

Academic Senate

April 7, 2010

Committee Reports

APC	APC has two items on the Senate agenda today: 1. Program Discontinuance policy (new) 2. Revised Academic Calendar (2010-2011 through 2014) (revision) APC is currently working on the following policies: 1. Course Repeat Petition policy (revision) 2. Inactive Course policy (revision) 3. Graduate Withdrawal policy (new) 4. Dual-listing Courses policy (new)
FAC	The University RTP policy is revised according to the P&T committee's suggestions, approved by the EC and forwarded to the Academic Senate. The RTP Calendar is reviewed and the post-tenure review schedule is added to the calendar. The Sabbatical Leave Policy is revised and forwarded to EC. The Interim Coach Evaluation Policy is being revised.
LATAC	Reminder: Faculty Research Showcase on Friday, April 6 in the Grand Salon at the Clarke.
PAC	The committee has completed its response to the Communication Department Program review. It is also finalizing the Program Review Policy which it will be presenting to Executive Committee for comment prior to bringing the policy to Senate in the early fall.
UCC	No report submitted.

TIMETABLE FOR PERIODIC EVALUATION AND PERFORMANCE REVIEW 2010/11

REVIEW	WPAF DUE	PRE-REVIEW FOR COMPLETENESS		Candidate adds requested material no later than	PEER REVIEW COMMITTEE (PRC) REVIEW		Candidate picks up re-commendation no later than	End of rebuttal/response period *	End of PRC response period **	DEAN REVIEW		Candidate picks up re-commendation no later than	End of rebuttal/response period *	End of Dean's response period **	PROMOTION & TENURE (P&T) COMMITTEE REVIEW		Candidate picks up re-commendation no later than	End of rebuttal/response period *	End of P&T Committee response period **	PRESIDENT OR DESIGNEE REVIEW		
	Begin	End	Begin		End	Begin				End	Begin				End	Begin				End	Begin	Decision
Periodic Evaluation (typically 1st, 3rd, and 5th year)	TUE JAN 18	WED JAN 19	TUE JAN 25	TUE FEB 01	WED FEB 02	TUE MAR 01	TUE MAR 08	FRI MAR 18	FRI MAR 25	MON MAR 28	MON APR 25	MON MAY 02	THU MAY 12	THU MAY 19	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
		5 Work Days			20 Work Days		10 Days		7 Days	20 Work Days		10 Days		7 Days							N/A	N/A
2nd Year Retention	WED SEP 08	THUR SEP 09	WED SEP 15	WED SEP 22	THUR SEP 23	TUE OCT 12	TUE OCT 19	FRI OCT 29	FRI NOV 05	MON NOV 08	TUE NOV 30	TUE DEC 07	FRI DEC 17	MON JAN 03	N/A	N/A	N/A	N/A	N/A	N/A	TUE JAN 04	FEB 15
		5 Work Days		7 Days	14 Work Days		10 Days		7 Days	14 Work Days		10 Days		7 Days							30 Work Days	
2nd Year Retention w/optional Tenure and/or Promotion Review	Use above timeline for 2nd Year Retention (including the Feb 26 final decision for retention) and continue with the following P&T Committee/President schedule:														WED FEB 16	TUE APR 05	TUE APR 12	FRI APR 22	FRI APR 29	MON MAY 02	TENURE JUN 01	PROMO JUN 15
4th Year Retention (3rd or 5th year for faculty off cycle)	WED SEP 15	THUR SEP 16	WED SEP 22	WED SEP 29	THUR SEP 30	WED NOV 03	WED NOV 10	MON NOV 22	WED DEC 01	THUR DEC 02	THUR JAN 13	THUR JAN 20	MON JAN 31	MON FEB 07	N/A	N/A	N/A	N/A	N/A	N/A	TUE FEB 08	JUN 01
4th Year Retention w/ optional Tenure and/or Promotion Rvw (3rd or 5th year for faculty off cycle)	WED SEP 15	THUR SEP 16	WED SEP 22	WED SEP 29	THUR SEP 30	WED NOV 03	WED NOV 10	MON NOV 22	WED DEC 01	THUR DEC 02	THUR JAN 13	THUR JAN 20	MON JAN 31	MON FEB 07	TUE FEB 08	MON MAR 21	MON APR 04	THUR APR 14	THUR APR 21	FRI APR 22	TENURE JUN 01	PROMO JUN 15
Tenure and/or Promotion Review	WED SEP 15	THUR SEP 16	WED SEP 22	WED SEP 29	THUR SEP 30	WED NOV 03	WED NOV 10	MON NOV 22	WED DEC 01	THUR DEC 02	THUR JAN 13	THUR JAN 20	MON JAN 31	MON FEB 07	TUE FEB 08	MON MAR 21	MON APR 04	THUR APR 14	THUR APR 21	FRI APR 22	TENURE JUN 01	PROMO JUN 15
		5 Work Days		7 Days	25 Work Days		10 Days		7 Days	25 Work Days		10 Days		7 Days	30 Work Days		10 Days		7 Days	30/40 Work Days		
Post-Tenure Periodic Review	TUE MAR 1						FRI APR 1						FRI APR 29									

Holidays/Breaks:

Labor Day	SEP 06
Veteran's Day	NOV 11
Thanksgiving	NOV 25 - 26
Winter Holiday/Break	DEC 23 - JAN 11
Martin Luther King Jr.	JAN 17
Cesar Chavez Day	MAR 31
Spring Break	MAR 28 - APR 01

* Candidate may submit a rebuttal/response within 10 days of receipt of the recommendation or by the end date listed on timeline - whichever comes first.

** Reviewing committee/administrator may submit response to a candidate's rebuttal within seven days or by the end date listed on timeline - whichever comes first.

Campus Holidays are NOT counted in number of "work" days.

The number of days indicated on the calendar is the minimum number of days required, so the actual number of days may be more than the minimum.

Curriculum for Consent Calendar
April 7, 2010

SUBJ	No	New No.	Course/Program Title	Form Type	Originator	Rec'd AP	To UCC/ Senate	UCC Action/ Appr.
BIOL	104		Principles of Biology: Human Emphasis	C-2	Denise Garcia	2/2/10	3/5/10	3/8/10
BIOL	383		Tropical Ecology	C	George Vourtilis	10/29/09	11/18/09	3/1/10
BIOL	683		Tropical Ecoogy	C	George Vourtilis	10/29/09	11/18/09	3/1/10
BIOL	690		Terrestrial Plant Ecology	C	George Vourlitis	10/29/09	11/18/09	3/22/10

BLP: Changes in Structure in Academic Affairs

Definition

This document establishes both policies and procedures for determining changes to the structure of CSUSM's Division of Academic Affairs. The purpose of this document is to facilitate performance of duties and responsibilities in an effective and efficient manner in achieving the overall mission of Academic Affairs.

This policy section of this document provides principles of decision-making as well as definitions of relevant units within Academic Affairs. The procedures outlined here are the steps to be followed to initiate, consider, and determine changes to Academic Affairs' structure.

Authority

At the direction of the Provost, pursuant to Academic Senate Resolution EC 328-08 "Resolution in Support of the Report of the Academic Affairs Structure Task Force."

Scope

This document addresses the creation, merger/transfer, split, and abolishment of units within Academic Affairs, including academic colleges and schools, as well as non-degree-offering Academic Affairs units.

I. Definitions

- A. *University:* A larger institution of higher learning that encompasses such academic entities as colleges and/or schools, institutes, and graduate and professional schools/programs.
1. It has an administrative structure (president/chancellor, provost, vice presidents, directors), support staff, teaching faculty, and governance.
 2. A university will also have a research component involving faculty, in contrast to some colleges (especially community colleges) that focus on teaching.
- B. *Academic Affairs:* Academic Affairs is a division of the University.
- C. *College:* A college is a unit of Academic Affairs, part of the organizational structure with its own distinct leadership and governance structure.
1. It consists of subunits of related academic departments or programs offering degrees or credentials, organized for efficient resource usage and efficient and equitable governance.
 2. Through its colleges, the university shall grant baccalaureate degrees, credentials, and graduate degrees.
- D. *School not housed within a College:* A school is a unit within Academic Affairs that functions in the same way as a college, with the difference being that a school is more specialized than a college in that it offers a single degree or a distinct cluster of closely related degrees.
1. Typically schools are professional programs with distinct accrediting standards.

- 34 E. Non-degree-offering Academic Affairs units: These are the various units within Academic
35 Affairs that do not offer degree programs, including the Academic Affairs Administrative Group
36 (currently comprised of Academic Programs, Academic Resources, Planning and Accreditation,
37 Graduate Studies & Research and Global Education), Extended Learning, Instructional &
38 Information Technology Services, and the Library.
39
- 40 F. Academic Affairs Leadership Council (AALC): This entity serves as the “Advisory body to the
41 Provost comprised of the Provost’s direct-report MPP-level managers and Chair of the Academic
42 Senate” (http://www.csusm.edu/aa/committees_councils/aalc_pages/aalc.html).
- 43 G. Budget & Long-Range Planning Committee (BLP): This standing committee of the Academic
44 Senate is staffed according to Article 6.6 of the Academic Senate’s Constitution and Bylaws, and
45 its duties are spelled out in Article 6.6.1 of that document.
46

47 II. Principles

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- 49 A. These principles are the factors that are to be addressed in any proposals submitted for
50 structurally creating, merging/transferring, splitting, or abolishing units within Academic Affairs.
51 They are the criteria against which any submitted proposals will be evaluated by reviewing
52 deliberative bodies and administrators.
53
- 54 1. Any change in the organizational structure needs to be consistent with the mission, vision,
55 core values, and goals of Academic Affairs.
56
 - 57 2. The organizational change needs to be consistent with the Division’s human, fiscal and
58 physical resources. There must be sufficient resources to sustain the new unit(s), and the
59 change should produce a net positive benefit for the entire division.
60
 - 61 3. The organizational change should result in a more effective and efficient decision making
62 and operation in terms of effective communications, coordination and integration of efforts
63 across and within units.
64
 - 65 4. The organizational change should provide for clear authority, responsibility, and
66 control/accountability.
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68 III. Procedures: The procedures for structural changes shall follow the outline provided in Flow Chart

- 69 A. The Provost’s office shall provide administrative support to assure adherence to procedural
70 timelines.
71
- 72 A. Proposals: Proposals for the creation, merger/transfer, split, or abolishment of colleges, schools,
73 or non-degree-offering Academic Affairs units may be initiated by individual faculty members,
74 departments, schools, colleges, or administrative officers of the University. The proposal shall
75 provide written justification based on the “Principles” Section of this document (Section II). The
76 proposal shall be informed by and address all relevant Memoranda of Understanding or
77 Collective Bargaining Agreements for the affected tenured and probationary faculty and for
78 permanent staff.
79
- 80 1. The creation, merger, split, transfer, or abolishment of a subunit within an existing college,
81 school, or non-degree-offering Academic Affairs unit shall be handled internal to that entity.
82

83 2. Proposals shall be disseminated to all faculty and unit administrators in affected Academic
84 Affairs units.

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86 3. Units engage in their standard deliberative processes which may include consultation,
87 consensus and /or voting.
88

89 C. Recommendations: At each step of the review process, an official recommendation shall include
90 a written rationale. Additionally, affected faculty members, staff, and administrators may
91 provide independent, perhaps dissenting, perspectives in writing¹ to inform the next stage of
92 review. All written documentation is compiled by the Provost's Office and made available on the
93 Academic Affairs webpage. The Provost's Office forwards the documentation to the next stage
94 of review.
95

96 D. Timeline: The initiator may start the process at any time during the Academic Year. The
97 timeline clock stops temporarily during Winter break and Spring break. The clock resets between
98 the last day of classes for Spring semester until the first day of classes Fall semester. In the event
99 the Senate does not receive the proposal in time to have both a first and second reading, the
100 timeline for Academic Senate starts at the beginning of the next Academic Year.
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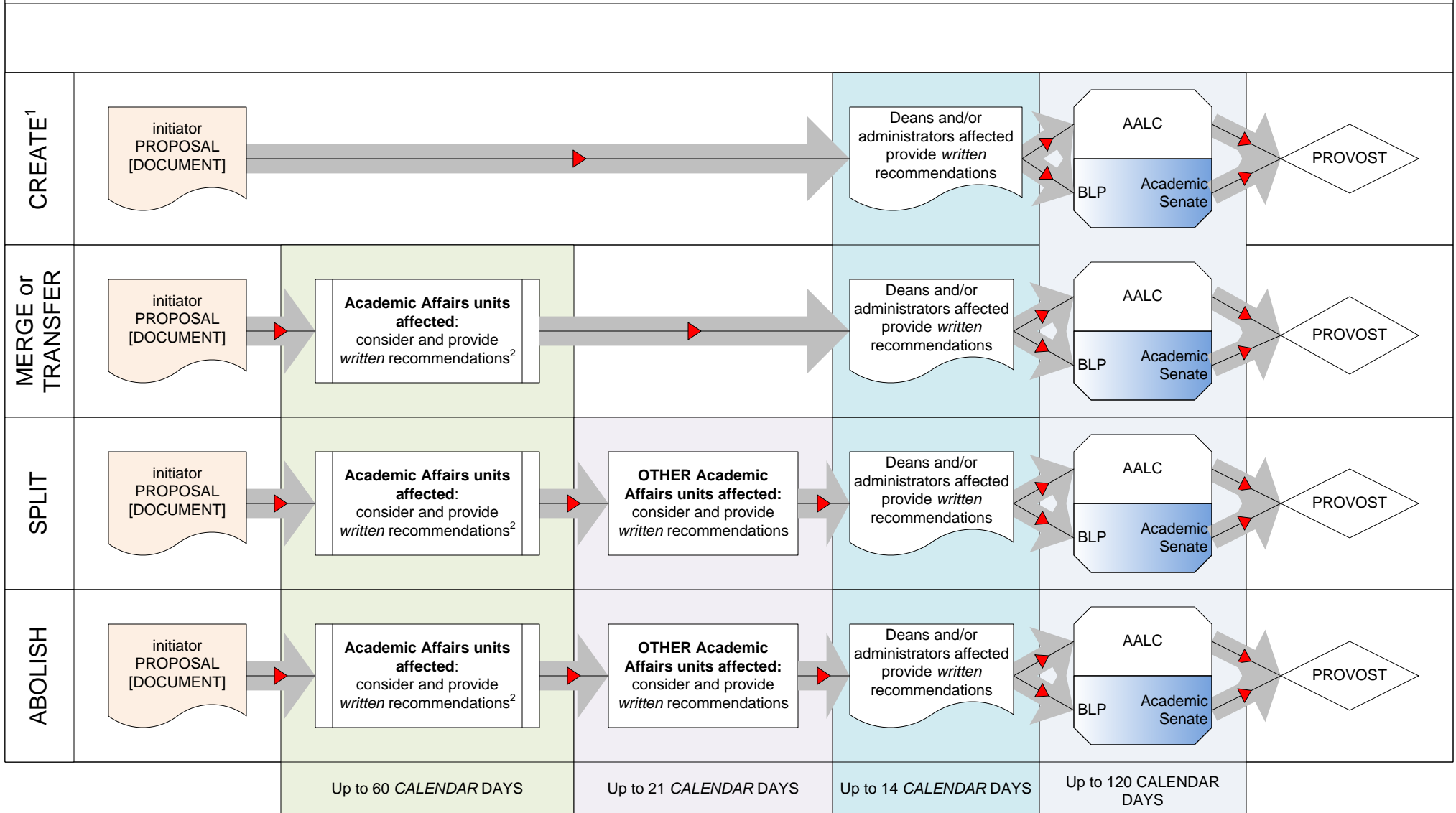
102 1. At any stage of a proposal's review, a party's failure to provide a written recommendation by
103 the assigned deadline will mean that the proposal proceeds to the next level of review with a
104 designation of "no recommendation" from that party.
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This policy is based on "Academic Affairs Structure Task Force Final Report" (1/21/09).

