

**COBA ##                      RETENTION, TENURE, AND PROMOTION (RTP)  
STANDARDS AND PROCEDURES**

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Revised and Ratified: 10/14/2005

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**I.        ADHERENCE TO THE UNIVERSITY RTP POLICIES AND PROCEDURES**

A.        The College of Business Administration (CoBA) uses the same definitions, terms, and abbreviations as defined in the University RTP document.

B.        Provisions of this document are to be implemented in conformity with University RTP policies and procedures; the CSU Collective Bargaining Agreement (CBA), Articles 13, 14, 15; and the University Policy on Ethical Conduct. The candidate should note, particularly, University procedures that provide guidance on the working personnel action file (WPAF) and describe the responsibilities of the candidate in the review process.

C.        The CSUSM RTP document specifies a role of departments and chairs in the retention, tenure, and promotion policy in accordance with the CBA. In its present form, CoBA is organized into departments with designated department chairs who have administrative and program responsibilities. Thus, the College of Business Faculty have agreed that the standards set forth in this CoBA Retention, Tenure and Promotion Document provide the following:

1.        The academic unit reviewing the candidate’s file will be a department specific Peer Review Committee.

2.        Whereas the CSUSM RTP document states that departments may specify standards for retention, tenure and promotions, CoBA Faculty designate the standards set forth in this document as the standard for all departments within CoBA until such time as departments wish to create separate standards.

3.        Department chairs may make separate recommendations. Such recommendations shall be forwarded to subsequent levels of review. If the chair makes a separate recommendation, he/she shall not participate as a member of the peer committee (see University RTP policy; CBA Articles 15.19, 15.34).

**II.        GUIDING PRINCIPLES**

A.        The performance areas that shall be evaluated include teaching, scholarship, and service. While there will be diversity in the contributions of faculty members to the University, CoBA recognizes that teaching, scholarship and service are all central to the institution, therefore, faculty members must submit a curriculum vita and narrative statements describing the summary of teaching, research and service for the review period. The faculty member must meet the minimum standards in each of the three areas

B.        Retention, tenure, and promotion decisions are made on the basis of the evaluation of individual performance. Candidates are responsible for 1) becoming familiar with

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44 the standards; 2) understanding the standards; 3) engaging in activities that meet the standards and  
45 4) effectively communicating how they have met the standards. Sound advice and counsel by  
46 tenured faculty can significantly contribute to the achievement of the highest level of individual  
47 performance. Candidates are encouraged to avail themselves of such advice and counsel.  
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49 C. Activities counted and assessed in one area of performance shall not be duplicated in  
50 any other area of performance evaluation.  
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52 D. Candidates for retention will show effectiveness in each area of performance and  
53 demonstrate progress toward meeting the tenure requirements in the areas of teaching, scholarship  
54 and service.  
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56 E. Candidates for the rank of associate professor require an established record of  
57 effectiveness in teaching, nationally recognized scholarship and service to the University.  
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59 F. Candidates for the rank of professor require, in addition to continued effectiveness,  
60 an established record of initiative and leadership in teaching, scholarship, and service to the  
61 University, the profession and the community. Promotion to the rank of professor will be based on  
62 the record of the individual since he/she was promoted to the rank of associate professor.  
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64 G. The granting of tenure at any rank recognizes accomplishments and services  
65 performed by the faculty member during his/her career. The record must show sustained and  
66 continuous activities and accomplishments. The granting of tenure is an expression of confidence  
67 that the faculty member has both the commitment to and the potential for continued development  
68 and accomplishment throughout his/her career. Tenure will be granted only to individuals whose  
69 record meets the standards required to earn promotion to the rank at which the tenure will be  
70 granted.  
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72 H. The recommending of early tenure (prior to the 6<sup>th</sup> year in rank) is considered an  
73 exception. An individual should have a minimum of three years of service at CSUSM. A positive  
74 recommendation requires that the candidate's record clearly exceeds the articulated standards for  
75 the granting tenure and that the record demonstrates a sustained level of accomplishment at CSUSM  
76 in all areas.  
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78 I. Faculty who are hired at an advanced rank without tenure may apply for tenure after  
79 two years of service at CSUSM (i.e., in Fall of their third year at CSUSM). A positive  
80 recommendation requires that the candidate's record at CSUSM clearly demonstrates a continued  
81 level of accomplishment in all areas and, together with the candidate's previous record, satisfies the  
82 articulated standards for the granting of tenure at the Faculty member's rank.  
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### 84 **III. STANDARDS AND CRITERIA FOR TEACHING**

