

AGENDA

Executive Committee Meeting

[CSUSM Academic Senate](#)

Wednesday ~ April 10, 2013 ~ 12-12:50 p.m. ~ Commons 206

- I. Approval of agenda
- II. Approval of minutes of 03/27/2013 meeting
- III. Chair's report, [Jackie Trischman](#)
- IV. Interim Provost's report, Graham Oberem
- V. [Committee](#) reports: BLP, GEC, NEAC, SAC
- VI. Consent Calendar Items *attached to Senate agenda*
 - NEAC Recommendations
 - UCC Course & program change proposals
- VII. Discussion items
 - A. FAC University RTP policy revision *attached*
 - B. GEC ASCSU resolution: Grade minima for Golden Four courses *attached*
 - C. BLP/UCC SoE Cert. in Global Teacher Studies & Preparation *attached*
- VIII. EC members' concerns & announcements

Next meeting: April 17th

1 **FAC: University RTP policy**

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3 ***Rationale:** FAC proposed the following revision to the University RTP document, which includes changes that*
4 *have already been approved (section II.B.6, approved by the Academic Senate 12/5/12), changes that are under*
5 *consideration by the Senate (section IV.A, Academic Senate first reading 4/10/13), and additional changes. The new*
6 *changes here consist of numerous adjustments as a result of the new CBA and also a series of editorial changes that*
7 *FAC made for consistency and clarity.*
8

Definition The process for decisions regarding promotion, tenure and retention of faculty unit employees of CSU San Marcos shall be governed by the Faculty Personnel Procedures for Promotion, Tenure and Retention.

Authority The collective bargaining agreement between The California State University and the California Faculty Association.

Scope Faculty unit employees of CSU San Marcos.

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10 **I. DEFINITION OF TERMS AND ABBREVIATIONS**

- 11 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.
- 12 B. The numbers in parentheses refer to sections of the Collective Bargaining Agreement (in effect at the
- 13 time of the adoption of this document) between the Board of Trustees of The California State University
- 14 and the California Faculty Association.
- 15 C. The following terms – important to understanding faculty policies and procedures for retention, tenure,
- 16 and promotion – are herein defined:
- 17 1. Administrator: an employee serving in a position designated as management or supervisory in
- 18 accordance with the Higher Education Employer-Employee Relations Act. (2-1)
- 19 2. Candidate: a faculty unit employee being evaluated for retention, tenure, or promotion. (15-1)
- 20 3. CBA: Collective Bargaining Agreement between the California Faculty Association and the Board
- 21 of Trustees of the California State University for Unit 3 (Faculty).
- 22 4. CFA: the California Faculty Association or the exclusive representative of the Union. (2-7)
- 23 5. College/Library/School/SSP-AR: College of Business Administration (CoBA); College of
- 24 Education, Health and Human Services (CEHHS); College of Humanities, Arts, Behavioral and
- 25 Social Sciences (CHABSS); College of Science and Mathematics (CSM); Library; and Student
- 26 Services Professional, Academic Related (SSP- AR).
- 27 6. Confidentiality: confidential matter is private, secret information whose unauthorized disclosure
- 28 could be prejudicial. Given the RTP Procedure, confidentiality applies to the circle of those
- 29 reviewing a file in a given year.
- 30 7. CSU: the California State University.
- 31 8. CSUSM: California State University San Marcos.
- 32 9. Custodian of the File (COF): the administrator designated by the President who strives to maintain
- 33 accurate and relevant Personnel Action Files and to ensure that the CSUSM RTP Timetable is
- 34 followed. (11-1, 15-4)
- 35 10. Day: a calendar day. (2-11)
- 36 11. Dean/Director: the administrator responsible for the college/unit.
- 37 12. Department: the faculty unit employees within an academic department or other equivalent
- 38 academic unit. (2-12)
- 39 13. Department Chair: the faculty member ~~person~~ appointed selected by the president or designee, based
- 40 on faculty recommendation, to serve as the director/coordinator of the faculty unit employees
- 41 within an academic department or other equivalent academic unit. (20-32)
- 42 14. Equivalent Academic Unit: any unit that is equivalent to an academic department or library unit for
- 43 purposes of this document, but not recognized under the CBA.
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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. (15.3540)
 20. Performance Review: the evaluative process pursuant to retention, tenure, and/or promotion. (15.3234)
 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)
 24. Probationary Faculty: the term probationary faculty unit employee refers to a full-time faculty unit employee appointed with probationary status and serving a period of probation. (13-4)
 25. Professor: those individuals who have achieved the rank of full professor.
 26. Promotion: the advancement of a probationary or tenured faculty unit employee who holds academic or librarian rank to a higher academic or librarian rank or of a counselor faculty unit employee to higher classification. (14-4)
 27. Promotion, Early consideration for: in some circumstances, a faculty unit employee may, upon application ~~and with a positive recommendation from her/his Department or equivalent academic unit,~~ be considered for early promotion to Associate Professor or Professor, Associate Librarian or Librarian, SSP-AR II or SSP-AR III prior to the normal period of service. (14.2-14.4)
 28. Promotion and Tenure Committee (P & T Committee): an all-University committee composed of full-time, tenured Professors and a Librarian elected according to the faculty constitution. The University charges the P & T Committee to make recommendations for tenure and promotion. When SSP-ARs are under review, an SSP-AR III will be added to the P & T Committee for the SSP-AR review only.
 29. Rebuttal/Response: a written statement intended to present opposing or clarifying evidence or arguments to recommendations resulting from a performance review at any level of review. It is not intended for presentation of new information/material. (15-5)
 30. Recommendation: the written end product of each level of a performance review. A recommendation shall be based on the WPAF and shall include a written statement of the reasons for the recommendation. A copy of the recommendation and the written reasons for it is provided to the faculty member at each level of review. (15.4045, 15.12e, 15.5)
 31. Retention: authorization to continue in probationary status.
 32. RTP: retention, tenure, and/or promotion.
 33. RTP Timetable: A timetable that lists the order of review and establishes dates for the review process at each level for a particular year. This calendar is based on the approved academic year calendar. The President, after consideration of recommendations of the appropriate faculty committee, shall announce the RTP Timetable for each year. (13-5)
 34. Service Credit: the President, upon recommendation of the Dean/Director after consulting with the relevant department or equivalent unit, may grant to a faculty unit employee up to two (2) years

- 101 service credit for probation based on previous service at a post-secondary education institution,
102 previous full-time CSU employment, or comparable experience. (13-4)
103 35. Tenure: the right to continued permanent employment at the campus as a faculty unit employee
104 except when such employment is voluntarily terminated or is terminated by the CSU pursuant to
105 the CBA or law. (13-4)
106 36. Working Personnel Action File (WPAF): that portion of the Personnel Action File specifically
107 generated for use in a given evaluation cycle. (2) The WPAF shall include all forms and
108 documents, all information specifically provided by the ~~candidate~~Candidate, and information
109 provided by faculty unit employees, students, and academic administrators. It also shall include all
110 faculty and administrative level evaluations, recommendations from the current cycle, and all
111 rebuttal statements and responses submitted. (45-8)
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113 II. PERSONNEL FILES

114 A. Personnel Action File (PAF)

- 115 1. Each faculty member shall have a Personnel Action File (PAF). This is a confidential file with
116 exclusive access of the faculty member and ~~designated individuals~~persons with official business.
117 (11)
118 2. The President of the University designates where such files will be kept and who will act as
119 Custodian of the File (COF). The COF will keep a log of all requests to see each file. The COF
120 shall monitor the progress of all evaluations ensuring that proper notification of each step of the
121 evaluation is given to the Candidate, each committee and administrator as specified in these
122 procedures. (11)
123 3. The PAF is the one official personnel file for employment information relevant to personnel
124 recommendation or personnel actions regarding a Candidate. Faculty members may review all
125 material in their PAF, including pre-employment materials. Faculty members may submit rebuttals
126 to any item in the file, except for pre-employment materials. Faculty may request the removal of
127 any letters of reprimand that are more than three years old. (18) Material submitted to the PAF must
128 be identified by the source generating the ~~information~~material. ~~No anonymously authored~~
129 ~~documents shall be included in the file~~Identification shall indicate the author, the committee, the
130 ~~campus office, or the name of the officially authorized body generating the material.~~ (11-3)
131 4. Contents of Personnel Action File (PAF). The PAF contains the following materials:
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 - 133 • All recommendations and decision letters that have been part of the RTP process.
 - 134 • All indices of all WPAFs.
 - 135 • The file concerning initial appointment.
 - 136 • A curriculum vitae from each review.
 - 137 • The Candidate's summaries for each RTP-related review.
 - 138 • All rebuttals and responses.
 - 139 • Letters of commendation.
 - 140 • Letters of reprimand, until removed under CBA Article 18-7.
 - 141 • All fifth year post-tenure reviews.
 - 142 • Documentation of any merit awards or salary adjustments.¹

143 B. Working Personnel Action File (WPAF)

- 144 1. During periods of evaluation, the Candidate shall create a WPAF specifically for the purpose of
145 evaluation. ~~This material amplifies the PAF. It shall contain all required forms and documents, and~~
146 ~~all additional information provided by the Candidate, and information provided by faculty unit~~
147 ~~employees, students, and academic administrators. The WPAF is deemed incorporated by reference~~
148 ~~in to be part of the Personnel Action File (PAF) during the period of evaluation. (151) Material~~
149 ~~submitted to the WPAF must be identified by the source generating the information material.~~
150 ~~Identification shall indicate the author, the committee, the campus office, or the name of the~~
151 ~~officially authorized body generating the material. (11-3) No anonymously authored documents~~
152 ~~shall be included in the file.~~