¹ All written recommendations identify the author(s).

FLOWCHART A

PROCEDURES FOR RESTRUCTURING ACADEMIC AFFAIRS UNITS



NOTES

¹ If the process requires a curriculum change in an academic unit, the proposal is sent to the University Curriculum Committee (UCC) concurrent with Budget and Long-Range Planning (BLP) review.

² Units engage in their standard deliberative processes which may include consultation, consensus, and/or voting.

→ controlled transfer coordinated by Academic Affairs, source documents made available through the AA webpage

APC: Academic Program Discontinuance

Notes from APC:

- We currently do not have a policy on Program Discontinuance / Suspension and this policy will comply with coded memo AAP 91-14.
- This policy was crafted based on the existing policies of CSU Channel Islands, Long Beach and San Francisco, but taking into account that we have UCC and BLP reviewing program proposals.
- This policy takes care of discontinuation of an academic degree program, option, track, etc. and is not meant to cover re-organization or elimination of units within Academic Affairs.
- Discussion about layoffs cannot be mentioned in this document.

Definition: This policy provides categories of decision variables and a set of processes and procedures to be used in recommending the discontinuation or enrollment suspension of academic programs at California State University San Marcos (CSUSM).

Scope: All CSUSM academic programs

Authority: The President of the University and Coded Memo AAP 91-14

I. PREAMBLE

This policy provides categories of decision variables and a set of processes and procedures to be used in recommending the discontinuation of academic programs at California State University San Marcos (CSUSM). This policy does not address re-organization or elimination of organizational units within Academic Affairs. Academic programs covered by this policy include:

- undergraduate and graduate degree programs;
- concentrations, tracks and options;
- minors;
- certificate programs (including Extended Learning) for credit; and
- credential programs.

Should it be necessary to consider the discontinuation of an academic program, a determination will be based upon a thorough review of the following categories of decision variables:

- the importance of the program to the University's mission as articulated in the approved mission statement;
- the quality of the program;
- the efficiency (cost effectiveness); and
- the viability (demand) of the program.

In considering a decision to discontinue a program, no one category should necessarily be deemed more crucial than any other, nor, likewise, its deficiency, or low rating, in any one category necessarily sufficient for program discontinuance. A decision to discontinue a program should not be based solely on quantitative measures, but on a holistic assessment of the program in terms of all the decision variables, within a process that is broadly consultative and collegial.

II. DECISION VARIABLES

A. Importance to the institution

1. To what extent the program promotes the mission of the University.
2. To what extent the program is central to the curriculum of a department, a college/school or the University.

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3. To what extent the program contributes to a balanced curriculum.

B. Quality of the program

To what extent the quality of the program justifies continuance in its present form. The variables for evaluating program quality include but are not limited to:

1. demonstrated ability of the faculty to offer and maintain a current and rigorous curriculum;
2. access to resources adequate to develop the sufficient breadth, depth and coherence of the program;
3. demonstrated ability to attract and retain well-qualified faculty;
4. the quality of the program's faculty as demonstrated by participation in appropriate scholarly, creative and/or professional activity; and
5. to what extent the program's excellence and standing in its discipline enhances the reputation of the University.

C. Efficiency (cost effectiveness) of the program

To what extent the program is cost-effective relative to disciplinary norms and compared to similar programs at comparable institutions. The measurements presented for the specific program shall include:

1. student-faculty ratio;
2. total cost per FTEF;
3. the total cost per FTES;
4. potential for external funding and support; and
5. other discipline specific variables.

D. Viability (demand) of the program

To what extent the present and projected demand for the program is sufficient. Demand for the program may be measured by one or more of the following:

1. the number of completed applications for admission;
2. the FTES generated in lower division, upper division, and/or graduate level courses;
3. the number of students who completed the program;
4. the anticipated need for graduates of the program.

III. PROCESS AND PROCEDURE

The process for discontinuance is similar to the process for the creation of programs. This process involves program faculty, program/department chair (or equivalent), the dean of the college/school housing the program, the Provost, the Academic Senate, and the President of the University (or designee). This process for reviewing program discontinuance shall be completed as follows. The Ad-Hoc Program Discontinuation Review Committee shall submit its recommendation within eight months after the intial recommendation excluding the summer months. The Senate vote and President's decision on program discontinuance shall be completed within four months after the Ad-Hoc Program Discontinuation Review Committee's recommendation excluding the summer months.

A. Initiation of program discontinuance

A recommendation to consider program discontinuance may be made by any of the following parties:

1. the chair of the program (or equivalent) with the written approval of a majority of the tenured/tenure-track faculty in the program;

- 106 2. the dean of the college/school (or equivalent administrator) housing the program;
- 107 3. the Provost;
- 108 4. or
- 109 5. the Program Assessment Committee (PAC).

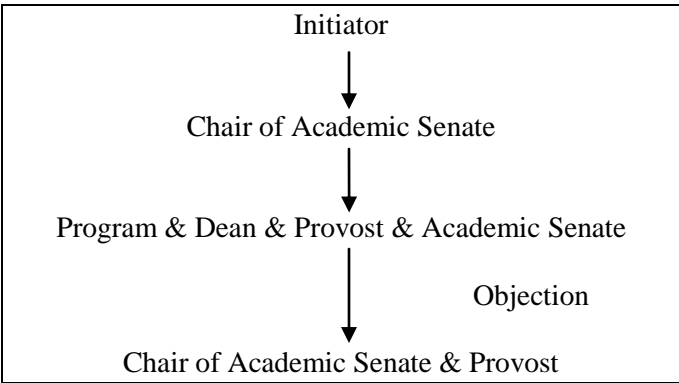
111 Each recommendation must be accompanied by documentation that indicates specific
 112 reasons for discontinuance based on the decision variables listed above. A recommendation
 113 to discontinue a program should not be based solely on quantitative measures, but on a
 114 holistic assessment of the program in terms of all the decision variables.
 115 Each recommendation shall include information regarding the potential effect on the future
 116 employment status of the faculty and staff in the program.

118 The recommendation shall be submitted in writing to the chair of the Academic Senate. The
 119 chair of the Academic Senate shall inform the following parties within 7 calendar days of
 120 the receipt of the recommendation:

- 121 1. all tenured and tenure-track faculty who teach in the program;
- 122 2. the dean of the college/school (or equivalent administrator) housing the program;
- 123 3. the Provost;
- 124 4. the Academic Senate; and
- 125 5. the students of the affected program (via ASI student representative and chair of
 126 department).

128 “Calendar days” exclude the summer break and the breaks between semesters wherever the
 129 term is used in this document.

131 If, within 14 calendar days of receipt of this recommendation, none of the individuals or
 132 parties listed in 1. through 5. above has objected to the proposed discontinuance in writing to
 133 the Provost and the chair of the Academic Senate, a recommendation for discontinuance will
 134 be sent to the President.



147 **Figure 1. Initiation of Program Discontinuance**

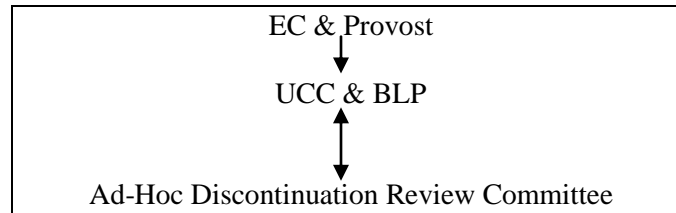
149 If, within 14 calendar days of receipt of this recommendation, a written objection is
 150 submitted by one or more of the individuals or parties listed in 1. through 5. above to the
 151 Provost and the chair of the Academic Senate, the following procedure shall be followed
 152 prior to submission of program discontinuance recommendation to the President.

154 **B. Review of the recommendation**

156 Within 14 calendar days of receipt of the letter objecting to a proposed program
 157 discontinuance from one of the parties listed above, the Senate Executive Committee in
 158 consultation with the Provost shall request that the University Curriculum Committee (UCC)

159 and the Budget and Long-Range Planning committee (BLP) form an **Ad-Hoc Program**
160 **Discontinuation Review Committee** to conduct a special program review focused on issues
161 related to potential discontinuance. The committee shall include:

- 162 1. the chair (or designee) of UCC¹,
- 163 2. the chair (or designee) of BLP²,
- 164 3. the chair (or designee) of PAC³,
- 165 4. one faculty member from the affected program chosen by the faculty of the program⁴,
- 166 5. the chair (or equivalent) of the affected program/department, and
- 167 6. the dean of the college/school which houses the program.



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176 **Figure 2. Review Process**

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178 The committee is responsible for deciding to what extent to involve appropriate
179 constituencies such as additional program faculty, library liaisons, AVP Academic
180 Programs, Dean of Graduate Studies (if applicable), IITS representative, and representative
181 students of the program, etc.

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183 The Ad Hoc Discontinuation Review Committee shall evaluate the recommendation to
184 discontinue a program by collecting necessary data and supporting documentation from:

- 185 • program review(s), and
- 186 • an external review or accreditation review, as well as
- 187 • other sources deemed appropriate.

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190 Again, a recommendation to discontinue a program should not be based solely on
191 quantitative measures, but on a holistic assessment of the program in terms of all the
192 decision variables.

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194 At the end of the review, the Ad Hoc Discontinuation Review Committee shall report in
195 writing its findings, recommendation, and rationale to UCC and BLP. The Committee may
196 recommend that the program be (a) discontinued; (b) discontinued unless specified
197 conditions can be met; (c) suspended (i.e., suspend new enrollment); (d) continued; (e)
198 limited in size; (f) offered in whole or in part only through Extended Learning; (g) combined
199 with another program; or (h) offered jointly with one or more CSU campuses. The
200 Committee may make other recommendations as appropriate.

201
202 When UCC and BLP have reviewed the report for completeness, they shall forward it to the
203 following parties:

- 204 • the Executive Committee of the Academic Senate
- 205 • the dean of the affected college/school

¹ If the committee chair is a member of the affected program, a designee must be chosen.

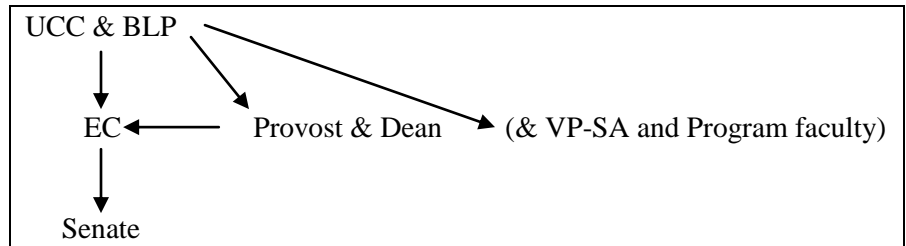
² If the committee chair is a member of the affected program, a designee must be chosen.

³ If the committee chair is a member of the affected program, a designee must be chosen.

⁴ Names of faculty of affected program will be determined by governance structure of college/school.

- 206 • the Provost
- 207 • the Vice President of Student Affairs (for information only)
- 208 • the faculty of the affected program (for information only)
- 209 • the Dean of the Library (for information only)
- 210 • the Dean of Graduate Studies (if applicable)

211
212 The dean and the Provost may submit their recommendations to the Executive Committee of
213 the Academic Senate.



222 **Figure 3. Commenting on the Review Report**

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224 The Executive Committee of the Academic Senate shall collect the individual
225 recommendations from the Ad-Hoc Discontinuation Review Committee, the dean, and the
226 Provost, and shall prepare a summary and a motion to be distributed to the Senate along with
227 the individual recommendations.

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229 The Executive Committee shall forward the motion to the Senate for appropriate action.
230 The dean, faculty, and students of the affected program shall be invited to attend the Senate
231 meetings when the Ad-Hoc Discontinuation Review Committee report is presented. The Ad-
232 Hoc Discontinuation Review Committee recommendation and Senate action on program
233 discontinuance shall then go to the President for review.

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235 **IV. SAFEGUARDS FOR STUDENTS**

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237 If a program is to be discontinued, procedures shall be set up by the program to enable students to
238 complete their course of study at CSUSM. The procedures shall include:

- 239 • preparation of an official list of students enrolled in the program;
- 240 • establishment of a cut-off date for students to declare the major;
- 241 • a tentative plan of course offerings for completion of the program; and
- 242 • the date by which program requirements must be met.

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244 **V. SAFEGUARDS FOR FACULTY AND STAFF**

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246 Safeguards for faculty and staff are contained within the appropriate collective bargaining
247 agreement between the Board of Trustees and the exclusive bargaining agents.