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86 A. For retention, tenure, and promotion, College faculty members are expected to  
87 demonstrate effective teaching. "Effective teaching" is instructional activity in support of the  
88 College Mission and is demonstrated by information in the *teaching portfolio* section of the WPAF.  
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90 B. "Teaching" includes instructional activity such as the following:

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- classroom teaching
  - laboratory teaching
  - supervision of Senior Experience and Masters projects
  - course development
  - curriculum development
  - program development
  - pedagogical self-development
  - supervision of student independent study
  - student advising and counseling

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102 C. The teaching portfolio

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104 1. The following documentation is *required*:

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- A reflective statement on teaching.
  - University-approved student evaluation of teaching forms and summary for all classes taught (e.g. all sections of HTM 305)
  - Student grade averages in the courses for which student evaluations of teaching are furnished
  - Syllabi for each course taught (e.g. HTM 305)

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113 2. The following documentation is *optional*:

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- Other course instructional materials such as candidate-prepared cases and assignments, handouts, and exams
  - Written peer evaluations
  - Documentation regarding course, curriculum, or program development
  - Documentation regarding pedagogical innovations
  - Documentation regarding pedagogical self-development
  - Documentation regarding supervision of student independent study
  - Documentation regarding student advising and counseling
  - Additional summary information regarding grading
  - Unsolicited letters from former students
  - Teaching awards
  - Other items chosen by the faculty member

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127 3. A candidate's teaching effectiveness shall be based on an evaluation of the

128 entire teaching portfolio rather than an evaluation of selected items in the portfolio.

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130 4. Occasionally, candidates may conclude that their Student Evaluation of

131 Teaching ratings are not an accurate reflection of their teaching effectiveness. In these cases,

132 candidates may believe that their peers would be better able to evaluate their teaching effectiveness.

133 Accordingly, candidates are given the option of obtaining a written peer evaluation of their

134 teaching, which they may submit as evidence of their teaching effectiveness.

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136 D. Standards

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1. Promotion from Assistant Professor to Associate Professor

At the Assistant Professor level, evidence of effective teaching that meets standards includes but is not limited to: student evaluations that are typical of CoBA Assistant Professors for the types of courses taught and grades given, syllabi that articulate course objectives and requirements, assignments that help students accomplish the course objectives, and evaluation criteria that reflect how successfully students accomplish the course objectives. While not required, evidence of teaching effectiveness may include documentation of course, curriculum, or program development.

2. Promotion from Associate Professor to Professor

As more experienced faculty, Associate Professors being considered for promotion to Professor are held to a higher standard than described in the preceding section. Accordingly, to be rated *meets standards*, a candidate at the Associate Professor level is expected to provide evidence of course, curriculum, or program development activities in addition to documentation of teaching performance that is typical of experienced CoBA faculty for the types of courses taught. (Also see Section II. F.)

3. Retention

Candidates for retention are to include the required items for courses taught and additional optional materials in their teaching portfolio to show evidence of efforts and effectiveness in teaching. As a formative evaluation, candidates will be evaluated on their activities to enhance and improve teaching effectiveness.

4. Tenure

Candidates for tenure who are not requesting a promotion in rank must show evidence of effective teaching at CSUSM that meets standards appropriate for their rank as specified in Sections III D1 and 2.

**IV. STANDARDS AND CRITERIA FOR SCHOLARSHIP**

A. For retention, tenure, and promotion, College faculty members are expected to engage in scholarship and creative activity. The emphasis is on **quality** and **sustained** scholarship over the entire period of the review.

1. It is essential to the University's Mission that each faculty member demonstrate continued commitment, dedication, and growth as a scholar. Faculty seeking promotion are expected to provide evidence of a **continual** record of quality scholarship. In all cases, scholarship results in dissemination of that knowledge or understanding beyond the classroom.

2. Scholarship must be in the field of Business/Management or a related discipline and may be basic, applied, integrative, and/or pedagogical.

185                   3.       Measurement of scholarly achievement should always include evaluation by  
186 professional persons in a position to assess the quality of the contribution to the candidate's  
187 discipline. Evidence of professional evaluation includes, but is not limited to, acceptance of  
188 scholarly work by an academic peer reviewed publication or acceptance of scholarly work by an  
189 editorial board of a practitioner-oriented publication. In evaluating scholarship, factors such as  
190 single authorship, relative contribution to multiple authored pieces, and contribution of the work to  
191 the faculty member's field will be considered.