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

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2. The WPAF is part of the review process. All parties to the review shall maintain confidentiality regarding this file. (15)
 3. The Candidate, appropriate administrators, ~~the~~ President, Peer Review Committee members, Department Chair (only if the Chair completes a separate Department Chair review), ~~and~~ Promotion and Tenure Committee members, Custodian of the File and ~~designated individuals~~ persons with official business shall have access to the file. (11~~5~~)
 4. The WPAF shall be complete by the deadline announced in the RTP Timetable. Any material added after that date (e.g., a publication listed as “in press” and subsequently published, a grant application funded after the WPAF submission date, course evaluations unavailable at time files were due, or conference proposals accepted after file has been submitted) must have the approval of the Peer Review Committee and must be material that becomes available only after the closure date. New materials must be reviewed, evaluated, and commented upon by the Peer Review Committee and the Department Chair (if applicable) before consideration at subsequent levels of review. Once approved by the PRC, the Dean and subsequent reviewers shall be notified simultaneously and they have the option of changing recommendations. (15)
 5. Guidance on the WPAF
 - a. An item in the WPAF may be included in whichever category the Candidate sees as the best fit. However, a single item may not be inserted in two different categories.
 - b. The emphasis of the WPAF will be on the accomplishments of the Candidate since the beginning of the last university-level review and not included as part of that review, i.e., items can only be considered in one promotion review. For retention review, the emphasis will be on the time period since the last retention review. For promotion to Associate Professor /Associate Librarian/SSP II AR or tenure, the emphasis will be on the time period since hiring. For promotion to Professor/Librarian/SSP-AR III, the emphasis will be on the time period since the review for the Candidate’s last promotion or since hiring if hired as an Associate Professor /Associate Librarian/SSP II AR.
 - c. If service credit was awarded, the Candidate should include evidence of accomplishments from the other institution(s) for the most recent years of employment.
 - d. This procedures document does not specify standards. Each Department may develop its own standards, including guidance on criteria in that unit, in accordance with the “Guidelines for Department RTP Standards” (September 28, 2009). It is the responsibility of the Candidate to seek out and understand these standards. See V.A.1. and V.B.4~~5~~. below.
 - e. ~~There are many creative ways to document scholarly performance in the WPAF, but the potential for a lack of selectivity and coherence is great. Assembling the WPAF (the Candidate’s responsibility) and giving due consideration to the WPAF (the reviewing parties’ responsibility) is made more time-consuming and difficult when the file is disorganized and/or too large. In presenting~~ constructing the WPAF, the Candidate should be selective, choosing documents, texts, or artifacts that are most significant and representative of their work. The WPAF should be focused and manageable. In order for a Candidate to make the best case while minimizing file size, statements such as “available upon request” may be used. Materials mentioned as “available upon request” or cited in reflective statement and/or curriculum vitae are considered part of the WPAF. Reviewers at any level can obtain such documentation during the time of the review directly from the Candidate or directly from the cited source, without the notification of any other level of review. Information in the public domain relevant to the material presented in the WPAF, but not specific to the Candidate (e.g., journal acceptance rates, publication peer-review process, and/or publisher information), are considered part of the WPAF and can be accessed by reviewers at any level without notification.
 - f. The evidence of success in Teaching, Research/Creative Activity and Service shall consist of up to 30 items total in the WPAF that are representative of the work described in the narrative. The Candidate will determine how to distribute the items among the three categories; however, each category will contain evidence.
 - g. The reflective statements included in the WPAF shall not exceed 15 pages in combined length. The Candidate will determine how many pages to devote to each statement. The statements will describe the Candidate’s contributions in the areas of Teaching, Research/Creative Activity, and Service.

- 209 | h. ~~Electronic documentation is also acceptable, although the same principle of selectivity~~
210 | ~~applies in this case.~~
- 211 | i.h. The Candidate shall be notified of the placement of any material in her/his WPAF, and shall
212 | be provided with a copy of any material to be placed in the WPAF at least five days prior to
213 | such placement. (11)
- 214 | • Material inserted into the WPAF by reviewing parties is subject to rebuttal or request for
215 | removal by the faculty member undergoing review.
 - 216 | • Required or additional material relevant to the review may be added during the initial
217 | period of “review for completeness” by the faculty member undergoing review or other
218 | parties to the review.
- 219 | 6. The WPAF, when submitted by the Candidate, shall contain:
- 220 | a. ~~The [CN1] “WPAF Checklist” (see Faculty Affairs website), completed and signed by the~~
221 | ~~candidateCandidate.~~
- 222 | b. A Memorandum from the Candidate stating the action the Candidate is requesting:
- 223 | • periodic review (typically 1st/3rd/5th)
 - 224 | • 2nd Year Retention
 - 225 | • 2nd Year Retention with optional tenure and/or promotion review
 - 226 | • 4th Year Retention (3rd or 5th year for faculty off-cycle)
 - 227 | • 4th Year Retention w/ optional Tenure and/or Promotion Review (3rd or 5th year for
228 | faculty off-cycle)
 - 229 | • Tenure and/or Promotion Review
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- 231 | If applicable, the memorandum shall state any special conditions of initial appointment,
232 | such as award of years of service credit or completion of terminal degree.
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- 234 | a.c. A current curriculum vitae including all the accomplishments of the ~~candidateCandidate~~’s
235 | career.
- 236 | b.d. ~~A statement outlining any special conditions of initial appointment, such as award of years~~
237 | ~~of service credit or completion of terminal degree. [CN2]~~
- 238 | d. For faculty applying for periodic reviews; retention, tenure, or tenure and promotion, all
239 | personnel reviews since hire. For faculty applying for promotion after the award of tenure (or
240 | tenure and promotion), all personnel reviews beginning with the previous promotion review or
241 | original appointment materials. For faculty applying for tenure after promotion, all personnel
242 | reviews beginning with original appointment materials. Personnel reviews (including
243 | recommendations, rebuttals and responses) are defined as:
- 244 | • periodic reviews
 - 245 | • retention, tenure and promotion reviews
 - 246 | • five-year post-tenure reviews
- 247 | e. A reflective statement for each section: Teaching, Research/Creative Activity, and Service.
248 | (~~See II.D.7. above.~~)
- 249 | 1) Evidence of teaching success (for all faculty unit members who teach) and equivalent
250 | professional performance based on primary duties assigned in the job description (for
251 | non-teaching faculty).²
- 252 | a) The reflective statement on teaching.
 - 253 | b) The complete university-prepared reports of the Student Evaluations of Instruction
254 | for all courses taught (CBA (15.15) Student evaluation summaries from all
255 | courses taught, in compliance with the CBA. (15.15) The complete university-
256 | prepared report (containing numerical summaries and student comments) shall be
257 | included for each course submitted.
 - 258 | c) Selected items (a minimum of 1 item) documenting the teaching accomplishments
259 | discussed in the reflective statement, such as:
 - 260 | • Peer evaluation
 - 261 | • Self-evaluation

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

- 262 • Videotape of class session
- 263 • Instructional materials (e.g., syllabi, lesson plans, lecture notes, multimedia
- 264 presentations, course assignments)
- 265 • Product of your teaching/Evidence of student learning (e.g., completed student
- 266 assignment, paper, thesis, exam, project, performance)
- 267 • Teaching award, fellowship or honor
- 268 • Other relevant items chosen by the faculty member
- 269 2) Evidence of success in research and creative activity (for teaching faculty and librarians)
- 270 and continuing education/professional development (for SSP-ARs).
- 271 a) The reflective statement on research and creative activity.
- 272 b) Selected items (a minimum of 1 item) representing research and creative activity,
- 273 such as:
- 274 • Publications
- 275 • Publications in press or under review (with documentation)
- 276 • Creative performances (dance, music performance art, theatre), exhibits, videos,
- 277 slides, recordings, CD-ROMS, multimedia, performance texts, installations,
- 278 photographs, musical scores, directing or choreography, curating, producing
- 279 • Presentations at professional meetings
- 280 • Funded grants
- 281 • Research/creative activity in progress
- 282 • Instructional material development
- 283 • Applied research/scholarship
- 284 • Invited address
- 285 • Research/creative activity award, fellowship or honor
- 286 • Editing of a journal, book, or monograph
- 287 • Unpublished research
- 288 • Unpresented/Unperformed creative activity
- 289 • Unfunded grant proposal
- 290 • Refereeing of a book, journal article, monograph, conference paper
- 291 • Other relevant items chosen by the faculty member
- 292 3) Evidence of success in service.
- 293 a. The reflective statement on service.
- 294 b. Selected items (a minimum of 1 item) representing service to the campus, system,
- 295 community, discipline, and/or profession, such as:
- 296 • Committee activity
- 297 • Consultantship to community organizations
- 298 • Advising a student group
- 299 • Mentoring of faculty and/or students
- 300 • Office held and participation in professional organizations
- 301 • Service award, fellowship or honor
- 302 • Editing of a journal, book, or monograph
- 303 • Refereeing of a book, journal article, monograph, conference paper
- 304 • Other relevant items chosen by the faculty member
- 305 e. Department/Unit/College/Library/School/SSP-AR standards for retention, tenure
- 306 and promotion.
- 307 f. A complete index of the material contained in the WPAF. (Should be located at the
- 308 beginning of the WPAF.)
- 309 7. The WPAF may also be submitted in electronic format. Guidelines for electronic submission may
- 310 be obtained from the office of the AVP of Faculty Affairs.