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249 **VI. PROCEDURE FOR ENROLLMENT SUSPENSION AND REINSTATEMENT⁵**

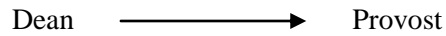
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251 From time to time it may become necessary for new enrollment in an academic program to be
252 temporarily suspended, due to either a lack of qualified faculty or a reduction in the budget.
253 Enrollment suspension of a program is proposed and approved in accordance with section B of
254 this policy.

⁵ This section supersedes the section on Voluntary Inactivation of Programs of Study in the Inactive Course Policy and Procedure (1999-2000).

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Reinstatement of a suspended program may be proposed by the appropriate program/department faculty in consultation with the college/school dean. The proposal shall explain in detail the changes in staffing or funding that makes reinstatement possible.

In cases where the program has been suspended for two years or less, the Provost, if satisfied that sufficient faculty and budget are available to offer the program successfully, may approve the proposal for reinstatement by notifying the Academic Senate of the action that has been taken.



In cases where the program has been suspended for more than two years, the Provost will refer the proposal for reinstatement to the Academic Senate for review and recommendation by the full Senate. In all cases, reinstatement requires final approval by the Provost.



VII. DISCONTINUED AND SUSPENDED PROGRAM ARCHIVE

All materials necessary for potential reinstatement of a suspended or discontinued program shall be forwarded to the appropriate CSUSM institutional repository.

APC Academic Calendar Assumptions

~~October 15, 2009~~ March 3, 2010

APC presents AY ~~2011~~2010-2014 calendar with the following assumptions and restrictions.

- **The Fall semester** begins on a Monday and contains fifteen weeks of instruction, but we lose four weekdays: Labor Day, Veteran's Day, Thanksgiving Day, and the Friday after Thanksgiving Day. There are thus **71 instructional days in the Fall**. Since the day of the week for Veteran's Day changes from year to year, there is **no fixed pattern of MTWRF frequencies**. For already approved 2008-09, 2009-10 and 2010-11 calendars, these were 14-14-15-14-14, 14-15-14-14-14 and 14-15-15-13-14, respectively. **For the proposed 2011-12, 2012-13 and 2013-14 calendars, these will be 14-15-15-14-13, 13-15-15-14-14 and 13-15-15-14-14, respectively.** Saturday classes do not meet over Thanksgiving weekend.
- **The Spring semester** begins on either the Monday ~~before~~ or ~~the~~ Tuesday after Martin Luther King, Jr. Day. ~~It effectively and~~ contains fifteen weeks of instruction, ~~one complete week for and a~~ Spring Break week, ~~and one more holiday.~~ The holiday is Martin Luther King, Jr. Day in years where instruction begins the Tuesday immediately following Martin Luther King, Jr. Day (in which case Spring Break is moved to (the same week as Cesar Chavez Day), and it is Cesar Chavez Day in years where instruction begins Monday following Martin Luther King, Jr. Day (in which case Spring Break is moved up to the midpoint of the semester, the ninth week after the start of instruction). ~~There are a total of~~ ~~We lose one weekday (for Martin Luther King, Jr. Day) which leaves~~ **74 instructional days** in the Spring ~~and~~ ~~the~~ **MTWRF frequency pattern for the proposed 2010-11, 2011-12, 2012-13 and 2013-14 calendars will be is always 15-15-15-14-15, 15-15-15-15-14, 14-15-15-15-15, and 14-15-15-15-15.** Saturday classes meet on the weekend at the beginning of Spring Break, but not on the weekend at the end of Spring Break.
- **Together** the Fall and Spring semesters contain **145 instructional days**, the minimum required number. There are fourteen Saturdays in the Fall and Spring semester, but these are not officially counted as "instructional days," since Saturday is not a typical class day.
- **Summer session** runs for **11-10 weeks**. The first ~~and last~~ days of instruction ~~is~~ ~~are~~ Saturdays. The MTWRF(Sa) frequency pattern varies from year to year depending on the location of Independence Day. **For the proposed Summers of 2011, 2012 and 2013 these will be 9-10-10-10-10-(11), 10-10-9-10-10-(11) and 10-10-10-9-10-(11), respectively.** ~~Monday unless the first half-session would otherwise have two fewer Saturdays than the second half-session, in which case it is a Saturday; this is an "Independence Day effect."~~

- **All grading for the Fall semester is completed before Winter Break.** There are either four days in this grading period (Monday through Thursday) unless December 25 falls on a Friday or Saturday, in which case the grading period is shortened to three days (Monday through Wednesday).
- **There is an entire week set aside for final exams for each semester.** It runs Monday through Saturday in the Fall and Saturday through Friday in the Spring. The Saturdays of finals week count as academic work days (academic work days are instructional days, faculty preparation days, final exam days and grading days).
- There is a four day (Tuesday through Friday) **faculty preparation period** the week before class start in the Fall; Convocation is held during this period. There is a three-day (Wednesday through Friday) faculty preparation period for the Spring semester.
- There is a four day (Monday through Thursday, after Commencement weekend) **grading period** at the end of the Spring semester.
- There is **no instruction in the week before the faculty preparation period**, and Summer session grades are due the Thursday of that week. This allows working days for grading, as Summer session classes end the preceding week.
- There is **one full week of "processing time"** between the end of the Spring semester and the start of Summer session. At least this much time is necessary for Advising and EMS Operations/Registrar to act on Spring grades for disqualification, etc.

Additional Comments:

- **Impact on Lecturer Benefits:** ~~If the first work day of the Spring semester were to occur no later than Monday, January 16 in 2012, Tuesday, January 15 in 2013 and Wednesday, January 15 in 2014, then it is theoretically possible to make the January pay period the fifth pay period of the Fall semester rather than the first pay period of the Spring semester. (This is based on the application of a state regulation concerning the maximum number of days in a pay period to the February pay period.) There is no way to do this in the three years under consideration without changing the above calendar assumptions. Delaying the start of the Spring semester would eliminate the Faculty Preparation Periods for the Spring semester, which would mean that there would not be enough academic work days (instructional days + faculty prep days + final exam days + grading days must be between 170 and 180, inclusive) if these three days were removed. Additionally, the 2012-13 and 2013-14 calendars also have instructional days that fall before the earliest possible starting point for a February pay period. By delaying the start of the Spring semester, these calendars make the January pay period the fifth pay period of the Fall semester rather than the first pay-period of~~

the Spring semester, which makes many lecturers eligible for an additional month of benefits (in January).

- **Alignment of Spring Break with Easter:** The Academic Senate asked the old APP to investigate this back in 1997-98, and APP concluded that there was too much variability in terms of when Easter Sunday falls. In the three years in question, Easter Sunday is observed:
 - April 8, 2012: This is the Sunday at the end of the week following the proposed Spring Break (~~11th~~-10th week of the semester).
 - March 31, 2013: This already is the first Sunday of the proposed Spring Break (~~12th~~-11th week of the semester)
 - April, 20, 2014: There are only ~~two~~-three weeks of instruction after this date.
- **Observance of Cesar Chavez Day. The new calendars move Spring Break away from Cesar Chavez Day whenever this is possible.**
 - If classes do not begin until the week after Martin Luther King, Jr. Day, then it is possible to remove a full week of classes (for Spring Break) and Cesar Chavez day from the Spring instructional days and still met the minimum requirement for total instructional days in the academic year.
 - If classes meet the week of Martin Luther King, Jr. Day and ~~Additionally,~~ ~~if~~ Spring Break were moved to any other week besides the week with Cesar Chavez Day, then the calendar would be one instructional day short, and these calendars are already at the minimum. In those years, taking ~~The current location of~~ Spring Break in the week with Cesar Chavez Day effectively removes only four days of instruction from the week – because all CSU campuses are required to be closed in observance of Cesar Chavez Day; any other week would remove five days.

Note that the location of Spring Break will occasionally jump back and forth between the week after the eighth week of classes and the week after the tenth week of classes.

2010-2011 ACADEMIC CALENDAR

SUMMER 2010 Term

June 1 (Tue)	First day of classes for 11-week Summer classes and classes in first half-Summer block
July 5 (Mon)	Independence Day holiday (observed) — campus closed
July 7 (Wed)	Last day of classes for classes in first half-Summer block
July 8 (Thur)	First day of classes for classes in second half-Summer block
August 1 (Sun)	Initial Period for filing applications for Spring 2011 begins
August 14 (Sat)	Last day of classes for 11-week Summer classes and classes in second half-Summer block
August 19 (Thur)	Grades due from instructors; last day of Summer term

FALL 2010 Semester

August 24-27 (Tue-Fri)	Faculty pre-instruction activities
<i>To Be Determined</i>	Convocation for faculty and staff
August 30 (Mon)	First day of classes
September 6 (Mon)	Labor Day holiday — campus closed
October 1 (Fri)	Initial period for filing applications for Fall 2011 begins
October 22 (Fri)	Last day of class for first session of Fall half-semester classes*
October 23 (Sat)	First day of class for second session of Fall half-semester classes*
November 11 (Thur)	Veteran's Day — campus closed
November 25-26 (Thur-Fri)	Thanksgiving holiday — campus closed
December 11 (Sat)	Last day of classes
December 13-18 (Mon-Sat)	Final examinations
December 22 (Wed)	Grades due from instructors; last day of Fall semester
<i>To Be Determined</i>	Staff accumulated holidays — campus closed

SPRING 2011 Semester

January 12-14 <u>19-21</u> (Wed-Fri)	Faculty pre-instruction activities
January 17 (Mon)	Martin Luther King Jr. Day — campus closed
January 18-24 (Tue <u>Mon</u>)	First day of classes
March 11-18 (Fri)	Last day of class for first session of Spring half-semester classes*
March 12-19 (Sat)	First day of class for second session of Spring half-semester classes*
March 28 <u>21-26</u> April 2 (Mon-Sat)	Spring break — campus closed March 31 for Cesar Chavez Day
March 31 (Thur)	Cesar Chavez Day — campus closed
May 6-13 (Fri)	Last day of classes
May 7-13 <u>14-20</u> (Sat-Fri)	Final examinations
May 14-21 (Sat)	Commencement
May 19-26 (Thur)	Grades due from instructors; last day of Spring semester

(Note: This calendar is not intended to be construed as an employee work calendar.)

*Some Fall and Spring semester classes meet in a half-semester term.

2011-2012 ACADEMIC CALENDAR

SUMMER 2011 Term

~~May 31~~ June 4 (~~Tue~~Sat)

First day of classes for ~~4+10~~-week Summer classes and classes in first half-Summer block

July 4 (Mon)

Independence Day holiday — campus closed

July ~~6-9~~ (~~Wed~~Sat)

Last day of classes for classes in first half-Summer block

July ~~7-11~~ (~~Thu~~Mon)

First day of classes for classes in second half-Summer block

August 1 (Mon)

Initial Period for filing applications for Spring 2012 begins

August 13 (Sat)

Last day of classes for ~~4+10~~-week Summer classes and classes in second half-Summer block

August 18 (Thur)

Grades due from instructors; last day of Summer term

FALL 2011 Semester

August 23-26 (Tue-Fri)

Faculty pre-instruction activities

To Be Determined

Convocation for faculty and staff

August 29 (Mon)

First day of classes

September 5 (Mon)

Labor Day holiday — campus closed

October 1 (Sat)

Initial period for filing applications for Fall 2012 begins

October 21 (Fri)

Last day of class for first session of Fall half-semester classes*

October 22 (Sat)

First day of class for second session of Fall half-semester classes*

November 11 (Fri)

Veteran's Day – campus closed

November 24-25 (Thur-Fri)

Thanksgiving holiday – campus closed

December 10 (Sat)

Last day of classes

December 12-17 (Mon-Sat)

Final examinations

December 22 (Thur)

Grades due from instructors; last day of Fall semester

To Be Determined

Staff accumulated holidays – campus closed

SPRING 2012 Semester

January ~~11-13~~ 18-20 (Wed-Fri)

Faculty pre-instruction activities

~~January 16~~ (Mon)

~~Martin Luther King Jr. Day~~ — campus closed

January ~~17-23~~ (~~Tue~~Mon)

First day of classes

March ~~9-16~~ (Fri)

Last day of class for first session of Spring half-semester classes*

March ~~10-17~~ (Sat)

First day of class for second session of Spring half-semester classes*

March ~~26~~ 19-31 24 (Mon-Sat)

Spring break — ~~campus closed March 30 for Cesar Chavez Day~~
(observed)

March 30 (Fri)

Cesar Chavez Day (observed) — campus closed

May ~~4-11~~ (Fri)

Last day of classes

May ~~5-11~~ 12-18 (Sat-Fri)

Final examinations

May ~~12-19~~ (Sat)

Commencement

May ~~17-24~~ (Thur)

Grades due from instructors; last day of Spring semester

(Note: This calendar is not intended to be construed as an employee work calendar.)

*Some Fall and Spring semester classes meet in a half-semester term.

2012-2013 ACADEMIC CALENDAR

SUMMER 2012 Term

May 29 <u>June 2</u> (Tue Sat)	First day of classes for 4 <u>10</u> -week Summer classes and classes in first half-Summer block
July 3 (Tue)	Last day of classes for classes in first half-Summer block
July 4 (Wed)	Independence Day holiday — campus closed
<u>July 7</u> (Sat)	<u>Last day of classes for classes in first half-Summer block</u>
July 5-9 (Thur Mon)	First day of classes for classes in second half-Summer block
August 1 (Wed)	Initial Period for filing applications for Spring 2013 begins
August 11 (Sat)	Last day of classes for 4 <u>10</u> -week Summer classes and classes in second half-Summer block
August 16 (Thur)	Grades due from instructors; last day of Summer term

FALL 2012 Semester

August 21-24 (Tue-Fri)	Faculty pre-instruction activities
<i>To Be Determined</i>	Convocation for faculty and staff
August 27 (Mon)	First day of classes
September 3 (Mon)	Labor Day holiday — campus closed
October 1 (Mon)	Initial period for filing applications for Fall 2013 begins
October 19 (Fri)	Last day of class for first session of Fall half-semester classes*
October 20 (Sat)	First day of class for second session of Fall half-semester classes*
November 12 (Mon)	Veteran's Day (observed) — campus closed
November 22-23 (Thur-Fri)	Thanksgiving holiday — campus closed
December 8 (Sat)	Last day of classes
December 10-15 (Mon-Sat)	Final examinations
December 20 (Thur)	Grades due from instructors; last day of Fall semester
<i>To Be Determined</i>	Staff accumulated holidays — campus closed

SPRING 2013 Semester

January 9-11 <u>16-18</u> (Wed-Fri)	Faculty pre-instruction activities
January 14 (Mon)	First day of classes
January 21 (Mon)	Martin Luther King Jr. Day — campus closed
<u>January 22</u> (<u>Tue</u>)	<u>First day of classes</u>
March 8-15 (Fri)	Last day of class for first session of Spring half-semester classes*
March 9-16 (Sat)	First day of class for second session of Spring half-semester classes*
April 1 (Mon)	Cesar Chavez Day (observed) — campus closed
April 1-6 (Mon-Sat)	Spring break
May 3-10 (Fri)	Last day of classes
May 4-10 <u>11-17</u> (Sat-Fri)	Final examinations
May 11-18 (Sat)	Commencement
May 16-23 (Thur)	Grades due from instructors; last day of Spring semester

(Note: This calendar is not intended to be construed as an employee work calendar.)