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193                   B.       Scholarship and evidence of scholarly activities include, but are not limited to:

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195                   1.       Category A:  
196                   •       papers published or accepted for publication in peer reviewed or editorial-  
197 board reviewed journals recognized as reputable and of good quality  
198 (quality as defined in 3 above).  
199                   •       books or manuscripts recognized as seminal works (typically does not  
200 include survey textbooks)  
201                   •       published book chapters of original material and original monographs

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203                   2.       Category B:  
204                   •       papers published in refereed proceedings  
205                   •       refereed paper presentations at professional meetings including abstracts  
206 published in proceedings  
207                   •       invited papers presented at professional meetings  
208                   •       published computer software  
209                   •       published case studies  
210                   •       other research publications not qualified in category A.

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212                   3.       Category C  
213                   •       working papers  
214                   •       submitted papers  
215                   •       grant or contract research  
216                   •       technical reports  
217                   •       special recognition and awards for research

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219                   C.       Standards: The following standards are intended to be consistent with AACSB  
220 standards: "Schools with a mix of undergraduate and graduate programs, but without doctoral  
221 programs, may have a balance among basic scholarship, applied scholarship, and instructional  
222 development."

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224                   1.       Promotion from Assistant Professor to Associate Professor: The following  
225 paragraphs (a and b) describe the research standards for a faculty member to be promoted from  
226 Assistant to Associate:

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228                   a.       Three items from Category A

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230                   b.       Three additional items from Categories A and/or B

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232                   2.       Promotion from Associate Professor to Professor: Candidates for a  
233 promotion from Associate to Full professor must meet the standards defined above for promotion  
234 from Assistant to Associate. Only publications since the last promotion shall be considered for this  
235 promotion. (Also see Section II. F.)  
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237                   3.       Retention: Candidates for retention may include documentation from  
238 Category C (in addition to A and B) to show effectiveness in performance and demonstrate progress  
239 toward meeting the tenure requirements in the area of scholarship.  
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241                   4.       Tenure: Candidates for tenure who are not requesting a promotion in rank  
242 must meet the scholarship standards for their current rank as specified in Sections IV C 1 and 2, and  
243 have demonstrated a continual record of quality scholarship.  
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## 245 **V.       STANDARDS AND CRITERIA FOR SERVICE ACTIVITIES**

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247                   A.       For retention, tenure and promotion, College faculty members are expected to  
248 demonstrate a record of effective service contributions, both internally and externally. Service  
249 activities will be evaluated based on the quality of the service and its relevance to the College and  
250 University Missions. Each faculty member is expected to participate in service activities; however,  
251 the appropriate mix and magnitude of service will vary with the faculty member's rank. Assistant  
252 professors are expected to participate primarily in internal service activities whereas Associate and  
253 Full professors are expected to participate in both internal and external activities and in leadership  
254 roles. Attendance at meetings is expected but attendance alone is not sufficient to demonstrate  
255 significant contribution.  
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257                   B.       Service activities may include, but are not limited to the following:  
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259                   1.       Internal Service Activities

260                   a.       College level activities

- 262                   • membership and offices held on committees or task forces
- 263                   • governing groups
- 264                   • administrative activities
- 265                   • special assignments/initiatives
- 266                   • student advising/mentoring
- 267                   • faculty mentoring

268                   b.       University level activities

- 269                   • membership and offices held on committees or task forces
- 270                   • governing groups
- 271                   • administrative activities
- 272                   • special assignments/initiatives

273                   2.       External Service Activities

274                   a.       Service in/to the profession and professional organizations

- 275                   • membership and offices held

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- committees, task forces and advisory boards
  - organizing conferences, workshops, and seminars
  - serving as referee, editor or advisor
  - special assignments

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- b. Service in/to community organizations
- membership and offices held
  - committees, task forces and advisory boards
  - organizing events and programs
  - special assignments

- c. Gratis professional consulting

C. Standards

1. Promotion from Assistant Professor to Associate Professor: Candidates for promotion from Assistant to Associate Professor must demonstrate evidence of significant internal service contributions. While not required, external service contributions will be considered in the evaluation.

2. Promotion from Associate Professor to Professor: Candidates for promotion from Associate Professor to Professor must provide evidence of leadership in one or more service activities in addition to demonstrating active participation in both internal and external service activities.

3. Retention: Candidates for retention must demonstrate evidence of significant internal service. While not required, external service contribution will be considered in the evaluation.

4. Tenure: Candidates for tenure who are not requesting a promotion in rank must meet the service standards for their current rank as specified in Sections V C1 and 2.

5. Service standards for early decisions: Early decisions require evidence of significant quality service contributions both internally and externally to the University.