III. REVIEW PROCESS SCHEDULE

- 311 A. Tenure and Promotion to the Rank of Associate Professor/Associate Librarian/SSP-AR II
- 312 1. All probationary (nontenured) faculty members shall undergo annual review. The normal review
- 313 process schedule depends on the probationary status of the Candidate. If the Candidate's initial
- 314 appointment is on the tenure track at the rank of Assistant Professor, Senior Assistant Librarian
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- 318 (which normally requires a doctorate or other appropriate terminal degree), or SSP-AR I without
 319 credit for prior years of service, the review process schedule is as follows:
- 320 • First, third, and fifth years: PRC level and Dean/Director review
 - 321 • Second and fourth years: PRC, Dean/Director and President review
 - 322 • Sixth year: Mandatory review for promotion and tenure by Department Chair,³ Peer Review
 323 Committee, Dean, and Promotion and Tenure Committee with a recommendation to the
 324 President
- 325 2. Tenure-track probationary faculty may be given credit for a maximum of two years of service at
 326 another institution. The amount of credit allowed shall be stipulated at the time of employment and
 327 documented in a letter to the faculty member. This letter should be included in the file. If one or
 328 two years of credit are given, the review process begins with the first year level review. The
 329 mandatory promotion and tenure decision is shortened by the number of service credit years given.
 330 (13-4)
 - 331 3. If a probationary faculty member without a doctorate or appropriate terminal degree is hired at the
 332 rank of Instructor, Assistant Librarian, or SSP-AR I, the Candidate may choose not to count the
 333 time as Instructor/Assistant Librarian/SSP-AR I toward the mandatory sixth year tenure and
 334 promotion review. The Candidate must stipulate her/his choice at the time of initial appointment to
 335 a tenure track position.
 - 336 4. Normally, a probationary faculty member shall not be promoted during the probationary period of
 337 six years of full-time service. ~~(13-3, 14-2)~~ A probationary faculty member shall normally be
 338 considered for promotion at the same time they are considered for tenure. Probationary faculty
 339 members shall not be promoted beyond the rank of Associate. (13, 14)
 - 340 5. At the request of the Candidate or on the initiative of the Department, a Candidate may be
 341 considered for Promotion and Tenure prior to the sixth year of service. (13, 14) In that event, the
 342 sixth-year-level review substitutes for the annual review. Promotion or tenure prior to the normal
 343 year of consideration requires clear evidence that the Candidate has a sustained record of
 344 achievement that fulfills all criteria for promotion or tenure as specified in University,
 345 College/Library/School, and Department standards. ~~€Prior to the final decision,~~
 346 ~~candidate~~ Candidates for promotion before the mandatory sixth-year review may withdraw from
 347 consideration without prejudice at any level of review. (14-7)
 - 348 ~~6.5.~~ Mandatory sixth-year consideration entails recommendations to the President for the Candidate's
 349 tenure and promotion. (13) ~~Normally, award of tenure to probationary faculty members also entails~~
 350 ~~promotion. (14.2) Probationary faculty members shall not be promoted beyond the rank of~~
 351 ~~Associate. (14.2)~~
- 352 B. Tenure for Probationary Faculty Hired at the Ranks of Associate Professor /Associate Librarian/SSP-AR
 353 II and Professor/Librarian/SSP-AR III
- 354 1. Nontenured Associate Professors/Professors, Associate Librarians/Librarians, and SSP-AR II/SSP-
 355 AR IIIs shall be reviewed annually according to the following schedule:
 - 356 • First, third, and fifth years: PRC level and Dean/Director review
 - 357 • Second and fourth years: PRC, Dean/Director and President review
 - 358 • Sixth year: Mandatory review for tenure by the Department Chair,⁴ Peer Review Committee,
 359 Dean, and Promotion and Tenure Committee recommendation to the President.
 - 360 2. Tenure-track probationary faculty may be given credit for a maximum of two years of service at
 361 another institution. The amount of credit allowed shall be stipulated at the time of employment.
 362 (13)- The appointment letter shall be included in the WPAF file(13.4)
 - 363 3. Normally, a probationary faculty member shall not be promoted during the probationary period of
 364 six years of full-time service. ~~(13-3, 14-2)~~ A probationary faculty member shall normally be
 365 considered for promotion at the same time they are considered for tenure. (13)
 - 366 ~~4.~~ At the request of the Candidate or on the initiative of the Department, a Candidate may be
 367 considered for Promotion and Tenure prior to the sixth year of service. In that event, the sixth-
 368 year-level review substitutes for the annual review. The President may award tenure to a faculty

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.

- 369 | unit employee before the normal six year probationary period. (13, ~~14, 18, 19~~) Promotion and tenure
 370 | prior to the normal year of consideration requires clear evidence that the Candidate has a sustained
 371 | record of achievement that fulfills all criteria for promotion or tenure as specified in University,
 372 | College/Library/School, and Department standards. ~~€Prior to the final decision,~~
 373 | ~~candidate~~ Candidates for promotion before the mandatory sixth-year review may withdraw from
 374 | consideration without prejudice at any level of review. (14-7)
- 375 | 4. Tenure review for probationary Associate Professor /Associate Librarian/SSP-AR II is separate and
 376 | distinct from review for promotion to the rank of Professor /Librarian/SSP-AR III. Probationary
 377 | faculty shall not be promoted beyond the rank of Associate. (14-2) In other words, Associate
 378 | Professors/Associate Librarians/SSP-AR IIs must be awarded tenure before they are eligible to
 379 | apply for promotion to ~~€Full Professor/Librarian/SSP-AR III.~~
- 380 | C. The President may extend a faculty member’s probationary period for an additional year in accordance
 381 | with CBA Article 13. per Articles 13.7 and 13.8. when a faculty member is on Workers’ Compensation,
 382 | Industrial Disability Leave, Nonindustrial Disability Leave, leave without pay, or paid sick leave for
 383 | more than one semester or two consecutive terms. (13.7)
- 384 | D. Review of Tenured Faculty at Rank other than Professor/Librarian/SSP-AR III Ranks
- 385 | 1. Except for early promotion considerations, review for promotion to the rank of Professor,
 386 | Librarian, or SSP-AR III follows the standard sequence of review for tenure: Department Chair (at
 387 | the Department Chair’s discretion) and Peer Review Committee, Dean/Director, Promotion and
 388 | Tenure Committee making recommendations to the President.
- 389 | 2. Only tenured faculty unit employees with rank of Professor/Librarian/SSP-AR III can make
 390 | recommendations regarding promotion to these ranks. (Professors/Librarians/SSP-AR IIIs may
 391 | make recommendations for promotion across these positions.)
- 392 | 3. The promotion of a tenured faculty unit employee normally shall be effective the beginning of the
 393 | sixth year after appointment to ~~their~~ his current academic rank/classification. In such cases, the
 394 | performance review for promotion shall take place during the year preceding the effective date of
 395 | the promotion. This provision shall not apply if the faculty unit employee requests in writing that
 396 | ~~they~~ the faculty unit employee not be considered. (14.3)
- 397 | 4. The promotion of a faculty unit member to the rank of Professor, Librarian, or SSP-AR III that will
 398 | be effective prior to the start of the sixth year after appointment to ~~his~~ her ~~their~~ current academic
 399 | rank/classification is considered an “early promotion.” Promotion prior to the normal year of
 400 | consideration requires clear evidence that the Candidate has a sustained record of achievement that
 401 | fulfills all criteria for promotion as specified in University, College/Library/School, and
 402 | Department standards. For early promotion, a sustained record of achievement should demonstrate
 403 | that the ~~candidate~~ Candidate has a record comparable to that of a ~~candidate~~ Candidate who
 404 | successfully meets the criteria in all three categories for promotion in the normal period of service.
 405 | ~~An early promotion decision requires that the applicant receive a positive recommendation from their~~
 406 | ~~department or equivalent unit. In cases where the department or equivalent unit does not make a~~
 407 | ~~positive recommendation, no further levels of review take place and the promotion is not considered.~~
 408 | (14.3, 14.4)
- 409 | E. Except for denial of tenure in the mandatory sixth-year review, denial of tenure and/or promotion
 410 | does not preclude subsequent review. Probationary faculty denied tenure prior to the sixth year may
 411 | be considered in any subsequent year through the mandatory sixth-year review. Tenured
 412 | Assistant/Associate Professors, Senior Assistant/Associate Librarians, and SSP-AR I/IIIs denied
 413 | promotion may be reviewed in any subsequent year.