*Some Fall and Spring semester classes meet in a half-semester term.

2013-2014 ACADEMIC CALENDAR

SUMMER 2013 Term

~~May 28~~ June 1 (Tue/Sat)

First day of classes for ~~44~~10-week Summer classes and classes in first half-Summer block

July 4 (Thur)

Independence Day holiday — campus closed

July ~~2-6~~ (Tue/Sat)

Last day of classes for classes in first half-Summer block

July ~~3-8~~ (Wed/Mon)

First day of classes for classes in second half-Summer block

~~July 4~~ (Thur)

~~Independence Day holiday — campus closed~~

August 1 (Thur)

Initial Period for filing applications for Spring 2014 begins

August 10 (Sat)

Last day of classes for ~~44~~10-week Summer classes and classes in second half-Summer block

August 15 (Thur)

Grades due from instructors; last day of Summer term

FALL 2013 Semester

August 20-23 (Tue-Fri)

Faculty pre-instruction activities

To Be Determined

Convocation for faculty and staff

August 26 (Mon)

First day of classes

September 2 (Mon)

Labor Day holiday — campus closed

October 1 (Tue)

Initial period for filing applications for Fall 2014 begins

October 18 (Fri)

Last day of class for first session of Fall half-semester classes*

October 19 (Sat)

First day of class for second session of Fall half-semester classes*

November 11 (Mon)

Veteran's Day — campus closed

November 28-29 (Thur-Fri)

Thanksgiving holiday — campus closed

December 7 (Sat)

Last day of classes

December 9-14 (Mon-Sat)

Final examinations

December 19 (Thur)

Grades due from instructors; last day of Fall semester

To Be Determined

Staff accumulated holidays — campus closed

SPRING 2014 Semester

January ~~8-10-15-17~~ (Wed-Fri)

Faculty pre-instruction activities

~~January 13~~ (Mon)

~~First day of classes~~

January 20 (Mon)

Martin Luther King Jr. Day – campus closed

January 21 (Tue)

First day of classes

March ~~7-14~~ (Fri)

Last day of class for first session of Spring half-semester classes*

March ~~8-15~~ (Sat)

First day of class for second session of Spring half-semester classes*

March 31 (Mon)

Cesar Chavez Day — campus closed

March 31-April 5 (Mon-Sat)

Spring break

May ~~2-9~~ (Fri)

Last day of classes

May ~~3-9~~10-16 (Sat-Fri)

Final examinations

May ~~10-17~~ (Sat)

Commencement

May ~~15-22~~ (Thur)

Grades due from instructors; last day of Spring semester

(Note: This calendar is not intended to be construed as an employee work calendar.)

*Some Fall and Spring semester classes meet in a half-semester term.

FAC: Faculty Personnel Procedures for Retention, Tenure, and Promotion

I. DEFINITION OF TERMS AND ABBREVIATIONS

- A. In the policies and procedures prescribed by this document, “is” is informative, “shall” is mandatory, “may” is permissive, “should” is conditional, and “will” is intentional.
- B. The numbers in parentheses refer to sections of the Collective Bargaining Agreement (in effect at the time of the adoption of this document) between the Board of Trustees of The California State University and the California Faculty Association.
- C. The following terms – important to understanding faculty policies and procedures for retention, tenure, and promotion – are herein defined:
 1. Administrator: an employee serving in a position designated as management or supervisory in accordance with the Higher Education Employer-Employee Relations Act. (2.1)
 2. Candidate: a faculty unit employee being evaluated for retention, tenure, or promotion. (15.1)
 3. CBA: Collective Bargaining Agreement between the California Faculty Association and the Board of Trustees of the California State University for Unit 3 (Faculty).
 4. CFA: the California Faculty Association or the exclusive representative of the Union. (2.7)
 5. College/Library/School/SSP-AR: College of Arts and Sciences, College of Business Administration, College of Education, Library. School of Nursing, and Student Services Professional, Academic Related.
 6. Confidentiality: confidential matter is private, secret information whose unauthorized disclosure could be prejudicial. Given the RTP Procedure, confidentiality applies to the circle of those reviewing a file in a given year.
 7. CSU: the California State University.
 8. CSUSM: California State University San Marcos.
 9. Custodian of the File (COF): the administrator designated by the President who strives to maintain accurate and relevant Personnel Action Files and to ensure that the CSUSM RTP Timetable is followed. (11.1, 15.4)
 10. Day: a calendar day. (2.11)
 11. Dean/Director: the administrator responsible for the college/unit.
 12. Department: the faculty unit employees within an academic department or other equivalent academic unit. (2.12)
 13. Department Chair: the person selected by the president or designee, based on faculty recommendation, to serve as the director/coordinator of the faculty unit employees within an academic department or other equivalent academic unit. (20.32)
 14. Equivalent Academic Unit: any unit that is equivalent to an academic department or library unit for purposes of this document, but not recognized under the CBA.
 15. Evaluation: a written assessment of a faculty member’s performance. An evaluation shall not include a recommendation for action.
 16. Faculty Unit Employee: a member of bargaining Unit 3 who is subject to retention, tenure, or promotion. (2.13) See also *Candidate*.
 17. Librarian: those individuals who have achieved the rank of full Librarian.
 18. Merit awards: in various CBAs, the CSU and CFA have agreed upon different terms and different names for merit awards, such as Merit Salary Adjustments, Performance Step Salary Increases and Faculty Merit Increases. If they are in effect during a review, merit awards are separate from the Retention, Tenure, and Promotion process, and thus have no bearing on the set of policies and procedures that follows.
 19. Peer Review Committee (PRC): the committee of full-time, tenured faculty unit employees whose purpose is to review and recommend faculty unit employees who are being considered for retention, tenure, and promotion. (15.35)
 20. Performance Review: the evaluative process pursuant to retention, tenure, and/or promotion. (15.32)
 21. Personnel Action File (PAF): the one official personnel file containing employment information and information relevant to personnel recommendations or personnel actions regarding a faculty unit employee. (2.17)
 22. President: the chief executive officer of the university or her/his designee. (2.18)
 23. Probation, Normal Period of: the normal period of probation shall be a total of six (6) years of full-time probationary service and credited service, if any. Any deviation from the normal six (6) year probationary period, other than credited service given at the time of initial appointment, shall be the decision of the President following her/his consideration of recommendations from the department or equivalent unit, Dean/Director, appropriate administrators, and the Promotion and Tenure Committee. (13.3)

- 61 24. Probationary Faculty: the term probationary faculty unit employee refers to a full-time faculty unit
62 employee appointed with probationary status and serving a period of probation. (13.1)
63 25. Professor: those individuals who have achieved the rank of full professor.
64 26. Promotion: the advancement of a probationary or tenured faculty unit employee who holds
65 academic or librarian rank to a higher academic or librarian rank or of a counselor faculty unit
66 employee to higher classification. (14.1)
67 27. Promotion, Early consideration for: in some circumstances, a faculty unit employee may, upon
68 application and with a positive recommendation from her/his Department or equivalent academic
69 unit, be considered for early promotion to Associate Professor or Professor, Associate Librarian or
70 Librarian, SSP-AR II or SSP-AR III prior to the normal period of service. (14.2-14.4)
71 28. Promotion and Tenure Committee (P & T Committee): an all-University committee composed of
72 full-time, tenured Professors and a Librarian elected according to the faculty constitution. The
73 University charges the P & T Committee to make recommendations for tenure and promotion.
74 When School of Nursing faculty or SSP-ARs are under review, faculty member from the School of
75 Nursing or SSP-AR III will be added to the P & T Committee for the School of Nursing or SSP-AR
76 review only.
77 29. Rebuttal/Response: a written statement intended to present opposing or clarifying evidence or
78 arguments to recommendations resulting from a performance review at any level of review. (15.5)
79 30. Recommendation: the written end product of each level of a performance review. A
80 recommendation shall be based on the WPAF and shall include a written statement of the reasons
81 for the recommendation. A copy of the recommendation and the written reasons for it is provided
82 to the faculty member at each level of review. (15.40, 15.12c, 15.5)
83 31. Retention: authorization to continue in probationary status.
84 32. RTP: retention, tenure, and/or promotion.
85 33. RTP Timetable: A timetable that lists the order of review and establishes dates for the review
86 process at each level for a particular year. This calendar is based on the approved academic year
87 calendar. The President, after consideration of recommendations of the appropriate faculty
88 committee, shall announce the RTP Timetable for each year. (13.5)
89 34. Service Credit: the President, upon recommendation of the Dean/Director after consulting with the
90 relevant department or equivalent unit, may grant to a faculty unit employee up to two (2) years
91 service credit for probation based on previous service at a post-secondary education institution,
92 previous full-time CSU employment, or comparable experience. (13.4)
93 35. Tenure: the right to continued permanent employment at the campus as a faculty unit employee
94 except when such employment is voluntarily terminated or is terminated by the CSU pursuant to
95 the CBA or law. (13.13)
96 36. Working Personnel Action File (WPAF): that portion of the Personnel Action File specifically
97 generated for use in a given evaluation cycle. The WPAF shall include all forms and documents,
98 all information specifically provided by the candidate, and information provided by faculty unit
99 employees, students, and academic administrators. It also shall include all faculty and
100 administrative level evaluations, recommendations from the current cycle, and all rebuttal
101 statements and responses submitted. (15.8)
102

103 II. PERSONNEL FILES

104 A. Personnel Action File (PAF): ~~Definition~~

- 105 | 1. Each faculty member shall have a Personnel Action File (PAF). This is a confidential file with
106 exclusive access of the faculty member and designated individuals. (11)
107 2. The President of the University designates where such files will be kept and who will act as
108 Custodian of the File (COF). The COF will keep a log of all requests to see each file. The COF
109 shall monitor the progress of all evaluations ensuring that she/he gives proper notification of each
110 step of the evaluation to the Candidate, each committee and administrator as specified in these
111 procedures. (11)
112 3. The PAF is the one official personnel file for employment information relevant to personnel
113 recommendation or personnel actions regarding a Candidate. Faculty members may review all
114 material in their PAF, including pre-employment materials. Faculty members may submit rebuttals
115 to any item in the file, except for pre-employment materials. Faculty may request the removal of
116 any letters of reprimand that are more than three years old. (18) Material submitted to the PAF
117 must be identified by the source generating the information. No anonymously authored documents
118 shall be included in the file. (11)
119

120 | ~~4. B. Personnel Action File (PAF):~~ Contents of Personnel Action File (PAF) File

121 The PAF contains the following materials:

- 122 • All recommendations and decision letters that have been part of the RTP process.
- 123 • All indices of all WPAFs.
- 124 • The file concerning initial appointment.
- 125 • A curriculum vitae from each review.
- 126 • The Candidate's summaries for each RTP-related review.
- 127 • All rebuttals and responses.
- 128 • Letters of commendation.
- 129 • Letters of reprimand, until removed under 18.7.
- 130 • All fifth year post-tenure reviews.
- 131 • Documentation of any merit awards or salary adjustments.¹

132 ~~E.B.~~ Working Personnel Action File (WPAF): ~~Definition~~

- 133 1. During periods of evaluation, the Candidate shall create a WPAF specifically for the purpose of
134 evaluation. This material amplifies the PAF. It shall contain all required forms and documents and
135 all additional information provided by the Candidate. The WPAF is deemed to be part of the
136 Personnel Action File (PAF) during the period of evaluation. (11) Material submitted to the WPAF
137 must be identified by the source generating the information. No anonymously authored documents
138 shall be included in the file.
- 139 2. The WPAF is part of the review process. All parties to the review shall maintain confidentiality
140 regarding this file. (15)
- 141 3. The Candidate, appropriate administrators, the President, Peer Review Committee members,
142 Department Chair (only if she/he completes a separate Department Chair review), and Promotion
143 and Tenure Committee members, Custodian of the File and designated individuals shall have access
144 to the file. (15)
- 145 4. The WPAF shall be complete by the deadline announced in the RTP Timetable. Any material
146 added after that date must have the approval of the Peer Review Committee and must be material
147 that becomes available only after the closure date. Applicants are strongly encouraged to add such
148 updated material as it becomes available (e.g., a publication listed as "in press" and subsequently
149 published or a grant application funded after the WPAF submission date). New materials must be
150 reviewed, evaluated, and commented upon by the Peer Review Committee and the Department
151 Chair (if applicable) before consideration at subsequent levels of review. Once approved by the
152 PRC, the Dean and subsequent reviewers shall be notified simultaneously and they have the option
153 of changing recommendations. (15)

154 ~~D.~~ 5. Guidance on the WPAF:

- 155 a. ~~1.~~ An item in the WPAF may be included in whichever category the Candidate sees as the best fit.
156 However, a single item may not be inserted in two different categories.

- 157 b. 2. The ~~review emphasis~~ of the WPAF will be based on the accomplishments of the Candidate since
158 the beginning of the last university-level review and not included as part of that review. For
159 retention review, the ~~review emphasis~~ will be based on the time period since the last retention
160 review. For promotion ~~or tenure~~ to Associate Professor /Associate Librarian/SSP II AR or
161 tenure, the ~~emphasis-review~~ will be based on the time period since hiring. For promotion ~~or~~
162 tenure to Professor/Librarian/SSP-AR III, the ~~emphasis-review~~ will be based on the time period
163 since the review for the Candidate's last promotion or since hiring if hired as an Associate
164 Professor /Associate Librarian/SSP II AR.