**EMERITUS FACULTY POLICY****POLICY**

Implementation Date: 04/17/00

Revised: 00/00/00

**I. Preamble**

Emerita/emeritus status is an honorary title awarded for distinguished service to the academic community. The President shall bestow the title on a temporary or tenure-track instructional faculty member, librarian, or SSP-AR ~~a tenured faculty member~~ who is entering ~~permanent~~ retirement from CSUSM and who has served the University with distinction. It is expected that emerita/emeritus status will be granted to faculty members who have contributed continuously throughout their career and have a distinguished professional record.

**II. Eligibility**

Normally, emerita/emeritus status is limited to those individuals who:

1. for tenure-track instructional faculty, hold the rank of full professor with tenure and have at least 10 years of active unit-3 faculty service to CSUSM, or
2. for librarians, hold the rank of full librarian with tenure and have at least 10 years of active unit-3 faculty service to CSUSM, or
3. for SSP-ARs, hold the rank of SSP-AR III with tenure and have at least 10 years of active unit-3 faculty service to CSUSM, or
4. for temporary instructional faculty, have served for at least 10 years in full-time employment or have accumulated part-time service equivalent to 10 years of full-time service.

These eligibility criteria may be waived in exceptional cases.

**III. Procedures**

1. The academic unit, department, or its representative committee shall forward a recommendation letter and curriculum vitae for each candidate to the Dean outlining why the faculty member should be granted emeritus status based on the recommendation criteria.
2. The Dean shall review the recommendation and state in writing whether s/he concurs with the recommendation.
3. Both recommendations shall then be forwarded to the Provost who shall make his/her recommendation.
4. The President or designee based, on his/her review of the recommendations, shall make final determination.
5. Emerita/emeritus status may be bestowed posthumously.
6. The President (or designee) shall announce the names of faculty awarded emeritus status at spring commencement.

**IV. Recognition and Privileges**

1. Emeriti faculty are considered an important and integral part of the university community.
2. Emeriti faculty shall be recognized through:
  - a. listing of the names of emeriti faculty in the campus commencement program at the time of retirement,



**EMERITUS FACULTY POLICY****POLICY**

Implementation Date: 04/17/00

Revised: 00/00/00

- 46 b. issuing a permanent ID card indicating status as an emerita/emeritus member of the  
47 faculty,  
48 c. listing of name and title of all emeriti faculty in all university catalogues,  
49 d. listing of name and title in the CSUSM phone directory.<sup>1</sup>  
50 3. Upon commencement of permanent retirement and approval of emeritus status by the  
51 President (or designee), the following privileges shall become available<sup>2</sup>:  
52 a. eligibility to propose research projects/creative endeavors, compete for and administer  
53 grants from agencies outside the CSU system,  
54 b. free parking privileges,  
55 c. Emeritus level library and technology privileges\_(to be determined by LATAC in  
56 consultation with the Library and IITS, and to be reviewed annually)  
57 d. invited participation in selected department, school and university functions,  
58 e. attendance at public university functions and celebrations affirming the academic  
59 mission of the university,  
60 f. invitations to participate in seminars, lectures, and scholarly meetings and ceremonies  
61 both as contributors and attendees.  
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**V. Criteria for Recommendation**

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65 ~~The academic unit, department, or its representative committee may decide not to recommend~~  
66 ~~a faculty member for emeritus status on the basis of the criteria below.~~ When formally  
67 recommending a faculty member for emeritus status, ~~the following criteria should be~~  
68 ~~considered and incorporated into the recommendation letters~~ the academic unit, department, or  
69 its representative committee must demonstrate that the candidate has achieved excellence in  
70 the performance of his or her appropriate professional duties.  
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- 72 1. ~~For faculty, a history of positive evaluations to include:~~  
73 a. ~~effective teaching,~~  
74 b. ~~research/creative endeavors, publications, and presentations at professional meetings,~~  
75 c. ~~contributions to the development of their academic program, the University, the~~  
76 ~~community, and/or their profession.~~  
77 2. ~~For librarians, a history of positive evaluations to include:~~  
78 a. ~~effective professional performance and growth, as well as effective leadership,~~  
79 ~~supervision, and administrative responsibilities,~~  
80 b. ~~research/creative endeavors, publications, and presentations at professional meetings,~~  
81 c. ~~contributions to the University and profession, locally, nationally, and internationally.~~  
82 3. ~~For SSP ARs, a history of positive evaluations to include:~~  
83 a. ~~effective professional performance,~~  
84 b. ~~professional development,~~  
85 c. ~~service to the department, division, university, and community.~~

<sup>1</sup> At the request of the emerita/emeritus faculty, he or she will be listed in the CSUSM phone directory.

<sup>2</sup> For faculty opting into the Faculty Early Retirement Program (FERP), emerita/emeritus privileges listed in Section IV.3 will become available upon completion of FERP.