414 |
 415 | IV. RESPONSIBILITIES OF THOSE INVOLVED IN THE REVIEW CYCLE

416 | A. Responsibilities of the Candidate

- 417 | 1. Preparation of the WPAF
- 418 | a. Prior to the beginning of the review process, the Candidate shall be responsible for reviewing
 419 | ~~the~~ these procedures, as well as the Department/Unit/College/Library/School/SSP-AR
 420 | evaluation criteria and review procedures that have been made available, including the
 421 | CSUSM RTP timetable.
 422 |

- 423 b. Prior to the beginning of the review process, the Candidate shall be responsible for consulting
424 campus resources relevant to the review process (e.g., the CBA, Academic Affairs, Faculty
425 Center resources and workshops, and colleagues).
- 426 c. Prior to the beginning of the review process, the Candidate shall be responsible for the
427 identification of materials the ~~candidate~~Candidate wishes to be considered and for the
428 submission of such materials as may be accessible to the ~~candidate~~Candidate. (15-12.a)
- 429 d. The Candidate shall be responsible for the organization and comprehensiveness of the WPAF.
- 430 e. If the Candidate is requested to remove any material from the WPAF, the ~~candidate~~Candidate
431 can either remove the material or add explanations to the reflective statement about the
432 relevance of the material.
- 433 f. If the ~~candidate~~Candidate chooses to withdraw a request for early tenure, then the
434 ~~candidate~~Candidate shall notify the Custodian of the File. The COF will then notify all levels
435 and designate the evaluation as the regularly-scheduled review. All levels of reviewers would
436 then need to conduct a review of the WPAF, starting with the PRC. The recommendations for
437 the early tenure review shall be withdrawn and would not be placed in the PAF.
- 438 g. If the ~~candidate~~Candidate is denied, the recommendations will be placed in the PAF.
- 439 2.
- 440 ~~Submission of the WPAF~~
- 441 a. ~~The Candidate~~Candidate shall be responsible for indicating clearly in a cover letter the specific
442 ~~action the candidate~~Candidate is requesting: consideration for retention, tenure, and/or promotion.
- 443 b. ~~[CN3]~~The Candidate is responsible for submission of the WPAF in adherence to the RTP
444 Timetable.
- 445 3. The Candidate is responsible for preparing, as necessary, a timely rebuttal or response at each level
446 of the review according to the RTP Timetable.
- 447 4. The Candidate is responsible for requesting a meeting, if wanted, at each level of the review
448 according to the RTP Timetable. No formal, written response is required subsequent to this
449 meeting.
- 450 5. The Candidate may request and ~~shall approve of an~~ external review ~~and reviewers~~. (15-12.d) See
451 The process for initiation and selection of external reviewers is set forth in Appendix C.
- 452 B. Responsibilities of Department Chairs and Faculty Governance Units
- 453 1. In academic units with a Department Chair, the Chair shall ensure that there is an election of a
454 PRC. This entails: identifying eligible members of the Department or equivalent academic unit,
455 College/Library/School, or the entire University faculty, when necessary, who are willing to serve;
456 consulting with faculty in the Department about names to place on the ballot; sending out the ballot
457 one week before the election date; ensuring that ballots are counted by a neutral party; and
458 announcing the results to the Department and to the Candidates. The Department Chair shall
459 convene the first meeting of the PRC and ensure that a chair is elected.
- 460 2. In academic units with no Department Chair, the appropriate faculty governance group shall ensure
461 that there is an election of a PRC. This entails: identifying eligible members of the Department or
462 equivalent academic unit, College/Library/School, or the entire University faculty, when necessary,
463 who are willing to serve; consulting with faculty in the Department about names to place on the
464 ballot; sending out the ballot one week before the election date; ensuring that ballots are counted by
465 a neutral party; and announcing the results to the Department and to the Candidates. The
466 appropriate faculty governance group shall convene the first meeting of the PRC and ensure that a
467 chair is elected.
- 468 3. The Department Chair may submit a separate recommendation concerning retention, tenure, and/or
469 promotion under the following conditions: The Department Chair must be tenured and the
470 Department Chair must be of equal or higher rank than the level of promotion requested by the
471 Candidate.⁵ The Department Chair's review runs concurrently with the PRC review. When a
472 Department Chair chooses to make a separate recommendation in a given year, the Chair must do

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.

473 so for all Candidates in the Department in that year for which the Chair is eligible to submit a
474 recommendation. In this case, Department Chairs shall have the additional responsibilities indicated
475 below. If the Department Chair is a member of the PRC, the Chair may not make a separate
476 recommendation.

- 477 a. During the time specified for this activity, the Department Chair shall review the file for
478 completeness. Within seven days of the submission deadline the Department Chair shall:
479 1) Submit a letter to the Custodian of the File outlining material that is lacking. The
480 custodian notifies the faculty member.
481 2) Add any existing material missing from the file that the faculty member did not add.
482 The Department Chair must add the required evidence, but may choose not to add the
483 non-mandatory additional evidence requested.
- 484 b. The Department Chair may determine whether to request external review of the file. In the
485 case of external review request, see Appendix C for responsibilities and timetable.
- 486 c. Consistent with the CBA, the Department/Unit/College/Library/School/SSP-AR RTP
487 documents and the RTP Timetable, the Department Chair shall review and evaluate the
488 WPAF of each ~~candidate~~Candidate for retention, tenure, and promotion.
- 489 d. The Department Chair may write a recommendation with supporting arguments to “The file
490 of [the faculty member under review].” The Department Chair’s recommendation is a
491 separate and independent report from that of the PRC.
492 1) The recommendation shall be based on the contents of the WPAF. (15.12.c)
493 2) The recommendation clearly shall endorse or disapprove of the Candidate’s retention,
494 tenure, and/or promotion.
- 495 e. The Department Chair shall submit the recommendation to the Custodian of the File by the
496 deadline specified in the RTP Timetable.
- 497 f. The Candidate may request a meeting with the Department Chair within ~~seventeen~~ (10) days of
498 receipt of the Department Chair’s recommendation (15.5). If a meeting is requested, the
499 Department Chair shall attend the meeting. No formal, written response is required
500 subsequent to this meeting.
- 501 g. The Department Chair may respond to a Candidate’s written rebuttal or response within
502 ~~seventeen~~ (10) days of receipt. No formal, written response to a ~~candidate~~Candidate rebuttal or
503 response is required.
- 504 h. Should the P & T Committee call a meeting of all previous levels of review, the Department
505 Chair shall attend and revise or reaffirm her/his recommendation. The Department Chair
506 shall then submit in writing her/his recommendation to the Custodian of the File consistent
507 with the RTP Timetable.
- 508 i. The Department Chair shall maintain confidentiality of the file, of deliberations and
509 recommendations. (~~15.10 and 15.11~~)
- 510 j. When Department Chairs submit a separate recommendation for Candidates in their
511 Departments, they are ineligible to serve on Peer Review Committees in their respective
512 Departments, but may serve on PRC’s in other Departments. Department Chairs, like other
513 parties to the review, may not serve at more than one level of review.
- 514 4. If a Department Chair chooses not to make a separate recommendation, then the Chair may serve
515 on any Peer Review Committees within her or his academic unit.
- 516 5. If any stage of a Performance Review has not been completed according to the RTP Timetable, the
517 WPAF shall be automatically transferred to the next level of review or appropriate administrator
518 and the Candidate shall be so notified. (~~15.4146~~)

519 C. Election and Composition of the Peer Review Committee (PRC)

- 520 1. The Department or appropriate academic unit is responsible for determining the size and election
521 conditions of the PRC. The Department Chair shall ensure that there is an election of a PRC.
522 Where no Department Chair exists, the department or appropriate faculty governance unit will
523 ensure that there is an election of a PRC. (See IV.B.1. and 2. above.)
- 524 2. The PRC shall be composed of at least three full-time tenured faculty elected by tenure-track
525 faculty in the Candidate’s department (or equivalent), with the chair elected by the committee. That
526 is, if there are enough eligible faculty members in a department or program, members of the Peer
527 Review Committee are elected from these areas. If not, the department or program shall elect Peer

- 528 Review Committee members from eligible university faculty in related academic disciplines.
529 (~~15-3540~~)
- 530 3. In the case of a faculty member with a joint appointment, the Peer Review Committee shall include
531 when possible representatives from both areas with a majority of members on the committee
532 elected from the Department or program holding the majority of the faculty member's appointment.
533 If a faculty member holds a 50/50 joint appointment, the committee will have representatives from
534 both departments.
 - 535 4. Peer Review Committee members must have higher rank/classification than those being considered
536 for promotion.
 - 537 5. Candidates for promotion are ineligible for service on promotion or tenure Peer Review
538 Committees.
 - 539 6. Each College/Library/School/SSP-AR shall adopt procedures for electing a Peer Review
540 Committee from the eligible faculty. These procedures must follow the guidelines of the CBA.
541 (~~15-4035~~)
- 542 D. —Responsibilities of the Peer Review Committee (PRC)
- 543 1. The PRC shall review the WPAF for completeness. Within seven days of the submission deadline
544 the PRC shall:
 - 545 a. Submit a letter to the Custodian of the File outlining material that is lacking. If no WPAF has
546 been submitted, the PRC shall submit a letter to the Custodian of the File within the same
547 deadline indicating that the WPAF is lacking.
 - 548 b. Add any existing required material missing from the WPAF that the Candidate has not added
549 via the COF. (~~15-12~~).
 - 550 c. Add any additional existing material with written consent of the Candidate.
 - 551 d. Request any irrelevant material to be removed from the WPAF.
 - 552 2. The PRC shall determine whether to request external review of the WPAF. In the case of an
553 external review request, see Appendix C for responsibilities and timeline.
 - 554 3. Consistent with the CBA, the Department/College/Library/School/SSP-AR RTP standards/
555 documents, the University RTP document, and the RTP Timetable:
 - 556 a. The PRC shall review and evaluate the WPAF of each Candidate for retention, promotion,
557 and/or tenure.
 - 558 b. Each committee member shall make an individual evaluation prior to the discussion of any
559 specific case.
 - 560 4. The PRC shall meet as an entire committee face-to-face. In these meetings, each member shall
561 comment upon the ~~candidate~~Candidate's qualifications under each category of evaluation.
 - 562 5. The PRC shall write a recommendation with supporting arguments to "The file of [the faculty
563 member under review]." (See Appendix E.) The PRC's recommendation is a separate, independent
564 report from that of the Department Chair.
 - 565 a. The recommendation shall be based on the contents of the WPAF. (~~15-12-e~~)
 - 566 b. The recommendation clearly shall endorse or disapprove of the retention, tenure, and/or
567 promotion.
 - 568 6. Each recommendation shall be approved by a simple majority of the committee. To maintain
569 confidentiality, the vote for recommendations shall be conducted by printed, secret ballot. (See
570 Appendix D.) The report of the vote shall be anonymous. Committee members may not abstain in
571 the final vote. The vote tally shall not be included in the letter. Dissenting opinions shall be
572 incorporated into the text of the final recommendation. When the vote is unanimous, the report
573 shall so indicate. All members of the committee shall sign the letter. (See Appendix E.)
 - 574 7. The PRC shall submit the recommendation to the Custodian of the File by the deadline specified in
575 the RTP Timetable.
 - 576 8. Should the ~~candidate~~Candidate call a meeting within ~~seventen~~ (10) days of receipt of the PRC's
577 recommendation, the PRC shall attend the meeting. (~~15-5~~) -No formal, written response is required
578 subsequent to this meeting.
 - 579 9. The PRC may respond to a ~~candidate~~Candidate's written rebuttal or response within ~~seventen~~ (10)
580 days of receipt of rebuttal. No formal, written response to a ~~candidate~~Candidate rebuttal or
581 response is required.