- 165 ~~b.c.~~ 3. If service credit was awarded, the Candidate should include evidence of accomplishments from
166 the other institution(s) for the most recent years of employment.

- 167 ~~e.d.~~ 4. This procedures document does not specify standards. Each Department may develop its own
168 standards, including guidance on criteria in that unit. It is the responsibility of the Candidate to
169 seek out and understand these standards. See V.A.1. and V. B. 4. below.

- 170 e. 5. There are many creative ways to document scholarly performance in the WPAF, but the
171 potential for a lack of selectivity and coherence is great. Assembling the WPAF (the
172 Candidate's responsibility) and giving due consideration to the WPAF (the reviewing parties'
173 responsibility) is made more time-consuming and difficult when the file is disorganized and/or
174 too large. In presenting the WPAF, the Candidate should be selective, choosing documents,
175 texts, or artifacts that are most significant and representative of their work. The WPAF should
176 be focused and manageable. In order for a candidate to make the best case while minimizing

¹ Documentation of any merit awards or salary adjustments is an optional element in a PAF and WPAF except as required by previous contracts.

177 file size. ~~Statements~~ statements such as “~~Documentation~~ available on upon request” ~~are~~
178 encouraged may be used. Materials mentioned as “available upon request” or cited in reflective
179 statement and/or curriculum vitae are considered part of the WPAF. Reviewers at any level can
180 obtain such documentation during the time of the review directly from the candidate or directly
181 from the cited source, without the notification of any other level of review. Information in the
182 public domain relevant to the material presented in the WPAF, but not specific to the candidate
183 (e.g., journal acceptance rates, publication peer-review process, and/or publisher information),
184 are considered part of the WPAF and can be accessed by reviewers at any level without
185 notification.

186 ~~d.f.~~ 6- The evidence of success in Teaching, Research/Creative Activity and Service shall consist of up
187 to 30 items total in the WPAF. The types of items included may vary. The candidate will
188 determine how to distribute the items among the three categories; however, each category will
189 contain evidence.

190 ~~e.g.~~ 7- The reflective statements included in the WPAF shall not exceed 15 pages in combined length.
191 The Candidate will determine how many pages to devote to each statement. The statements will
192 describe the Candidate’s contributions in the areas of Teaching, Research/Creative Activity, and
193 Service.

194 ~~f.h.~~ 8- Electronic documentation is also acceptable, although the same principle of selectivity applies in
195 this case.

196 ~~g.i.~~ 9- The Candidate shall be notified of the placement of any material in her/his WPAF, and shall be
197 provided with a copy of any material to be placed in the WPAF at least five days prior to such
198 placement.

- ~~a-~~ Material inserted into the WPAF by reviewing parties is subject to rebuttal or request for removal by the faculty member undergoing review.
- ~~b-~~ Required or additional material relevant to the review may be added during the initial period of “review for completeness” by the faculty member undergoing review or other parties to the review.

204 ~~E6.~~ The WPAF, when submitted by the Candidate, shall contain:

205 ~~a.~~ 1- A current curriculum vitae including all the accomplishments of the candidate’s career.-

206 ~~b.~~ A statement outlining any special conditions of initial appointment, such as award of years of
207 service credit or completion of terminal degree.

208 ~~c.~~ For faculty applying for periodic reviews; retention, tenure, or tenure and promotion, all personnel
209 reviews since hire. For faculty applying for promotion after the award of tenure (or tenure and
210 promotion), all personnel reviews beginning with the previous promotion review or original
211 appointment materials. For faculty applying for tenure after promotion, all personnel reviews
212 beginning with original appointment materials. Personnel reviews (including recommendations,
213 rebuttals and responses) are defined as:

- periodic reviews
- retention, tenure and promotion reviews
- five-year post-tenure reviews

217 ~~d2.~~ A reflective statement for each section (should be based on the work done since the last successful
218 review): Teaching, Research/Creative Activity, and Service. (See II.D.7. above.)

219 13. Evidence of teaching success (for all faculty unit members who teach) and equivalent
220 professional performance based on primary duties assigned in the job description (for non-
221 teaching faculty).²

- a. The reflective statement on teaching.
- b. Student evaluations from courses taught, in compliance with the CBA. The complete university-prepared report (containing numerical summaries and student comments) shall be included for each course submitted.
- c. Selected ~~items~~ items (a minimum of 1 item) representing ~~documenting the~~ teaching accomplishments discussed ~~, such as in the reflective statement, such as:~~
 - Peer evaluation
 - Self-evaluation
 - Videotape of class session
 - Instructional materials (e.g., syllabi, lesson plans, lecture notes, multimedia presentations, course assignments)

² Non-teaching faculty include librarians and SSP-ARs.

- Product of your teaching/Evidence of student learning (e.g., completed student assignment, paper, thesis, exam, project, performance)
 - Teaching award, fellowship or honor
 - Other relevant items chosen by the faculty member
- 237 | **24.** Evidence of success in research and creative activity (for teaching faculty and librarians) and
- 238 | continuing education/professional development (for SSP-ARs).
- 239 | a. The reflective statement on research and creative activity.
- 240 | b. Selected items (a minimum of 1 item) representing research and creative activity, such
- 241 | as:
- Publications
 - Publications in press or under review (with documentation)
 - Creative performances (dance, music performance art, theatre), exhibits, videos, slides, recordings, CD-ROMS, multimedia, performance texts, installations, photographs, musical scores, directing or choreography, curating, producing
 - Presentations at professional meetings
 - Funded grants
 - Research/creative activity in progress
 - Instructional material development
 - Applied research/scholarship
 - Invited address
 - Research/creative activity award, fellowship or honor
 - Editing of a journal, book, or monograph
 - Unpublished research
 - Unpresented/unperformed creative activity
 - Unfunded grant proposal
 - Refereeing of a book, journal article, monograph, conference paper
 - Other relevant items chosen by the faculty member
- 260 | **35.** Evidence of success in service.
- 261 | a. The reflective statement on service.
- 262 | b. Selected items (a minimum of 1 item) representing service to the campus, system,
- 263 | community, discipline, and/or profession, such as:
- Committee activity
 - Consultantship to community organizations
 - Advising a student group
 - Mentoring of faculty and/or students
 - Office held and participation in professional organizations
 - Service award, fellowship or honor
 - Editing of a journal, book, or monograph
 - Refereeing of a book, journal article, monograph, conference paper
 - Other relevant items chosen by the faculty member
- 273 | ~~6.—For faculty applying for periodic reviews; retention, tenure, or tenure and promotion, all personnel~~
- 274 | ~~reviews since hire. For faculty applying for promotion after the award of tenure (or tenure and~~
- 275 | ~~promotion), all personnel reviews beginning with the tenure (or tenure and promotion) review.~~
- 276 | ~~Personnel reviews (including recommendations, rebuttals and responses) are defined as periodic~~
- 277 | ~~reviews; retention, tenure and promotion reviews; and five year post tenure reviews.~~
- 278 | ~~e7.~~ Department/Unit/College/Library/School/SSP-AR standards for retention, tenure and promotion.
- 279 | ~~f8.~~ A complete index of the material contained in the WPAF. (Should be located at the beginning of
- 280 | the WPAF)

282 | III. REVIEW PROCESS SCHEDULE

- 284 | A. Tenure and Promotion to the Rank of Associate Professor/Associate Librarian/SSP-AR II
- 285 | 1. All probationary (nontenured) faculty members shall undergo annual review. The normal review
- 286 | process schedule depends on the probationary status of the Candidate. If the Candidate's initial
- 287 | appointment is on the tenure track at the rank of Assistant Professor, Senior Assistant Librarian
- 288 | (which normally requires a doctorate or other appropriate terminal degree), or SSP-AR I without
- 289 | credit for prior years of service, the review process schedule is as follows:
- First, third, and fifth years: PRC level and Dean/Director review
 - Second and fourth years: PRC, Dean/Director and President review

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- Sixth year: Mandatory review for promotion and tenure by Department Chair,³ Peer Review Committee, Dean, and Promotion and Tenure Committee with a recommendation to the President
 - 2. Tenure-track probationary faculty may be given credit for a maximum of two years of service at another institution. The amount of credit allowed shall be stipulated at the time of employment and documented in a letter to the faculty member. This letter should be included in the file. If one or two years of credit are given, the review process begins with the first year level review. The mandatory promotion and tenure decision is shortened by the number of service credit years given. (13.4)
 - 3. If a probationary faculty member without a doctorate or appropriate terminal degree is hired at the rank of Instructor, Assistant Librarian, or SSP-AR I, the Candidate may choose not to count the time as Instructor/Assistant Librarian/SSP-AR I toward the mandatory sixth year tenure and promotion review. The Candidate must stipulate her/his choice at the time of initial appointment to a tenure track position.
 - 4. Normally, a probationary faculty member shall not be promoted during the probationary period of six years of full-time service. (13.3, 14.2) At the request of the Candidate or on the initiative of the Department, a Candidate may be considered for Promotion and Tenure prior to the sixth year of service. In that event, the sixth-year-level review substitutes for the annual review. Promotion or tenure prior to the normal year of consideration requires clear evidence that the Candidate has a sustained record of achievement that fulfills all criteria for promotion as specified in University, College/Library/School, and Department standards. For early promotion or tenure, a sustained record of achievement should demonstrate that the candidate has a record comparable to that of a candidate who successfully meets the criteria in all three categories, teaching/professional activity, research/creative activity, and service, for promotion or tenure in the normal period of service. Therefore, a successful candidate for early promotion or tenure will have a record of achievement that exceeds the expectations for peers with the same years of service at the Assistant level or the same rank. Candidates for promotion before the mandatory sixth-year review may withdraw from consideration without prejudice at any level of review. (14.7)
 - 5. Mandatory sixth-year consideration entails recommendations to the President for the Candidate's tenure and promotion. Normally, award of tenure to probationary faculty members also entails promotion. (14.2) Probationary faculty members shall not be promoted beyond the rank of Associate. (14.2)
- B. Tenure for Probationary Faculty Hired at the Ranks of Associate Professor/Associate Librarian/SSP-AR II and Professor/Librarian/SSP-AR III
- 1. Nontenured Associate Professors/Professors, Associate Librarians/Librarians, and SSP-AR II/SSP-AR IIIs shall be reviewed annually according to the following schedule:
 - First, third, and fifth years: PRC level and Dean/Director review
 - Second and fourth years: PRC, Dean/Director and President review
 - Sixth year: Mandatory review for tenure by the Department Chair,⁴ Peer Review Committee, Dean, and Promotion and Tenure Committee recommendation to the President.
 - 2. Tenure-track probationary faculty may be given credit for a maximum of two years of service at another institution. The amount of credit allowed shall be stipulated at the time of employment. The letter shall be included in the file. (13.4)
 - 3. Normally, a probationary faculty member shall not be promoted during the probationary period of six years of full-time service. (13.3, 14.2) At the request of the Candidate or on the initiative of the Department, a Candidate may be considered for Promotion and Tenure prior to the sixth year of service. In that event, the sixth-year-level review substitutes for the annual review. The President may award tenure to a faculty unit employee before the normal six year probationary period. (13.18) Promotion and tenure prior to the normal year of consideration requires clear evidence that the Candidate has a sustained record of achievement that fulfills all criteria for promotion as specified in University, College/Library/School, and Department standards. For early promotion or tenure, a sustained record of achievement should demonstrate that the candidate has a record comparable to that of a candidate who successfully meets the criteria in all three categories, teaching/professional activity, research/creative activity, and service, for promotion in the normal period of service. Therefore, a successful candidate for early promotion or tenure will have a record of achievement that exceeds the expectations for peers with the same years of service at the

³In cases when the Department Chair elects to make separate recommendations on the Candidates in her/his Department.
⁴ In cases when the Department Chair elects to make separate recommendations on the Candidates in her/his Department.

- 348 | Associate level or the same rank. Candidates for promotion before the mandatory sixth-year review
349 | may withdraw from consideration without prejudice at any level of review. (14.7)
- 350 | 4. Tenure review for probationary Associate Professor /Associate Librarian/SSP-AR II is separate and
351 | distinct from review for promotion to the rank of Professor /Librarian/SSP-AR III. Probationary
352 | faculty shall not be promoted beyond the rank of Associate. (14.2) In other words, Associate
353 | Professors/Associate Librarians/SSP-AR IIs must be awarded tenure before they are eligible to
354 | apply for promotion to full Professor/Librarian/SSP-AR III.
- 355 | C. The President may extend a faculty member's probationary period for an additional year when a faculty
356 | member is on Workers' Compensation, Industrial Disability Leave, Nonindustrial Disability Leave, leave
357 | without pay, or paid sick leave for more than one semester or two consecutive terms. (13.7)
- 358 | D. Review of Tenured Faculty at Rank other than Professor/Librarian/SSP-AR III Ranks
- 359 | 1. Except for early promotion considerations, review for promotion to the rank of Professor, Librarian,
360 | or SSP-AR III follows the standard sequence of review for tenure: Department Chair (at the
361 | Department Chair's discretion) and Peer Review Committee, Dean/Director, Promotion and Tenure
362 | Committee making recommendations to the President.
- 363 | 2. Only tenured faculty unit employees with rank of Professor/Librarian/SSP-AR III can make
364 | recommendations regarding promotion to these ranks. (Professors/Librarians/SSP-AR IIIs may
365 | make recommendations for promotion across these positions.)
- 366 | 3. The promotion of a tenured faculty unit employee normally shall be effective the beginning of the
367 | sixth year after appointment to her/his current academic rank/classification. In such cases, the
368 | performance review for promotion shall take place during the year preceding the effective date of
369 | the promotion. This provision shall not apply if the faculty unit employee requests in writing that
370 | she/he not be considered. (14.3)
- 371 | 4. The promotion of a faculty unit member to the rank of Professor, Librarian, or SSP-AR III that will
372 | be effective prior to the start of the sixth year after appointment to his/her current academic
373 | rank/classification is considered an "early promotion." Promotion prior to the normal year of
374 | consideration requires clear evidence that the Candidate has a sustained record of achievement that
375 | fulfills all criteria for promotion as specified in University, College/Library/School, and
376 | Department standards. For early promotion, a sustained record of achievement should demonstrate
377 | that the candidate has a record comparable to that of a candidate who successfully meets the criteria
378 | in all three categories, teaching/professional activity, research/creative activity, and service, for
379 | promotion in the normal period of service. Therefore, a successful candidate for early promotion
380 | will have a record of achievement that exceeds the expectations for peers with the same years of
381 | service at their current level. An early promotion decision requires that the applicant receive a
382 | positive recommendation from his/her department or equivalent unit. In cases where the
383 | department or equivalent unit does not make a positive recommendation, no further levels of review
384 | take place and the promotion is not considered. (14.3, 14.4)
- 385 | E. Except for denial of tenure in the mandatory sixth-year review, denial of tenure and/or promotion does
386 | not preclude subsequent review. Probationary faculty denied tenure prior to the sixth year may be
387 | considered in any subsequent year through the mandatory sixth-year review. Tenured
388 | Assistant/Associate Professors, Senior Assistant/Associate Librarians, and SSP-AR I/IIIs denied
389 | promotion may be reviewed in any subsequent year.

