department Head and Chair *pro tem*, the candidate will assemble supporting material in the format specified by the Office of the Provost. This includes the candidate's statements of accomplishments and goals, summaries of research, teaching and service, and any supporting documentation. Normally, a candidate also will present a departmental research seminar prior to the time the faculty meet to consider the candidacy. A candidate may elect to withdraw from consideration at any time during the proceedings, but for normal tenure consideration such a decision would constitute a failure to obtain tenure. Proof of worthiness commensurate with a positive recommendation rests with the candidate.

Department's Responsibilities

A. Formation of the Departmental Promotion/Tenure Committee

By August 20, the Department Head will appoint a separate Chair *pro tem* to oversee the promotion or tenure procedure for each candidate. The succession of faculty members serving as Chair *pro tem* will be determined from the list of tenured faculty of higher academic rank than the candidate based on years of faculty service in the Department of Biochemistry at Kansas State University. Service as Chair *pro tem* for either tenure or promotion moves one to the end of the list. In cases of Board of Regents sanctioned leaves or other extenuating circumstances precluding service by a faculty member, the next eligible faculty member on the list will serve. The unavailable faculty member then becomes the Chair *pro tem* designate for the next year. In case of more than one candidate in a given year, the order in which the Chairs *pro tem* are appointed will follow the order in which the requests for consideration were received or the order in which the eligible voting faculty made their recommendations. Following the initial selection of a Chair *pro tem*, the candidate has the right of veto over that selection. If the candidate exercises that veto, the next eligible faculty member in the seniority order will be Chair *pro tem* and the name of the individual originally chosen placed next on the list. The Department Head will maintain the list according to eligibility. In consultation with the Department Head, the Chair *pro tem* will

choose two additional faculty members (excluding the Head) of appropriate rank to assist in the process. The committee should include the most knowledgeable faculty member in the candidate's area of expertise.

B. Responsibilities of the Chair *pro tem* and Committee

1. Work with the candidate in regard to the content, organization, and schedule of preparation for the tenure or promotion document so that it meets all departmental and university requirements and deadlines for such documents.
2. Obtain from the candidate a list of no less than six potential external (off-campus) evaluators. This should be done by September 1. The list of external evaluators may include the candidate's Ph.D. and postdoctoral mentors but should not include more than two collaborators in research or other scholarly endeavors. (For these purposes work done with a specified mentor, such as Ph.D. or postdoctoral research, would not constitute "collaboration" unless joint scholarly efforts were actively continued after the candidate joined the Department of Biochemistry.)
3. Generate a list of not less than six additional names of qualified evaluators obtained from the committee or from the faculty in general. After review of the list prepared by the committee, the candidate has, in confidence with the committee, the right to reject one of the potential evaluators for valid reasons which must be submitted in writing.
4. Identify a minimum of three evaluators from each list who are willing and able to serve in that capacity. If fewer than three of the evaluators selected by the committee are able to serve, the Chair *pro tem* will present the names of several additional qualified evaluators to the candidate. Again, the candidate has the right to reject one of the additional names. The process will be repeated if necessary to provide three evaluators selected by the committee, independent of mentors and collaborators.
5. Provide each of the six or more evaluators with the following: i) a copy of the candidate's curriculum vitae, ii) a copy of the candidate's statement of accomplishments during their time in the department, and iii) copies of about five publications, including those "in press", selected by the candidate from work done by the candidate while a faculty member in the department. This should be done by September 15 at the latest.
6. Ask the evaluators to analyze and critically evaluate the candidate's research and accomplishments and to state whether the candidate would be promoted at the reviewers institution. All outside evaluations must be in written form (FAX is acceptable, e-mail or phone are not). Letters received from the evaluators will be made part of the candidate's tenure and promotion document. Letters related to the candidacy other than those solicited by the committee can be included as supplemental material in the document at the discretion of the committee.
7. Request that the candidate provide additional material to document research accomplishments, teaching effectiveness, and service responsibilities beyond the university requirements, if such are deemed helpful to strengthen the candidate's application or to otherwise aid the decision process.
8. Notify the Department Head and eligible faculty when the document is available for review. This should be done by October 10.
9. Convene a meeting not later than October 15 to discuss the qualifications of the candidate and obtain a vote on the recommendation of the eligible faculty. Within 3 days the Chair *pro tem* will present to the Department Head and the candidate a written summary statement giving the tally of votes and describing the basis for the decision as extracted from the faculty discussions. Any written comments from the participating

faculty regarding the candidacy will become part of the document, but will not be provided to the candidate. Written materials from participating faculty may be added at any time prior to transmittal to the Dean.