- 582 10. Should the P & T Committee call a meeting of all previous levels of review, the PRC shall attend
 583 and revise or reaffirm their recommendation. The PRC shall then submit in writing their
 584 recommendation to the Custodian of the File consistent with the RTP Timetable.
 585 11. The PRC shall maintain confidentiality of the file, of deliberations and recommendations (15);
 586 ~~pursuant to articles 15.10 and 15.11 of the CBA.~~
 587 12. If any stage of a Performance Review has not been completed according to the RTP Timetable, the
 588 WPAF shall be automatically transferred to the next level of review or appropriate administrator
 589 and the faculty unit employee shall be so notified. ~~(15-4644)~~

590 E. ———Responsibilities of the Dean/Director

- 591 1. The Dean/Director shall review the file for completeness. Within seven days of the submission
 592 deadline, the Dean/Director shall:
 593 a. Submit a letter to the Custodian of the File outlining material that is lacking.
 594 b. If the requested missing material is not added, the Dean/Director shall have the COF insert
 595 that material. ~~(15-42)~~
 596 c. Request any irrelevant material to be removed from the WPAF.
 597 d. The Custodian of the File shall notify the faculty member of any material added to the file.
 598 2. The Dean/Director shall determine whether to request external review of the file. In the case of an
 599 external review request, see Appendix C for responsibilities and timeline.
 600 3. The Dean/Director shall review and evaluate the WPAF of each ~~candidate~~Candidate for retention,
 601 tenure, and/or promotion, consistent with the CBA, Department/Unit/College/Library/School/SSP-
 602 AR RTP document, the University RTP document, and the RTP Timetable.
 603 4. The Dean/Director shall write a recommendation with supporting arguments addressed “To the file
 604 of [the name of the Candidate].”
 605 a. The recommendation shall be based on the contents of the WPAF. ~~(15-42-e)~~
 606 b. The recommendation shall clearly endorse or disapprove retention, tenure and/or promotion.
 607 5. The Dean/Director shall submit the recommendation to the Custodian of the File by the deadline
 608 specified in the RTP Timetable.
 609 6. Should the ~~candidate~~Candidate call a meeting within ~~seventen~~ (10) days of receipt of the
 610 Dean/Director’s recommendation ~~(15-5)~~, the Dean/Director shall attend the meeting. No response
 611 is required.
 612 7. Should the ~~candidate~~Candidate submit a rebuttal or response, the Dean/Director may respond to the
 613 rebuttal in writing within ~~seventen~~ (10) days of receipt. No formal, written response to the
 614 ~~candidate~~Candidate’s rebuttal or response is required.
 615 8. Should the Promotion and Tenure Committee call a meeting of all the previous levels of review, the
 616 Dean/Director shall attend and revise or reaffirm her/his recommendation. The Dean/Director shall
 617 then submit, in writing, her/his recommendation to the Custodian of the File.
 618 9. The Dean/Director shall maintain the confidentiality of deliberations and recommendations
 619 (15)~~pursuant to articles 15.10 and 15.11 of the CBA.~~
 620 10. If any stage of a Performance Review has not been completed according to the RTP Timetable, the
 621 WPAF shall be automatically transferred to the next level of review or appropriate administrator
 622 and the faculty unit employee shall be so notified. ~~(15-4644)~~

623 F. Composition of the Promotion and Tenure (P & T) Committee⁶

- 624 1. The University Promotion and Tenure Committee shall be composed of seven members: six
 625 tenured Full Professors and one -tenured Full Librarian elected in accordance with the rules and
 626 procedures of the Academic Senate. Candidates for election to the Committee shall be voting
 627 members of the Faculty as defined in the by-laws of the CSUSM Academic Senate.
 628 2. The six Professors shall be elected as follows: One (1) -from the College of Education, Health, and
 629 Human Services; one (1) from the College of Business Administration; two (2) from the College of
 630 Humanities, Arts, Behavioral and Social Sciences (these must come from different Divisions within
 631 the College), one (1) from the College of Science and Mathematics; and one (1) university-wide at-

⁶ These minor temporary policy changes are reflective of the university restructure of 2011-2012 with the Academic Senate intent of being in place for one year. The changes will be reviewed in 2012-2013 and revised if necessary.

- 632 large member. When SSP-ARs are under review a member of SSP-AR III will be added to the P &
633 T Committee for the SSP-AR review only.
- 634 | 3. For various reasons of ineligibility, the Promotion and Tenure Committee may lack the full set of
635 | members. If Committee membership falls below five, the Senate shall hold a replacement election
636 | or an at-large election as appropriate to ensure a minimum of five members for the Committee.
637 | Faculty with specified roles in assessing, directing, or counseling faculty in relation to their
638 | professional responsibilities are ineligible for service (e.g., Director of General Education, Director
639 | of the Faculty Center).
 - 640 | 4. Each year, the members of the Committee shall elect the Chair. They will hold this election during
641 | the spring semester preceding the year of service on the Committee.
 - 642 | 5. Members of the Promotion and Tenure Committee are ineligible to serve at any other level of
643 | review. That is, they cannot make recommendations as Department Chairs or members of Peer
644 | Review Committees for any ~~candidate~~Candidates during their term as members of the Promotion
645 | and Tenure Committee.
- 646 | G. Responsibilities of the Promotion and Tenure Committee
- 647 | 1. The P & T Committee shall review for completeness each file from all ~~candidate~~Candidates for
648 | promotion and/or tenure. In order to complete this review within seven days of the submission
649 | deadline, the Chair shall assign two members of the Committee to each file. These members will
650 | report their findings to the Chair within the specified deadline.
 - 651 | 2. The P & T Committee shall identify, request and provide existing materials related to evaluation
652 | which do not appear in the file and request that any irrelevant material be removed from the file. In
653 | cases where the Committee members request that the ~~candidate~~Candidate add or remove material to
654 | the file, this request shall be made in writing to the Custodian of the File within the specified
655 | deadline. In cases where the Committee members add material to the file via the COF, they shall
656 | do so within the specified deadline. The Custodian of the File shall inform the ~~candidate~~Candidate
657 | of this addition.
 - 658 | 3. The P & T Committee shall determine whether to request external review. The members assigned
659 | to review each file for completion shall arrive at an independent assessment of the need for external
660 | review. The full Committee shall meet at the end of this initial review period to determine the need
661 | for external review. The Committee shall conduct a simple majority vote to determine whether or
662 | not an external review shall be requested. In the case of external review, see Appendix C for
663 | External Review.
 - 664 | 4. Consistent with the CBA, the Department/Unit/Library/School/SSP-AR RTP standards/documents,
665 | the University RTP document and the RTP timetable, the P & T Committee shall review and
666 | evaluate the WPAF of each ~~candidate~~Candidate for tenure and/or promotion. Each committee
667 | member shall make an individual assessment prior to the discussion of any specific case.
 - 668 | 5. The P & T Committee shall meet as an entire committee face-to-face concerning each of the
669 | WPAFs. In these meetings, each member shall comment upon the ~~candidate~~Candidate's
670 | qualifications under each category of evaluation.
 - 671 | 6. The P & T Committee shall write a clear recommendation, addressed "To the file of [the
672 | ~~candidate~~Candidate]" with supporting arguments. (See Appendix E.) Each recommendation shall
673 | be approved by a simple majority of the committee. The Chair shall vote. Because the CBA states
674 | that "[t]he end product of each level of a Performance Review shall be a written recommendation,"
675 | (15-4045) a report of a tie vote does not constitute an acceptable action of the Committee. The P &
676 | T Committee must recommend for or against promotion and/or tenure.
 - 677 | 7. The report of the vote shall be anonymous. Committee members may not abstain in the final vote.
678 | The vote tally shall not be included in the letter. Dissenting opinions shall be incorporated into the
679 | text of the final recommendation. When the vote is unanimous, the report shall so indicate. All
680 | members of the committee shall sign the letter.
 - 681 | 8. The P & T Committee shall provide a copy of the recommendation to the Custodian of the File by
682 | the deadline specified in the RTP Timetable.
 - 683 | 9. Should the ~~candidate~~Candidate call a meeting within ~~seven~~ten (10) days of receipt of the P & T
684 | Committee's recommendation, the P & T Committee shall attend the meeting. (15-5) No formal
685 | written response is required subsequent to this meeting.