391 | IV. RESPONSIBILITIES OF THOSE INVOLVED IN THE REVIEW CYCLE

- 392 | A. Responsibilities of the Candidate
- 393 | 1. Preparation of the WPAF
- 394 | a. Prior to the beginning of the review process, the Candidate shall be responsible for reviewing
395 | the Department/Unit/College/Library/School/SSP-AR evaluation criteria and review
396 | procedures that have been made available, including the CSUSM RTP timetable.
- 397 | b. Prior to the beginning of the review process, the Candidate shall be responsible for consulting
398 | campus resources relevant to the review process (e.g., the CBA, Academic Affairs, Faculty
399 | Center resources and workshops, and colleagues).
- 400 | c. Prior to the beginning of the review process, the Candidate shall be responsible for the
401 | identification of materials she/he wishes to be considered and for the submission of such
402 | materials as may be accessible to her/him. (15.12.a)
- 403 | d. The Candidate shall be responsible for the organization and comprehensiveness of the WPAF.
- 404 | e. If the Candidate is requested to remove any material from her/his WPAF, she/he can either remove the
405 | material or add explanations to the reflective statement about the relevance of the material.
- 406 | 2. Submission of the WPAF
- 407 |

- 408 a. The Candidate shall be responsible for indicating clearly in a cover letter the specific action
409 she/he is requesting: consideration for retention, tenure, and/or promotion.
410 b. The Candidate is responsible for submission of the WPAF in adherence to the RTP Timetable.
411 3. The Candidate is responsible for preparing, as necessary, a timely rebuttal or response at each level
412 of the review according to the RTP Timetable.
413 4. The Candidate is responsible for requesting a meeting, if wanted, at each level of the review
414 according to the RTP Timetable. No formal, written response is required subsequent to this
415 meeting.
416 5. The Candidate may request and shall approve of external review and reviewers. (15.12.d) See
417 Appendix C.
- 418 B. Responsibilities of Department Chairs and Faculty Governance Units
419 1. In academic units with a Department Chair, the Chair shall ensure that there is an election of a
420 PRC. This entails: identifying eligible members of the Department or equivalent academic unit,
421 College/Library/School, or the entire University faculty, when necessary, who are willing to serve;
422 consulting with faculty in the Department about names to place on the ballot; sending out the ballot
423 one week before the election date; ensuring that ballots are counted by a neutral party; and
424 announcing the results to the Department and to the Candidates. The Department Chair shall
425 convene the first meeting of the PRC and ensure that a chair is elected.
426 2. In academic units with no Department Chair, the appropriate faculty governance group shall ensure
427 that there is an election of a PRC. This entails: identifying eligible members of the Department or
428 equivalent academic unit, College/Library/School, or the entire University faculty, when necessary,
429 who are willing to serve; consulting with faculty in the Department about names to place on the
430 ballot; sending out the ballot one week before the election date; ensuring that ballots are counted by
431 a neutral party; and announcing the results to the Department and to the Candidates. The
432 appropriate faculty governance group shall convene the first meeting of the PRC and ensure that a
433 chair is elected.
434 3. The Department Chair may submit a separate recommendation concerning retention, tenure, and/or
435 promotion under the following conditions: The Department Chair must be tenured and the
436 Department Chair must be of equal or higher rank than the level of promotion requested by the
437 Candidate.⁵ The Department Chair's review runs concurrently with the PRC review. When a
438 Department Chair chooses to make a separate recommendation in a given year, she/he must do so
439 for all Candidates in the Department in that year for which she/he is eligible to submit a
440 recommendation. In this case, Department Chairs shall have the additional responsibilities indicated
441 below. If the Department Chair is a member of the PRC, she/he may not make a separate
442 recommendation.
443 a. During the time specified for this activity, the Department Chair shall review the file for
444 completeness. Within seven days of the submission deadline the Department Chair shall:
445 1) Submit a letter to the Custodian of the File outlining material that is lacking. The
446 custodian notifies the faculty member.
447 2) Add any existing material missing from the file that the faculty member did not add.
448 The Department Chair must add the required evidence, but may choose not to add the
449 non-mandatory additional evidence requested.
450 b. The Department Chair may determine whether to request external review of the file. In the
451 case of external review request, see Appendix C for responsibilities and timetable.
452 c. Consistent with the CBA, the Department/Unit/College/Library/School/SSP-AR RTP
453 documents and the RTP Timetable, the Department Chair shall review and evaluate the
454 WPAF of each candidate for retention, tenure, and promotion.
455 d. The Department Chair may write a recommendation with supporting arguments to "The file
456 of [the faculty member under review]." The Department Chair's recommendation is a
457 separate and independent report from that of the PRC.
458 1) The recommendation shall be based on the contents of the WPAF. (15.12.c)
459 2) The recommendation clearly shall endorse or disapprove of the Candidate's retention,
460 tenure, and/or promotion.

⁵ When the Department Chair is eligible to write recommendations for some Candidates and not others (e.g., Department Chair is a tenured Associate Professor eligible to submit separate recommendations for tenure and promotion to Associate Professor, but not for full Professor/Librarian), the Department Chair will notify the Custodian of the File. The Custodian of the File will insert a letter into the WPAF of those Candidates for whom the Department Chair is ineligible to make recommendations that explains the reason that no Department Chair letter was submitted to the file.

- 461 e. The Department Chair shall submit the recommendation to the Custodian of the File by the
462 deadline specified in the RTP Timetable.
463 f. The Candidate may request a meeting with the Department Chair within seven days of receipt
464 of the Department Chair's recommendation (15.5). If a meeting is requested, the Department
465 Chair shall attend the meeting. No formal, written response is required subsequent to this
466 meeting.
467 g. The Department Chair may respond to a Candidate's written rebuttal or response within seven
468 days of receipt. No formal, written response to a candidate rebuttal or response is required.
469 h. Should the P & T Committee call a meeting of all previous levels of review, the Department
470 Chair shall attend and revise or reaffirm her/his recommendation. The Department Chair
471 shall then submit in writing her/his recommendation to the Custodian of the File consistent
472 with the RTP Timetable.
473 i. The Department Chair shall maintain confidentiality of the file, of deliberations and
474 recommendations. (15.10 and 15.11)
475 j. When Department Chairs submit a separate recommendation for Candidates in their
476 Departments, they are ineligible to serve on Peer Review Committees in their respective
477 Departments, but may serve on PRC's in other Departments. Department Chairs, like other
478 parties to the review, may not serve at more than one level of review.
479 4. If a Department Chair chooses not to make a separate recommendation, then she/he may serve on
480 any Peer Review Committees within her or his academic unit.
481 5. If any stage of a Performance Review has not been completed according to the RTP Timetable, the
482 WPAF shall be automatically transferred to the next level of review or appropriate administrator
483 and the Candidate shall be so notified. (15.41)
484 C. Election and Composition of the Peer Review Committee (PRC)
485 1. The Department or appropriate academic unit is responsible for determining the size and election
486 conditions of the PRC. The Department Chair shall ensure that there is an election of a PRC.
487 Where no Department Chair exists, the department or appropriate faculty governance unit will
488 ensure that there is an election of a PRC. (See IV.B.1. and 2. above.)
489 2. The PRC shall be composed of at least three full-time tenured faculty elected by tenure-track
490 faculty in the Candidate's department (or equivalent), with the chair elected by the committee. That
491 is, if there are enough eligible faculty members in a department or program, members of the Peer
492 Review Committee are elected from these areas. If not, the department or program shall elect Peer
493 Review Committee members from eligible university faculty in related academic disciplines.
494 (15.35)
495 3. In the case of a faculty member with a joint appointment, the Peer Review Committee shall include
496 when possible representatives from both areas with a majority of members on the committee
497 elected from the Department or program holding the majority of the faculty member's appointment.
498 If a faculty member holds a 50/50 joint appointment, the committee will have representatives from
499 both departments.
500 4. Peer Review Committee members must have higher rank/classification than those being considered
501 for promotion.
502 5. Candidates for promotion are ineligible for service on promotion or tenure Peer Review
503 Committees.
504 6. Each College/Library/School/SSP-AR shall adopt procedures for electing a Peer Review
505 Committee from the eligible faculty. These procedures must follow the guidelines of the CBA.
506 (15.35)
507 D. Responsibilities of the Peer Review Committee (PRC)
508 1. The PRC shall review the WPAF for completeness. Within seven days of the submission deadline
509 the PRC shall:
510 a. Submit a letter to the Custodian of the File outlining material that is lacking. If no WPAF has
511 been submitted, the PRC shall submit a letter to the Custodian of the File within the same
512 deadline indicating that the WPAF is lacking.
513 b. Add any existing required material, ~~required or additional~~, missing from the WPAF that the
514 Candidate has not added via the COF. (15.12).
515 c. Add any additional existing material with written consent of the candidate.
516 d. Request any irrelevant material to be removed from the WPAF.
517 2. The PRC shall determine whether to request external review of the WPAF. In the case of an
518 external review request, see Appendix C for responsibilities and timeline.
519 3. Consistent with the CBA, the Department/College/Library/School/SSP-AR RTP standards/
520 documents, the University RTP document, and the RTP Timetable:

- 521 a. The PRC shall review and evaluate the WPAF of each candidate for retention, promotion, and
522 tenure.
523 b. Each committee member shall make an individual evaluation prior to the discussion of any
524 specific case.
- 525 4. The PRC shall meet as an entire committee face-to-face. In these meetings, each member shall
526 comment upon the candidate's qualifications under each category of evaluation.
- 527 5. The PRC shall write a recommendation with supporting arguments to "The file of [the faculty
528 member under review]." (See Appendix E.) The PRC's recommendation is a separate, independent
529 report from that of the Department Chair.
- 530 a. The recommendation shall be based on the contents of the WPAF. (15.12.c)
531 b. The recommendation clearly shall endorse or disapprove of the retention, tenure, and/or
532 promotion.
- 533 6. Each recommendation shall be approved by a simple majority of the committee. To maintain
534 confidentiality, the vote for recommendations shall be conducted by printed, secret ballot. (See
535 Appendix D.) The report of the vote shall be anonymous. Committee members may not abstain in
536 the final vote. The vote tally shall not be included in the letter. Dissenting opinions shall be
537 incorporated into the text of the final recommendation. When the vote is unanimous, the report
538 shall so indicate. All members of the committee shall sign the letter. (See Appendix E.)
- 539 7. The PRC shall submit the recommendation to the Custodian of the File by the deadline specified in
540 the RTP Timetable.
- 541 8. Should the candidate call a meeting within seven days of receipt of the PRC's recommendation, the
542 PRC shall attend the meeting. (15.5) No formal, written response is required subsequent to this
543 meeting.
- 544 9. The PRC may respond to a candidate's written rebuttal or response within seven days of receipt of
545 rebuttal. No formal, written response to a candidate rebuttal or response is required.
- 546 10. Should the P & T Committee call a meeting of all previous levels of review, the PRC shall attend
547 and revise or reaffirm their recommendation. The PRC shall then submit in writing their
548 recommendation to the Custodian of the File consistent with the RTP Timetable.
- 549 11. The PRC shall maintain confidentiality of the file, of deliberations and recommendations, pursuant
550 to articles 15.10 and 15.11 of the CBA.
- 551 12. If any stage of a Performance Review has not been completed according to the RTP Timetable, the
552 WPAF shall be automatically transferred to the next level of review or appropriate administrator
553 and the faculty unit employee shall be so notified. (15.41)
- 554 E. Responsibilities of the Dean/Director
- 555 1. The Dean/Director shall review the file for completeness. Within seven days of the submission
556 deadline, the Dean/Director shall:
- 557 a. Submit a letter to the Custodian of the File outlining material that is lacking.
558 b. If the requested missing material is not added, the Dean/Director shall have the COF insert
559 that material. (15.12)
560 c. The Custodian of the File shall notify the faculty member of any material added to the file.
- 561 2. The Dean/Director shall determine whether to request external review of the file. In the case of an
562 external review request, see Appendix C for responsibilities and timeline.
- 563 3. The Dean/Director shall review and evaluate the WPAF of each candidate for retention, tenure,
564 and/or promotion, consistent with the CBA, Department/Unit/College/Library/School/SSP-AR RTP
565 document, [the University RTP document](#), and the RTP Timetable.
- 566 4. The Dean/Director shall write a recommendation with supporting arguments addressed "To the file
567 of [the name of the Candidate]."
- 568 a. The recommendation shall be based on the contents of the WPAF. (15.12 c)
569 b. The recommendation shall clearly endorse or disapprove retention, tenure and/or promotion.
- 570 5. The Dean/Director shall submit the recommendation to the Custodian of the File by the deadline
571 specified in the RTP Timetable.
- 572 6. Should the candidate call a meeting within seven days of receipt of the Dean/Director's
573 recommendation (15.5), the Dean/Director shall attend the meeting. No response is required.
- 574 7. Should the candidate submit a rebuttal or response, the Dean/Director may respond to the rebuttal
575 in writing within seven days of receipt. No formal, written response to the candidate's rebuttal or
576 response is required.
- 577 8. Should the Promotion and Tenure Committee call a meeting of all the previous levels of review, the
578 Dean/Director shall attend and revise or reaffirm her/his recommendation. The Dean/Director shall
579 then submit, in writing, her/his recommendation to the Custodian of the File.