Note: The contents of the candidate's tenure or promotion document will remain confidential and be restricted in access to those assigned to make recommendations in regard to the worthiness of the candidate. (Also see item C51 of the Faculty Handbook.)

C. Department Head's Report

After review of the candidate's tenure or promotion document and the Chair *pro tem's* summary statement, written comments, if any, and vote tally, the Department Head will make an independent written recommendation to the voting faculty and the candidate. This should be done within one week.

D. Candidate's Appeal Procedure

A candidate may request reconsideration of a negative decision by faculty or Department Head within one week of receiving the summary statements. Following a written appeal from the candidate, the Chair *pro tem* will convene a meeting of the eligible faculty within the next week to consider the merits of the appeal. Following consideration of the appeal, the vote tally and written summary of the faculty discussion will be transmitted to the candidate and the Department Head.

After review of the appeal and the faculty's recommendation, the Department Head will transmit an independent, written recommendation to the voting faculty and the candidate.

E. Transmittal to Dean

The Head will transmit the required documents to the Office of the Dean of Arts and Sciences by the second week in November. In addition, a more detailed letter of transmittal may be prepared by the Head and submitted to the Dean, provided it is consistent with the recommendation made by the Head to the faculty and candidate. Such a letter requires no further action by the faculty or the candidate.

The time-frame from start to finish of the candidate's and the department's obligations extend from no later than August 18 through the first week in November.

(Revised and approved August 9, 1995)

(Approved June 29, 2000)

(Approved June 22, 2005)

(Approved December 15, 2006)

REGULAR RESEARCH FACULTY POLICY **The Department of Biochemistry**

Introduction

Assistant, associate and full research professors are scientists working in the Department of Biochemistry. These research faculty members play important roles in performing research and necessary technological development. They are not required to teach regular courses, but they may teach on a volunteer basis. They also may be members of the graduate faculty and contribute in many other ways to the performance of the department, for example, by training students and research associates, serving on committees, and directly obtaining external funding. Criteria for membership in the Graduate Biochemistry Group are given in a separate document entitled "KSU Biochemistry Graduate Faculty." Appointment above the level of Research Assistant Professor will be made if the candidate has credentials which are comparable to those defined for tenure-track Associate Professor and Professor appointments. The procedures given below specify eligibility of the candidate and responsibilities of the research faculty as well as the department. According to the Faculty Handbook, appointments as research faculty may be either as term or regular appointments. A term appointment implies no expectation of continued employment beyond the contract period. However, for a regular appointment, the individual is a member of the General Faculty and is afforded all perquisites of the General Faculty, including notice of non-reappointment. These guidelines do not supersede university requirements. The university's policies and procedures are stated in the KSU Faculty Handbook, the University Task Force Report on Effective Faculty Evaluation, and relevant documents from the Office of The Provost.

Eligibility, Appointment, Evaluation and Promotion

An individual seeking a research faculty appointment in the Department of Biochemistry must be engaged in professional research activities related to biochemistry. For appointment or promotion the credentials must be equivalent or better than the credentials of those considered for regular faculty appointments. An individual meeting the requirements may request a faculty appointment or promotion through the Department Head. The Department Head then selects a chair pro tem of an appointment/promotion committee. The candidate has the right to veto the selected chair pro tem. The approved chair pro tem then selects two additional faculty members of appropriate rank to assist by serving on this committee.

1. The candidate for a research faculty position shall prepare and submit to the committee a petition for appointment or promotion. This should include the candidate's curriculum vitae, a concise statement of current research interests, a summary of scholarly and professional activities, and the reason for seeking the appointment or promotion. The guidelines for research faculty evaluation information are summarized in Appendix A.
2. The candidate shall present a departmental seminar describing his or her research activities.
3. Research faculty are requested to submit an annual report of activity to the head similar to the report filed by tenure-track faculty.