10. Should the ~~candidate~~Candidate submit a rebuttal or response, the P & T Committee may respond to the rebuttal or response in writing within ~~seventen~~ (10) days of receipt. No formal written response to the ~~candidate~~Candidate's rebuttal or response is required.
11. When there is disagreement in the recommendations at any level of review, the P & T Committee shall call a conference involving all levels of the review, i.e., the Department Chair, the Peer Review Committee, the Dean, and the Promotion and Tenure Committee itself. The P & T Committee shall schedule this meeting within seven days after the designated deadline for the ~~candidate~~Candidate to respond to the Promotion and Tenure Committee's recommendation. All members of the P & T Committee shall attend this meeting.
12. Subsequent to such a meeting, the P & T Committee shall revise or reaffirm their recommendations. The P & T Committee shall then submit in writing their recommendation to the Custodian of the File consistent with the RTP Timetable.
13. The P & T Committee shall maintain confidentiality of the file, of deliberations and recommendations, ~~(15) pursuant to articles 15.10 and 15.11 of the CBA.~~
14. If the P & T Review has not been completed according to the RTP Timetable, the WPAF shall be automatically transferred to the next level of review and the faculty unit employee shall be so notified. ~~(15.4641)~~

H. Responsibilities of the President or Designee⁷

1. The President shall announce the RTP Timetable after recommendations, if any, by the appropriate faculty committee. ~~(14.4, 15.4)~~
2. The President shall follow the specific deadlines outlined for various personnel actions in ~~Articles provisions 13.11, 13.12, 13.17, and 14.9~~ of the CBA.
3. The President may review for completeness each file from all ~~candidate~~Candidates for promotion and/or tenure.
4. The President may identify, request and provide existing materials related to evaluation which do not appear in the file and request that any irrelevant material be removed from the file. In cases where the President requests that the ~~candidate~~Candidate add or remove 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 President adds material to the file via the COF, it shall be done within the specified deadline. The Custodian of the File shall inform the ~~candidate~~Candidate of this addition.
5. The President shall consider a decision in relation to external review. Both the President and the faculty member undergoing review must agree to external review.
6. The President shall review and consider the Performance Review recommendations and relevant material and make a final decision on retention, tenure, or promotion. For probationary employees holding a joint appointment in more than one Department, the President shall make a single decision regarding retention, tenure, or promotion. ~~(13.10, 13.15, 14.8, 15.42)~~
7. The President shall review and consider the Performance Review recommendations ~~and~~, relevant material and information, ~~[and the availability of funds for promotion – not in the CBA].~~ (14.8)
8. Should the President make a personnel decision on any basis not directly related to the professional qualifications, work performance, or personal attributes of the individual faculty member in question, those reasons shall be reduced to writing and entered into the Personnel Action File and shall be immediately provided the faculty member. ~~(11.9)~~
9. -The President shall provide a written copy of the decision with reasons to the Custodian of the File, who will provide it to the faculty member undergoing review and to all levels of review.
10. The President shall maintain confidentiality of the file, of deliberations and of recommendations, pursuant to articles ~~(15.10 and 15.11 of the CBA.~~

I. Responsibilities of the Custodian of the File

1. The Custodian of the File shall notify all Candidates, Department Chairs, and Deans one semester in advance of the scheduled required ~~for~~ reviews for retention, reappointment, tenure and/or promotion. In May, the COF shall notify all faculty members and the Deans/Director of the CSUSM RTP Timetable for the following academic year. The COF shall notify all Candidates that the Faculty Center, the Deans, Department Chairs or equivalents and other appropriate resources are available to provide advice, guidance, and direction in constructing their WPAF.

⁷ In the text that follows, "the President" should be understood to mean "the President or 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.

2. The COF shall provide each new faculty unit employee no later than fourteen (14) days after the start of fall semester written notification of the evaluation criteria and procedures in effect at the time of her/his initial appointment. In addition, ~~pursuant to CBA provision 15.3,~~ the faculty unit employee shall be advised of any changes to those criteria and procedures prior to the commencement of the evaluation process. (12, ~~15.2~~)
3. The COF shall receive the initial file, and date and stamp the initial page of the file.
4. The COF shall maintain confidentiality of the files.
5. Only when dire circumstances exist may a WPAF be turned in late. The COF will determine what constitutes dire circumstances.
6. Within two working days of the end of the review for completeness, the COF shall notify the Candidate of the need to add required and additional documentation requested by the Department Chair, review committee chairs, or administrators. If the Candidate fails to submit the required materials and a reviewing party submits the materials, the COF will notify the Candidate of materials that others add to the file.
7. In cases where the Department Chair wishes to submit a separate recommendation, but is ineligible to make recommendations for all Candidates, the Custodian of the File will place a form letter into the WPAF of the Candidates not receiving a separate recommendation that explains the reason that no Department Chair letter was submitted to the file.
8. The COF shall notify the Candidate of any other additional items to be added to the file along with the Candidate's right to rebut or request deletion.
9. If a Candidate scheduled for review submits no WPAF, the COF shall place a letter in a file folder stating that no file was submitted. A copy of the letter will be sent to the appropriate Dean and the Candidate.
10. The COF shall ensure that all who review a file sign in each time they review the file. The COF shall maintain a log of action for each file.
11. ~~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) and the University Retention, Tenure, and Promotion (RTP) documents. That is, the COF shall advise the President of the request and obtain the consent of the Candidate and, ~~if the request is approved by the President with the concurrence of the Candidate~~ both are in agreement to have an external review,~~ the Custodian of the File shall administer the process.
12. The COF shall receive, process, and hold all recommendations and responses and/or rebuttals during each step of the process.
13. The COF shall monitor the progress of all evaluations ensuring that proper notification is given to the Candidate, each committee, and the appropriate administrators as specified in these procedures. The COF shall provide copies of the evaluations and recommendations to the ~~candidate~~ Candidates and the reviewing parties. The COF shall document each notification.
14. If the COF becomes aware of a possible violation of either of the CBA or RTP policy, the COF may advise the relevant parties as necessary and when appropriate.

V. PRINCIPLES FOR THE REVIEW PROCESS

A. General Principles

1. Faculty shall be evaluated in accordance with the Unit 3 CBA as well as standards approved for their Departments or equivalent units (when such standards exist), standards approved by their College/Library/School/SSP-AR, and in accordance with this policy. In case of conflict between the Department and College/Library/School/SSP-AR standards, the College/Library/School/SSP-AR standards shall prevail. The policies and procedures in this document are subject to Board of Trustees policies, Title 5 of the California Administrative Code, California Education Code, the Unit 3 CBA, and other applicable State and Federal laws.
2. Faculty members will present the relevant evidence in each category of performance. Each level of review is responsible for evaluating the quality and significance of all evidence presented.
3. Everyone, at all levels of review, shall read the Candidate's file.
4. Committee members shall work together to come to consensus.
5. Retention, tenure, and promotion of a faculty member always shall be determined on the basis of ~~professional~~ performance of professional responsibilities as defined by the CBA (20) and the