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9. The Dean/Director shall maintain the confidentiality of deliberations and recommendations pursuant to articles 15.10 and 15.11 of the CBA.
 10. If any stage of a Performance Review has not been completed according to the RTP Timetable, the WPAF shall be automatically transferred to the next level of review or appropriate administrator and the faculty unit employee shall be so notified. (15.41)
- F. Composition of the Promotion and Tenure (P & T) Committee
1. The University Promotion and Tenure Committee shall be composed of seven members: six full-time tenured Professors and one full-time tenured Librarian elected in accordance with the rules and procedures of the Academic Senate. Candidates for election to the Committee shall be voting members of the Faculty as defined in the by-laws of the CSUSM Academic Senate.
 2. The six Professors shall be elected as follows: One from the College of Education; one from the College of Business Administration; three from the College of Arts and Sciences (these three must come from at least three of the four Divisions within the College: Humanities, Social Sciences, Sciences and Interdisciplinary Studies); and one university-wide at-large member. The faculty members of the Library shall elect the Librarian member. When School of Nursing faculty or SSP-ARs are under review, faculty member from the School of Nursing or SSP-AR III will be added to the P & T Committee for the School of Nursing or SSP-AR review only.
 3. For various reasons of ineligibility, the Promotion and Tenure Committee may lack the full set of seven members. If Committee membership falls below five, the Senate shall hold a replacement election or an at-large election as appropriate to ensure a minimum of five members for the Committee. Faculty with specified roles in assessing, directing, or counseling faculty in relation to their professional responsibilities are ineligible for service (e.g., Director of General Education, Director of the Faculty Center).
 4. Each year, the members of the Committee shall elect the Chair. They will hold this election during the spring semester preceding the year of service on the Committee.
 5. Members of the Promotion and Tenure Committee are ineligible to serve at any other level of review. That is, they cannot make recommendations as Department Chairs or members of Peer Review Committees for any candidates during their term as members of the Promotion and Tenure Committee.
- G. Responsibilities of the Promotion and Tenure Committee
1. The P & T Committee shall review for completeness each file from all candidates for promotion and/or tenure. In order to complete this review within seven days of the submission deadline, the Chair shall assign two members of the Committee to each file. These members will report their findings to the Chair within the specified deadline.
 2. The P & T Committee shall identify, request and provide existing materials related to evaluation which do not appear in the file. In cases where the Committee members request that the candidate add material to the file, this request shall be made in writing to the Custodian of the File within the specified deadline. In cases where the Committee members add material to the file via the COF, they shall do so within the specified deadline. The Custodian of the File shall inform the candidate of this addition.
 3. The P & T Committee shall determine whether to request external review. The members assigned to review each file for completion shall arrive at an independent assessment of the need for external review. The full Committee shall meet at the end of this initial review period to determine the need for external review. The Committee shall conduct a simple majority vote to determine whether or not an external review shall be requested. In the case of external review, see Appendix C for External Review.
 4. Consistent with the CBA, the Department/Unit/Library/School/SSP-AR RTP standards/documents, the University RTP document and the RTP timetable, ~~the~~ P & T Committee shall review and evaluate the WPAF of each candidate for tenure and/or promotion. Each committee member shall make an individual assessment prior to the discussion of any specific case.
 5. The P & T Committee shall meet as an entire committee face-to-face concerning each of the WPAFs. In these meetings, each member shall comment upon the candidate's qualifications under each category of evaluation.
 6. The P & T Committee shall write a clear recommendation, addressed "To the file of [the candidate]" with supporting arguments. (See Appendix E.) Each recommendation shall be approved by a simple majority of the committee. The Chair shall vote. Because the CBA states that "[t]he end product of each level of a Performance Review shall be a written recommendation," (15.40) a report of a tie vote does not constitute an acceptable action of the Committee. The P & T Committee must recommend for or against promotion and/or tenure.

- 639 7. The report of the vote shall be anonymous. Committee members may not abstain in the final vote.
640 The vote tally shall not be included in the letter. Dissenting opinions shall be incorporated into the
641 text of the final recommendation. When the vote is unanimous, the report shall so indicate. All
642 members of the committee shall sign the letter.
- 643 8. The P & T Committee shall provide a copy of the recommendation to the Custodian of the File by
644 the deadline specified in the RTP Timetable.
- 645 9. Should the candidate call a meeting within seven days of receipt of the P & T Committee's
646 recommendation, the P & T Committee shall attend the meeting. (15.5) No formal written response
647 is required subsequent to this meeting.
- 648 10. Should the candidate submit a rebuttal or response, the P & T Committee may respond to the
649 rebuttal or response in writing within seven days of receipt. No formal written response to the
650 candidate's rebuttal or response is required.
- 651 11. When there is disagreement in the recommendations at any level of review, the P & T Committee
652 shall call a conference involving all levels of the review, i.e., the Department Chair, the Peer
653 Review Committee, the Dean, and the Promotion and Tenure Committee itself. The P & T
654 Committee shall schedule this meeting within seven days after the designated deadline for the
655 candidate to respond to the Promotion and Tenure Committee's recommendation. All members of
656 the P & T Committee shall attend this meeting.
- 657 12. Subsequent to such a meeting, the P & T Committee shall revise or reaffirm their
658 recommendations. The P & T Committee shall then submit in writing their recommendation to the
659 Custodian of the File consistent with the RTP Timetable.
- 660 13. The P & T Committee shall maintain confidentiality of the file, of deliberations and
661 recommendations, pursuant to articles 15.10 and 15.11 of the CBA.
- 662 14. If the P & T Review has not been completed according to the RTP Timetable, the WPAF shall be
663 automatically transferred to the next level of review and the faculty unit employee shall be so
664 notified. (15.41)
- 665 H. Responsibilities of the President or Designee⁶
- 666 1. The President shall announce the RTP Timetable after recommendations, if any, by the appropriate
667 faculty committee. (14.4, 15.4)
- 668 2. The President shall follow the specific deadlines outlined for various personnel actions in
669 provisions 13.11, 13.12, 13.17, and 14.9 of the CBA.
- 670 3. The President shall consider a decision in relation to external review. Both the President and the
671 faculty member undergoing review must agree to external review.
- 672 4. The President shall review and consider the Performance Review recommendations and relevant
673 material and make a final decision on retention, tenure, or promotion. For probationary employees
674 holding a joint appointment in more than one Department, the President shall make a single
675 decision regarding retention, tenure, or promotion. (13.10, 13.15, 14.8, 15.42)
- 676 5. The President shall review and consider the Performance Review recommendations, relevant
677 material and information, and the availability of funds for promotion. (14.8)
- 678 6. Should the President make a personnel decision on any basis not directly related to the professional
679 qualifications, work performance, or personal attributes of the individual faculty member in
680 question, those reasons shall be reduced to writing and entered into the Personnel Action File and
681 shall be immediately provided the faculty member. (11.9)
- 682 7. The President shall provide a written copy of the decision with reasons to the Custodian of the File,
683 who will provide it to the faculty member undergoing review and to all levels of review.
- 684 8. The President shall maintain confidentiality of the file, of deliberations and of recommendations,
685 pursuant to articles 15.10 and 15.11 of the CBA.
- 686 I. Responsibilities of the Custodian of the File
- 687 1. The Custodian of the File shall notify all Candidates, Department Chairs, and Deans one semester
688 in advance of the scheduled required reviews for retention, reappointment, tenure and/or promotion.
689 In May, the COF shall notify all faculty members and the Deans/Director of the CSUSM RTP
690 Timetable for the following academic year. The COF shall notify all Candidates that the Faculty
691 Center, the Deans, Department Chairs or equivalents and other appropriate resources are available
692 to provide advice, guidance, and direction in constructing their WPAF.
- 693 2. The COF shall provide each new faculty unit employee no later than fourteen days after the start of
694 fall semester written notification of the evaluation criteria and procedures in effect at the time of

⁶ In the text that follows, "the President" should be understood to mean "the President or her/his designee." The designee must be an Academic Administrator. (15.2) In the case of an SSP-AR review, the designee may be the Vice President of Student Affairs.

- 695 her/his initial appointment. In addition, pursuant to CBA provision 15.3, the faculty unit employee
696 shall be advised of any changes to those criteria and procedures prior to the commencement of the
697 evaluation process. (12.2)
- 698 3. The COF shall receive the initial file, and date and stamp the initial page of the file.
 - 699 4. The COF shall maintain confidentiality of the files.
 - 700 5. Only when dire circumstances exist may a WPAF be turned in late. The COF will determine what
701 constitutes dire circumstances.
 - 702 6. Within two working days of the end of the review for completeness, the COF shall notify the
703 Candidate that she/he needs to add required and additional documentation requested by the
704 Department Chair, review committee chairs, or administrators. If the Candidate fails to submit the
705 required materials and a reviewing party submits the materials, the COF will notify the Candidate
706 of materials that others add to the file.
 - 707 7. In cases where the Department Chair wishes to submit a separate recommendation, but is ineligible
708 to make recommendations for all Candidates, the Custodian of the File will place a form letter into
709 the WPAF of the Candidates not receiving a separate recommendation that explains the reason that
710 no Department Chair letter was submitted to the file.
 - 711 8. The COF shall notify the Candidate of any other additional items to be added to the file along with
712 the Candidate's right to rebut or request deletion.
 - 713 9. If a Candidate scheduled for review submits no WPAF, the COF shall place a letter in a file folder
714 stating that no file was submitted. A copy of the letter will be sent to the appropriate Dean and the
715 Candidate.
 - 716 10. The COF shall ensure that all who review a file sign in each time they review the file. The COF
717 shall maintain a log of action for each file.
 - 718 11. If any party of the review process, including the Candidate, indicates that they want an external
719 review, the COF shall administer the process as outlined in the CBA (Article 15) and the University
720 Retention, Tenure, and Promotion (RTP) documents. That is, the COF shall advise the President of
721 the request and obtain the consent of the Candidate. If both are in agreement to have an external
722 review, the Custodian of the File shall administer the process.
 - 723 12. The COF shall receive, process, and hold all recommendations and responses and/or rebuttals
724 during each step of the process.
 - 725 13. The COF shall monitor the progress of all evaluations ensuring that proper notification is given to
726 the Candidate, each committee, and the appropriate administrators as specified in these procedures.
727 The COF shall provide copies of the evaluations and recommendations to the candidates and the
728 reviewing parties. The COF shall document each notification.

731 V. PRINCIPLES FOR THE REVIEW PROCESS

732 A. General Principles

- 734 1. Faculty shall be evaluated in accordance with the Unit 3 CBA as well as standards approved for
735 their Departments or equivalent units (when such standards exist), standards approved by their
736 College/Library/School/SSP-AR, and in accordance with this policy. In case of conflict between
737 the Department and College/Library/School/SSP-AR standards, the College/Library/School/SSP-
738 AR standards shall prevail. The policies and procedures in this document are subject to Board of
739 Trustees policies, Title 5 of the California Administrative Code, California Education Code, the
740 Unit 3 CBA, and other applicable State and Federal laws.
- 741 2. Faculty members will present the relevant evidence in each category of performance. Each level of
742 review is responsible for evaluating the quality and significance of all evidence presented.
- 743 3. Everyone, at all levels of review, shall read the Candidate's file.
- 744 4. Committee members shall work together to come to consensus.
- 745 5. Retention, tenure, and promotion of a faculty member always shall be determined on the basis of
746 professional performance as defined by the CBA (20) and the University and Department/Unit/
747 College/Library/School/SSP-AR documents, demonstrated by the evidence in the WPAF. In the
748 evaluation of teaching performance, student evaluation forms shall not constitute the sole evidence
749 of teaching quality. No recommendation shall be based on a Candidate's beliefs, nor on any other
750 basis that would constitute an infringement of academic freedom.
- 751 6. The Candidate shall have access to her/his WPAF at all reasonable times except when the WPAF is
752 actually being reviewed at some level.
- 753 7. Prior to the final decision, candidates for promotion may withdraw, without prejudice, from
754 consideration at any level of review.