4. A regular appointment as a research faculty member allows application for the Graduate Faculty membership. A research faculty member may be nominated for graduate faculty membership with authorization to direct MS research or may be nominated for membership with certification to direct Ph.D. students. This nomination is evaluated by the graduate faculty members of the department and, if approved, forwarded to the Graduate School for consideration.
5. A research faculty member on a regular appointment may apply for promotion to the next higher rank. Criteria and procedure for reappointment or promotion are essentially the same as those for tenure-track faculty members with the following exceptions. First there is no teaching requirement although merit from teaching can support the appointment or promotion; second, no outside letters are required for initial appointment and at least two outside letters are needed for promotion. To obtain the outside letters the candidate submits three names. The committee provides three names to the candidate. The candidate may then reject one name. The committee selects one name from each list to provide the two letters. The indices of professional accomplishment used in departmental consideration of reappointment and promotion of research faculty are scholarship, service, teaching if applicable, and other professional activities. These indices are described in a separate document titled "Indices of Professional Accomplishment-Department of Biochemistry". In addition to annual evaluation and reappointment by the Head, regular research faculty appointments are reviewed for reappointment once every five years by tenure-track and research faculty of appropriate rank.
6. The committee may make a recommendation on the appointment/promotion. Faculty at or above the rank being sought must as a whole vote on the appointment/promotion. A simple majority vote is sufficient for approval.

Responsibilities of Research Faculty

All research faculty are expected to contribute scholarly and professional services to the department and university community. It is expected that research faculty will seek extramural support. The allocation of time to the various activities is made by the head of the department with the approval of the research faculty member and the departmental faculty.

The research faculty member should:

1. Demonstrate interest in the activities of the department by attending and participating, as often as possible, in faculty meetings and seminars and by serving on appropriate departmental committees. A research faculty member may serve on appropriate departmental standing committees. Research faculty members may have limited voting privileges on general faculty matters. Exclusions would be faculty recommendations on headship, tenured faculty appointments, tenure decisions, faculty promotions, admission of tenured faculty to the graduate faculty, course additions or deletions, and other departmental concerns easily identified as solely tenure-track faculty responsibilities. The research faculty are encouraged to review credentials and enter discussions of such matters in faculty meetings. However, this section does not supersede the 'KSU Faculty Handbook'.

2. Develop cooperative educational and research grant proposals to bring outside support to the department.
3. Provide support to the existing research efforts and consultation to other members of the department.
4. If elected to the graduate faculty, serve on appropriate graduate student supervisory committees and, if admitted to the Graduate Biochemistry Group, serve as major professor for graduate students. Success in attracting extramural support is expected to accompany taking on the role of serving as a major professor for a graduate student.
5. When possible, publications authored by research faculty should be submitted through the department and the Kansas Agricultural Experiment Station for proper credit and recognition for the department and the Agricultural Experiment Station.

Responsibilities of the Department

The Department of Biochemistry has the responsibility:

1. To be receptive to and encourage appropriate professional activities as outlined in Responsibilities of Research Faculty.
2. To initiate collaborative research activities with research faculty members which are of mutual interest and benefit.
3. To designate the appropriate title and affiliation of the research faculty participation in Publications of the Kansas Agricultural Experiment Station involving a research faculty member as coauthor.
4. To assure that all documentation supporting the appointment or promotion is in proper order through the committee.
5. The committee shall review the candidate's petition and credentials in a timely fashion and present these credentials to faculty of appropriate rank (cf. Item 6 below). The faculty will act upon the candidate's request for appointment/promotion as a research faculty member and, if favorable, forward the recommendation to the Dean of Arts and Sciences.
6. Appointment at a rank higher than Research Assistant Professor is made if the candidate has credentials which are comparable to those defined for research and service activities required of regular tenure-track Associate Professor and Professor appointments. Only faculty at Associate Professor, Research Associate Professor, Professor, and Research Professor levels may deliberate promotion to the Research Associate Professor rank. Similarly, only faculty at Professor and Research Professor levels may deliberate promotion to Research Professor.

(Approved and adopted Feb. 11, 1999)

(Approved June 29, 2000)

(Approved June 22, 2005)
(Approved December 15, 2006)

APPENDIX-A
RESEARCH FACULTY EVALUATION INFORMATION
Department of Biochemistry

NAME _____ DATE: _____

Additional sheets may be used if needed.

1. Brief Review of Teaching and Training Activities.

2. Grant Proposals Submitted

3. Grant Proposals Funded

4. Grant Proposals in Preparation

5. Concise Statement of Current Research Activities.

6. Publications in Refereed Journals.

7. Publications in Refereed Journals Accepted.

8. Book Chapters

9. Abstracts and Oral Presentations Given at Meetings/Proceedings etc.

10. Colloquia and Invited Seminars.

11. Training of Individuals and/or Student Under Your Direction

Name	Position	Date	Degree
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12. Progress in Research Program Development/Supervision

13. Any Other information (including professional services to the broader community).