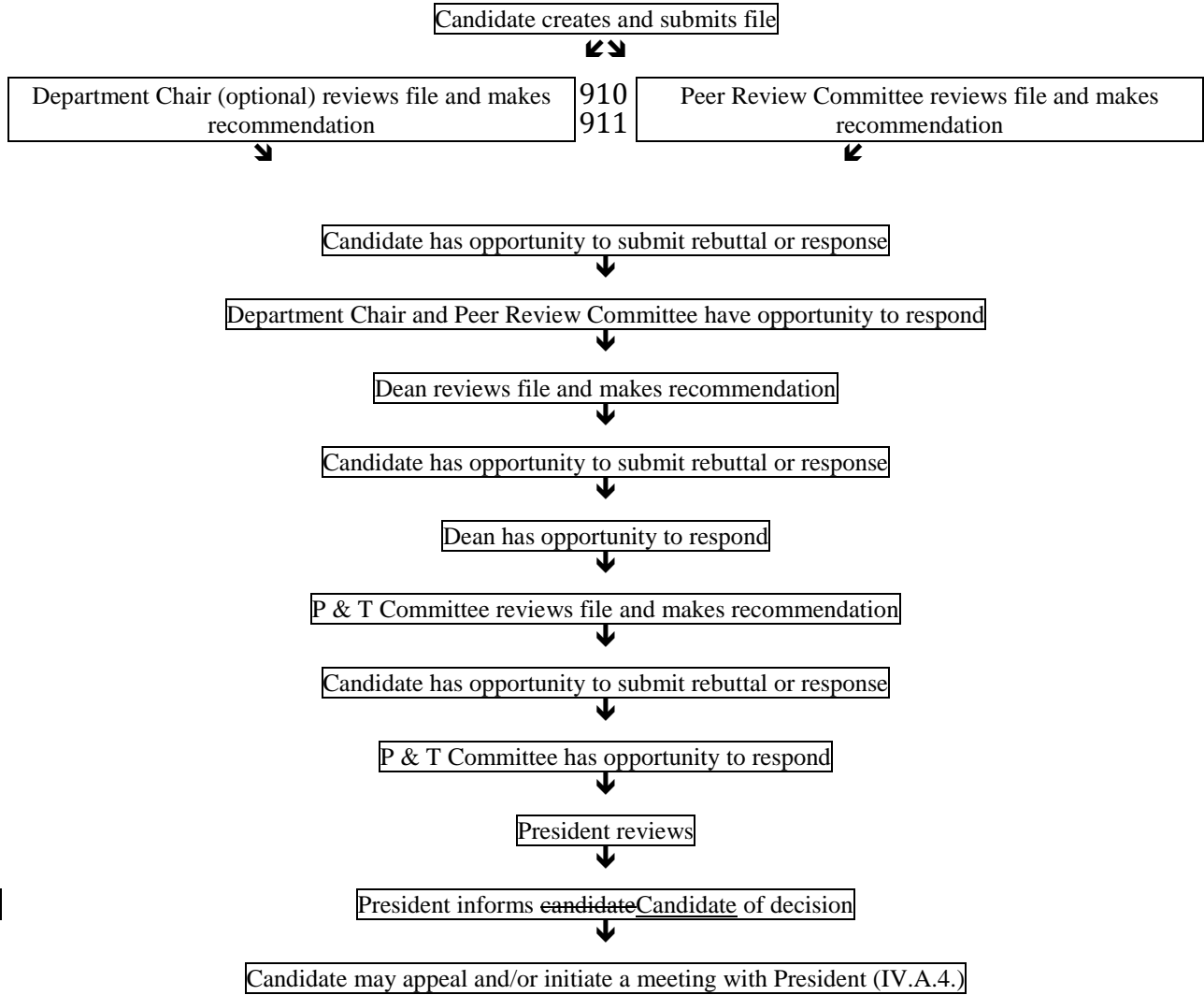
- 795 University and Department/Unit/ College/Library/School/SSP-AR documents, demonstrated by the
796 evidence in the WPAF. In the evaluation of teaching performance, student evaluation forms shall
797 not constitute the sole evidence of teaching quality. No recommendation shall be based on a
798 Candidate's beliefs, nor on any other basis that would constitute an infringement of academic
799 freedom.
- 800 6. The Candidate shall have access to her/his WPAF at all reasonable times except when the WPAF is
801 actually being reviewed at some level.
 - 802 7. Prior to the final decision, ~~candidate~~Candidates for promotion may withdraw, without prejudice,
803 from consideration at any level of review.
 - 804 8. Maintaining confidentiality is an extremely serious obligation on the part of committee reviewers
805 and administrators. All parties to the review need to be able to discuss a Candidate's file openly,
806 knowing that this discussion will remain confidential. All parties to the review shall maintain
807 confidentiality, respecting their colleagues, who, by virtue of election to a personnel committee,
808 have placed their trust in each other. Deliberations and recommendations pursuant to evaluation
809 shall be confidential. (15) -There may be a need for the parties to the review to discuss the
810 Candidate's file with other levels of review when all levels do not agree. Also, the Candidate may
811 request a meeting with parties to the review at any level. These particular discussions fall within
812 the circle of confidentiality and comply with this policy. Otherwise, reviewing parties shall not
813 discuss the file with anyone. Candidates who believe that confidentiality has been broken may
814 pursue relief under the CBA. (10)
 - 815 9. Service in the personnel evaluation process is part of the normal and reasonable duties of tenured
816 faculty, Department Chairs, and administrative levels of review. Lobbying or harassment of parties
817 to the review in the performance of these duties constitutes unprofessional conduct. Other
818 University policies cover harassment as well. The statement here is not intended to restrict the
819 University in any way from fulfilling the terms of other policies that cover harassment.
 - 820 10. When a probationary faculty member does not receive tenure following the mandatory sixth year
821 review, the University's contract with the individual shall conclude at the end of the seventh year of
822 service, unless the faculty member is granted by the President a subsequent probationary
823 appointment or a terminal year appointment~~by the President~~. (13-1817)
- 824 B. Standards Applied in Different Types of Decisions
- 825 1. Review for Retention of Probationary Faculty
 - 826 a. Whenever a probationary faculty member receives reappointment, CSUSM shall provide to
827 the Candidate a review that identifies any areas of weakness.
 - 828 b. To the extent possible and appropriate, the University should provide opportunities to
829 improve performance in the identified area(s).
 - 830 2. Review for Granting of Tenure
 - 831 a. The granting of tenure requires a more rigorous application of the criteria than reappointment.
 - 832 b. A Candidate for tenure at CSUSM shall show sustained high quality achievement in support
833 of the Mission of the University in the areas of teaching, research and creative activity, and
834 service (for teaching faculty and librarians) or in the primary duties as assigned in the job
835 description, continuing education/professional development, and service (for Librarians and
836 SSP-ARs).
 - 837 c. Normally, tenure review will occur in the sixth year of service at CSUSM or one or two years
838 earlier in cases where the Candidate has been granted service credit. Tenure review prior to
839 the normal year of consideration requires clear evidence that the Candidate has a sustained
840 record of achievement that fulfills all criteria for tenure as specified in University,
841 College/Library/School, and Department standards.
 - 842 d. An earned doctorate or an appropriate terminal or professional degree that best reflects the
843 standard practices in an individual field of study is required for tenure. In exceptional cases,
844 individuals with a truly distinguished record of achievement at the national and/or
845 international level will qualify for consideration for purposes of granting tenure. An ad hoc
846 committee consisting of three members jointly appointed by the Chair of the Promotion and
847 Tenure Committee and the Department Chair shall judge all exceptions. This ad hoc
848 committee shall make a recommendation to the President for or against awarding tenure.
 - 849 3. Review for Promotion

- 850 a. Promotion to Associate Professor, Associate Librarian or SSP-AR II requires a more rigorous
851 application of the criteria than reappointment.
- 852 b. Promotion to the rank of Professor, Librarian or SSP-AR III shall require evidence of
853 substantial and sustained professional growth at the Associate rank as defined by University,
854 College/Library/School/SSP-AR, and Department standards.
- 855 c. In promotion decisions, reviewing parties shall give primary consideration to performance
856 during time in the present rank. Promotion prior to the normal year of consideration requires
857 clear evidence that the Candidate has a sustained record of achievement that fulfills all criteria
858 for promotion as specified in University, College/Library/School, and Department standards.
859 For early promotion, a sustained record of achievement should demonstrate that the
860 ~~candidate~~Candidate has a record comparable to that of a ~~candidate~~Candidate who successfully
861 meets the criteria in all three categories for promotion in the normal period of service.
- 862 4. College/Library/School/SSP-AR Standards
- 863 a. A College or equivalent unit shall develop standards for the evaluation of faculty members of
864 that College or equivalent unit.
- 865 b. College or equivalent unit standards shall not conflict with law, the Unit 32 CBA or
866 University policy. In no case shall College standards require lower levels of performance
867 than those required by law or University policy.
- 868 c. Written College or equivalent unit standards shall address:
- 869 1) Those activities which fall under the categories of Teaching Performance, Scholarly and
870 Creative Activity, and Service;
- 871 2) A description of standards used to judge the quality of performance;
- 872 3) The criteria employed in making recommendations for retention, tenure, and promotion.
- 873 d. These standards shall be reviewed by the Faculty Affairs Committee for compliance with
874 university, CSU, and Unit 3 CBA policies and procedures. Once compliance has been
875 verified, the College/Library/School/SSP-AR standards will be recommended to the
876 Academic Senate for approval.
- 877 5. Departmental Standards
- 878 a. A Department or equivalent unit may develop standards for the evaluation of faculty members
879 of that Department or equivalent unit.
- 880 b. Department or equivalent unit standards shall not conflict with law or University policy. In
881 no case shall Department standards require lower levels of performance than those required
882 by law or University policy.
- 883 c. Written Department or equivalent unit standards shall address:
- 884 1) Those activities which fall under the categories of Teaching Performance, Scholarly and
885 Creative Activity, and Service;
- 886 2) A description of standards used to judge the quality of performance;
- 887 3) The criteria employed in making recommendations for retention, tenure, and promotion.
- 888 d. The Dean/Director of the College/Library/School/SSP-AR shall review the Department
889 standards for conformity to College/Library/School/SSP-AR standards. If the Dean finds it in
890 conformance, the Dean will forward the Department standards to the Faculty Affairs
891 Committee. The Faculty Affairs Committee has the responsibility to verify and ensure
892 compliance with university, CSU, and Unit 3 CBA policies and procedures. Once compliance
893 has been verified, the Department standards will be forwarded to the Provost for review. The
894 Provost will provide the Faculty Affairs Committee with a recommendation (with
895 explanation) regarding approval of the Department standards. The Faculty Affairs committee
896 will base its approval of the standards on its own review and the recommendation of the
897 Provost. Once approved, Department standards will be forwarded to Academic Senate as an
898 information item. Departments or equivalent units shall follow this approval process each
899 time they wish to change their standards.
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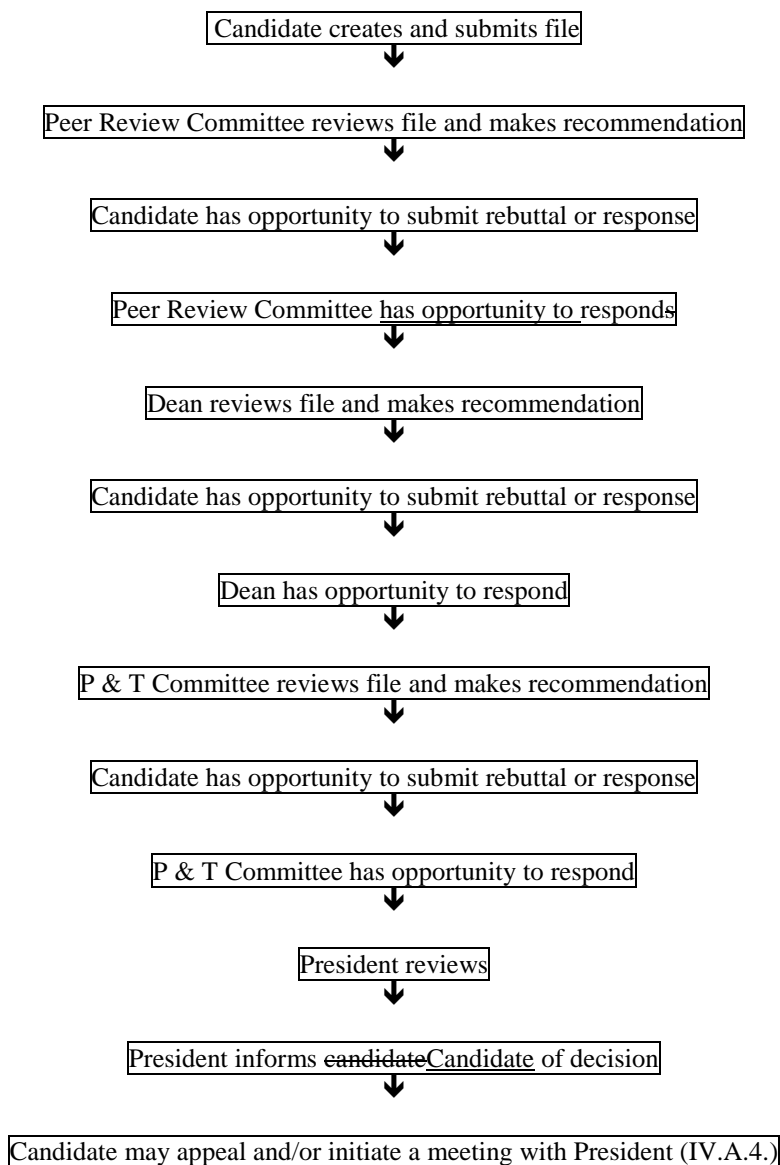
APPENDIX A