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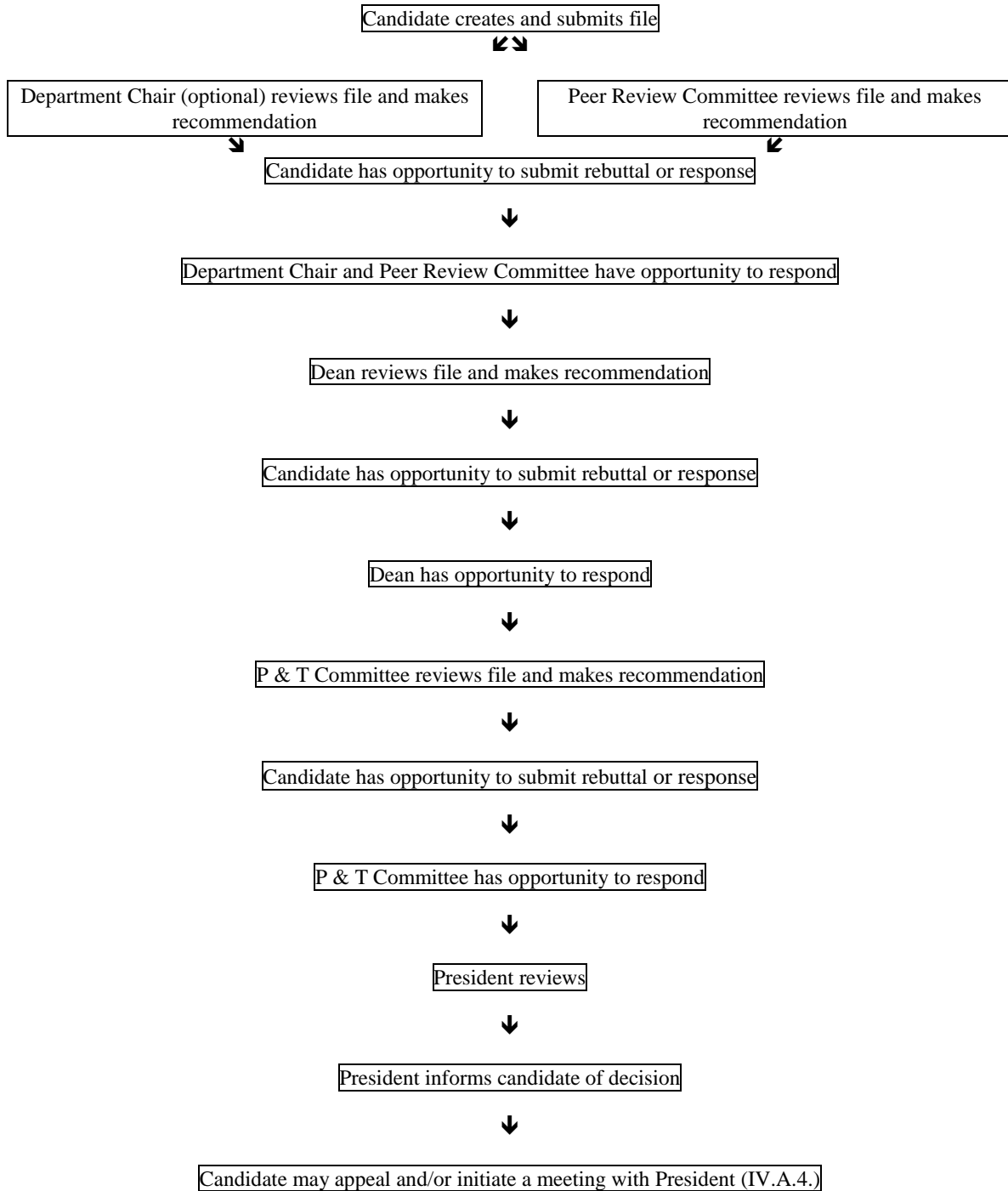
8. Maintaining confidentiality is an extremely serious obligation on the part of committee reviewers and administrators. All parties to the review need to be able to discuss a Candidate's file openly, knowing that this discussion will remain confidential. All parties to the review shall maintain confidentiality, respecting their colleagues, who, by virtue of election to a personnel committee, have placed their trust in each other. Deliberations and recommendations pursuant to evaluation shall be confidential. (15) There may be a need for the parties to the review to discuss the Candidate's file with other levels of review when all levels do not agree. Also, the Candidate may request a meeting with parties to the review at any level. These particular discussions fall within the circle of confidentiality and comply with this policy. Otherwise, reviewing parties shall not discuss the file with anyone. Candidates who believe that confidentiality has been broken may pursue relief under the CBA. (10)
 9. Service in the personnel evaluation process is part of the normal and reasonable duties of tenured faculty, Department Chairs, and administrative levels of review. Lobbying or harassment of parties to the review in the performance of these duties constitutes unprofessional conduct. Other University policies cover harassment as well. The statement here is not intended to restrict the University in any way from fulfilling the terms of other policies that cover harassment.
 10. When a probationary faculty member does not receive tenure following the mandatory sixth year review, the University's contract with the individual shall conclude at the end of the seventh year of service, unless the faculty member is granted a subsequent probationary appointment by the President. (13.17)
- B. Standards Applied in Different Types of Decisions
1. Review for Retention of Probationary Faculty
 - a. Whenever a probationary faculty member receives reappointment, CSUSM shall provide to the Candidate a review that identifies any areas of weakness.
 - b. To the extent possible and appropriate, the University should provide opportunities to improve performance in the identified area(s).
 2. Review for Granting of Tenure
 - a. The granting of tenure requires a more rigorous application of the criteria than reappointment.
 - b. A Candidate for tenure at CSUSM shall show sustained high quality achievement in support of the Mission of the University in the areas of teaching, research and creative activity, and service (for teaching faculty and librarians) or in the primary duties as assigned in the job description, continuing education/professional development, and service (for SSP-ARs).
 - c. Normally, tenure review will occur in the sixth year of service at CSUSM or one or two years earlier in cases where the Candidate has been granted service credit. Tenure review prior to the normal year of consideration requires clear evidence that the Candidate has a sustained record of achievement that fulfills all criteria for tenure as specified in University, College/Library/School, and Department standards.
 - d. An earned doctorate or an appropriate terminal or professional degree that best reflects the standard practices in an individual field of study is required for tenure. In exceptional cases, individuals with a truly distinguished record of achievement at the national and/or international level will qualify for consideration for purposes of granting tenure. An ad hoc committee consisting of three members jointly appointed by the Chair of the Promotion and Tenure Committee and the Department Chair shall judge all exceptions. This ad hoc committee shall make a recommendation to the President for or against awarding tenure.
 3. Review for Promotion
 - a. Promotion to Associate Professor, Associate Librarian or SSP-AR II requires a more rigorous application of the criteria than reappointment.
 - b. Promotion to the rank of Professor, Librarian or SSP-AR III shall require evidence of substantial and sustained professional growth at the Associate rank as defined by University, College/Library/School/SSP-AR, and Department standards.
 - c. In promotion decisions, reviewing parties shall give primary consideration to performance during time in the present rank. Promotion prior to the normal year of consideration requires clear evidence that the Candidate has a sustained record of achievement that fulfills all criteria for promotion as specified in University, College/Library/School, and Department standards. For early promotion, a sustained record of achievement should demonstrate that the candidate has a record comparable to that of a candidate who successfully meets the criteria in all three categories, teaching/professional activity, research/creative activity, and service, for promotion in the normal period of service. Therefore, a successful candidate for early promotion will have a record of achievement that exceeds the expectations for peers with the same years of service at their current level.

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4. College/Library/School/SSP-AR Standards
 - a. A College or equivalent unit shall develop standards for the evaluation of faculty members of that College or equivalent unit.
 - b. College or equivalent unit standards shall not conflict with law or University policy. In no case shall College standards require lower levels of performance than those required by law or University policy.
 - c. Written College or equivalent unit standards shall address:
 - 1) Those activities which fall under the categories of Teaching Performance, Scholarly and Creative Activity, and Service;
 - 2) A description of standards used to judge the quality of performance;
 - 3) The criteria employed in making recommendations for retention, tenure, and promotion.
 - d. These standards shall be reviewed by the Faculty Affairs Committee for compliance with university, CSU, and Unit 3 CBA policies and procedures. Once compliance has been verified, the College/Library/School/SSP-AR standards will be recommended to the Academic Senate for approval.
 5. Departmental Standards
 - a. A Department or equivalent unit may develop standards for the evaluation of faculty members of that Department or equivalent unit.
 - b. Department or equivalent unit standards shall not conflict with law or University policy. In no case shall Department standards require lower levels of performance than those required by law or University policy.
 - c. Written Department or equivalent unit standards shall address:
 - 1) Those activities which fall under the categories of Teaching Performance, Scholarly and Creative Activity, and Service;
 - 2) A description of standards used to judge the quality of performance;
 - 3) The criteria employed in making recommendations for retention, tenure, and promotion.
 - d. The Dean/Director of the College/Library/School/SSP-AR shall review the Department standards for conformity to College/Library/School/SSP-AR standards. If the Dean finds it in conformance, she/he will forward the Department standards to the Faculty Affairs Committee. The Faculty Affairs Committee has the responsibility to verify and ensure compliance with university, CSU, and Unit 3 CBA policies and procedures. Once compliance has been verified, the Department standards will be forwarded to the Provost for review. The Provost will provide the Faculty Affairs Committee with a recommendation (with explanation) regarding approval of the Department standards. The Faculty Affairs committee will base its approval of the standards on its own review and the recommendation of the Provost. Once approved, Department standards will be forwarded to Academic Senate as an information item. Departments or equivalent units shall follow this approval process each time they wish to change their standards.

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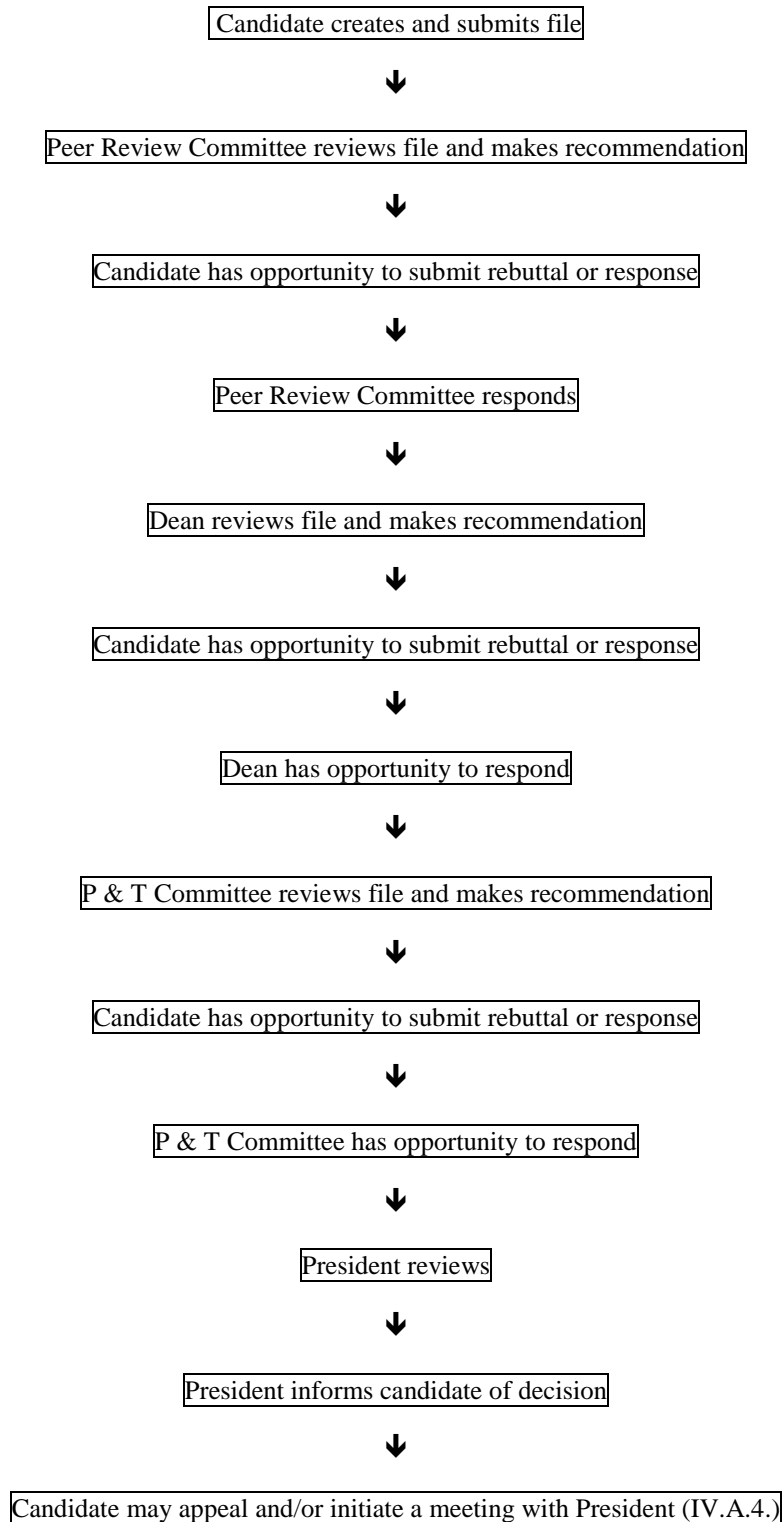
APPENDIX A

STEPS IN THE RTP REVIEW PROCESS WHEN THERE *IS* A DEPARTMENT CHAIR



APPENDIX B

STEPS IN THE RTP REVIEW PROCESS WHEN THERE IS *NO* DEPARTMENT CHAIR



APPENDIX C
EXTERNAL REVIEW PROCESS

I. Initiation of a Request for External Review

- A. A request for an external review of materials submitted by a Candidate for retention, promotion, and/or tenure may be initiated at any level of review by any party to the review, including the Candidate. Such a request shall document (1) the special circumstances which necessitates an outside review, and (2) the nature of the materials needing the evaluation of an external reviewer. The request must be approved by the President with the concurrence of the faculty unit employee. (15.12d)
- B. If any party of the review process, including the candidate, indicates that they want an external review, the COF shall administer the process as outlined in the CBA (Article 15.12d). The Custodian of the File shall administer the process.

II. Procedure for Selection of External Reviewers

The faculty member being considered shall provide a list of five names of experts in the corresponding field of scholarly or creative inquiry. A brief description of the proposed evaluators' fields, institutional affiliations and professional records shall be included with the list.

The Peer Review Committee shall select the external reviewers. The PRC may accept the entire list of five names provided by the Candidate. Alternatively, the PRC may select only three of the names from the list of five. When it selects three names, the PRC also may choose to add up to two additional reviewers. Thus, the PRC shall select a minimum of three external reviewers provided by the Candidate and a maximum of two that it provides, forming a list of three to five external reviewers. When selecting reviewers other than those recommended by the Candidate, the PRC must justify that action in a written statement. Should the Candidate wish to challenge the choices, she/he may provide a written rebuttal. In such cases, the President shall decide on the final list of external reviewers.

- C. Criteria for selection of external reviewers shall include the following. The reviewer must:
 - 1. Be active in the same specialized area of scholarly or creative work;
 - 2. Hold a professional affiliation approved by peer review committee;
 - 3. Be at a rank greater than the faculty member, if affiliated with an academic institution; and
 - 4. Be neither a collaborator nor co-author of any publication or funded research proposal, nor a close friend.
- D. It is the responsibility of the Peer Review Committee to determine that criteria for selection of external reviewers have been satisfied.
- E. The COF is charged with managing the process of external review. The COF shall solicit external reviews, receive the documents, and place them in the WPAF. The COF shall request external reviewers to respond in a timely manner. When a solicited external review does not receive a timely response, the COF shall insert a letter into the file stating that the external reviewer did not respond by the requested time.

APPENDIX D: SAMPLE BALLOT FOR THE PRC

Candidate has requested consideration for the following action: Promotion to Associate Professor/Associate Librarian/SSP-AR II; Promotion to Professor/Librarian SSP-AR III; Tenure.

Please vote below on the appropriate action.

Promotion to Associate Professor/Associate Librarian/ SSP-AR II _____ Yes _____ No

Promotion to Professor/Librarian /SSP-AR III _____ Yes _____ No

Tenure _____ Yes _____ No

APPENDIX E: MEMORANDUM

DATE: <date>

TO: WPAF for <Candidate's name>

FROM: Peer Review Committee <or P & T Committee>

<Committee members' names with initial line such as:>

Harvey Goodfellow _____
Shirley U. Gest _____
Betta B. Great _____

RE: Request for <retention, tenure, promotion, etc.>

The Committee <unanimously> or <by simple majority> <recommends/does not recommend> <name of Candidate> for <request>.

Attached please find the complete narrative portion of the recommendation.