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 Candidate ~~faculty unit employee.~~ (15-12d)
- B. If any party of the review process, including the ~~candidate~~ 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

- A. 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.
- B. 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.

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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.

**ACADEMIC SENATE
OF
THE CALIFORNIA STATE UNIVERSITY**

AS-3020-11/APEP/AA (Rev)
March 17-18, 2011

Grade Minima for CSU General Education Courses in the “Golden Four”

- RESOLVED: That the Academic Senate of the California State University (ASCSU) support a minimum grade of C (2.0) in the “Golden Four” CSU General Education areas (Written Communication/English Composition, Mathematical Concepts/Quantitative Reasoning, Oral Communication, and Critical Thinking) for both native and transfer students; and be it further
- RESOLVED: That the ASCSU encourage the CSU Board of Trustees to wait for faculty input prior to enshrining such grade minima requirements into Title 5 (as opposed to transfer admissions, which is already policy albeit not in Title 5); and be it further,
- RESOLVED: That the ASCSU request that campuses without a minimum grade of "C" (2.0) or better to receive General Education credit for courses in the “Golden Four” of CSU General Education consider such policies; and be it further
- RESOLVED: That the ASCSU use communications from the campus senates to inform potential actions to endorse changing the criteria in Title 5 for General Education certification requirements; and be it further
- RESOLVED: That the ASCSU distribute this resolution to: the General Education Advisory Committee; CSU Campus Senate Chairs; Directors of Campus General Education Committees; Leadership of the Academic Senate of the California Community Colleges; CSU Board of Trustees; Assistant Vice Chancellor for Student Academic Support, CSU; CSU Executive Vice Chancellor and Chief Academic Officer.

RATIONALE: Completion of CSU GE curricula is a requirement of all CSU students. It is a CSU eligibility requirement to complete the “Golden Four” of CSU GE curricula prior to admission for all transfer students. Many, but not all, campuses of the CSU require a minimum grade of “C” (2.0) or better (as opposed to a “C-” (1.7) or no minimum grade standard) in the “Golden Four” as a campus requirement for native students. [All transfer students must have a “C” (2.0) or better in the “Golden Four.” An eventual statewide requirement of a “C” (2.0) or better in Golden Four courses would create greater parallelism between requirements for native and transfer students.]

It is noted that the Academic Senate for the California Community Colleges already has weighed in positively on encouraging a grade minima of a C (2.0) or better as a required element of “Transfer AA” degrees (see attachment).

It is the intention that the Chancellor’s General Education Advisory Committee would help inform ASCSU action prior to encouraging any such change in Title 5 GE requirements.

Feedback to the ASCSU on this issue could be as straightforward as submitting a statement of existing campus policy or could be a more inclusive commentary of the status of arguments for and against grade minima in the Golden Four.

Approved Unanimously – May 5-6, 2011

Resolution 9.09 from the Academic Senate for California Community Colleges 42nd Fall Session Resolutions (Final Resolutions) [<http://asccc.org/events/2010/11/fall-plenary-session>]

**9.09 F10 Golden Four Grades in New Transfer Degrees
Michelle Pilati, Rio Hondo College, Executive Committee**

Whereas, SB 1440 (Padilla, 2010) has been signed into law, with one of its primary goals to decrease student accumulation of units as they complete a degree and prepare to transfer;

Whereas, Resolution 4.03 S10 recognized that a “transfer degree” was imminent and called for the Academic Senate to “strongly encourage all local senates to ensure that students are provided with the degree options that meet their needs, be that aligning degree requirements with transfer institutions or offering degrees that serve as preparation for work”; and

Whereas, The California State University currently requires completion in the areas of the “Golden Four” with a minimum grade of “C” for transfer admission (i.e., A3--critical thinking, A1--communication, A2--English composition, and B4--quantitative reasoning) but not included in SB 1440;

Resolved, That the Academic Senate for California Community Colleges strongly urge requiring a minimum grade of “C” in the “Golden Four” in any associate degree for transfer.

MSC Disposition: Local Senates

Assigned: Relations with Local Senates and Curriculum Committees

BLP/UCC: CEHHS-SoE Certificate in Global Teacher Studies & Preparation

BLP REPORT: The Budget and Long Range Planning Committee (BLP) has reviewed the P-Form for a proposed teaching certificate program, "Global Teacher Studies & Preparation." We thank faculty proposer Carol Van Vooren for prompt and thoughtful responses to our queries, which enabled us to complete our work in a timely fashion.

Teaching certificates offered through the School of Education may be taken as stand-alone programs (for example, for currently employed teachers who wish to develop new skills) or can be folded into a Master's in Education degree. If approved by the Academic Senate during the Spring 2013 term, the program will presumably be launched in Fall 2013.

Program Demand: Detailed projections are not typically provided in P-forms for certificate programs. The proposal describes this program as building upon the existing International Baccalaureate Certificate in Teaching in Learning, a 10-unit program offered through Extended Learning. The new certificate would include the current program's requirements plus 2 additional units (thus making students in the new program eligible for financial aid). The additional 2 units are provided by existing School of Education courses on educational technology.

Resource Implications: Extended Learning Delivery: All of the courses included in this program already exist, and all are delivered via Extended Learning. Extended Learning projects a per-unit tuition fee of \$350, with a target of 30 students.

Faculty: No new tenure-track faculty hires are anticipated to support this program. The program coordinator is currently a tenure-track faculty member in the School of Education who already coordinates the existing International Baccalaureate program. Two lecturers provide additional International Baccalaureate courses. Three tenure-track faculty members contribute to the existing educational technology courses that will be included in this new program, and additional lecturers are hired as necessary to offer the requisite courses.

Staff: BLP anticipates that the enrolled students will require advising, and all advising will be staffed and funded via Extended Learning.

Library: No additional Library resources are requested with this proposal. It should be anticipated that existing journal subscriptions will be sufficient to support this program. Additionally, no specific requests for Library instruction for program courses are anticipated at this time. BLP emphasizes that, as a self-support program, any additional program needs must be detailed so that appropriate course fees can be established. And, if student demand necessitates additional sections and Library subscriptions and/or other support, that these must be detailed to Extended Learning in order to be requested and to be built into the student fee structure.

Potential Impact on Other Programs: No signatures from other programs are indicated on the P-form; however, the program's proposer also serves as coordinator for the most closely related academic program (International Baccalaureate). We read this as indicating IB's support of the program proposed here.

UCC REPORT: After careful review and extensive discussion with the originators and among UCC members, UCC approved Global Teacher Studies and Preparation Certificate. This 12 unit certificate includes existing 10 unit International Baccalaureate (IB) Certificate in Teaching and Learning plus additional courses in educational technology. Courses in educational technology are needed since IB teachers need to implement technology in their classroom pedagogy as international education requires

global communication and thinking. IB certificate does not include instructions on the use of technology as a tool for instruction. This certificate will also allow students to qualify for financial aid.

For the complete curriculum associated with this proposal, visit the Curriculum Review website, under COEHHS, line 103:

http://www.csusm.edu/academic_programs/curriculumscheduling/catalogcurricula/2012-13_curriculum.html#COEHHS

**Proposed Catalog Language for the
Global Teacher Studies and Preparation Certificate:**

Courses in this 12 unit program fulfill not only the International Baccalaureate (IB) professional development requirement for program authorization and evaluation in IB schools, but also meet the requirement for University Certification. Completion of either the Primary Years or the Middle Years curriculum prepares newly credentialed teachers, experienced teachers, teacher leaders, and school site administrators for the International Baccalaureate Certificate in Teaching and Learning.

<u>Primary Years:</u>	Units	<u>Middle Years:</u>	Units
EDUC 630	3	EDUC 632A	2
EDUC 631	3	EDUC 632B	2
EDUC 632A	2	EDUC 633	3
EDUC 632B	2	EDUC 634	3
Select two 1-unit courses listed below	2	Select two 1-unit courses listed below	

Additional one unit courses to fulfill two more units in the certificate program:

EDST 633: Topics in Education

EDST 643: Using Mobile Technologies for Teaching and Learning

EDST 644: Social Media and Personal Learning Networks in Education

EDST 646: Digital Citizenship in the Classroom

EDST 647: Adventures in Geocaching

EDST 648: Cloud Computing for Education

EDST 649: Implementing Adaptive Technology in the Classroom