

Superseded by P585-04

CALIFORNIA STATE UNIVERSITY, LONG BEACH

RECEIVED

POLICY STATEMENT

AUG 16 1979

NUMBER: 79-19

FILE: R&A

Academic Senate Office

SUBJECT: REAPPOINTMENT AND ADVANCEMENT POLICY

The following policy statement, recommended by the Academic Senate at its meeting of February 8, 1979 and approved by the President on May 29, 1979, is as follows:

REAPPOINTMENT AND ADVANCEMENT POLICY

7.11 AAUP POLICY STATEMENT:

Faculty status and related matters are primarily a faculty responsibility; this area includes appointments, reappointments, decisions not to reappoint, promotions, the granting of tenure, and dismissal. The primary responsibility of the faculty for such matters is based upon the fact that its judgment is central to general educational policy. Furthermore, scholars in a particular field or activity have the chief competence for judging the work of their colleagues; in such competence it is implicit that responsibility exists for both adverse and favorable judgments. Likewise there is the more general competence of experienced faculty personnel committees having a broader charge. Determinations in these matters should first be by faculty action through established procedures, reviewed by the chief academic officers with the concurrence of the board. The governing board and president should, on questions of faculty status, as in other matters where the faculty has primary responsibility, concur with the faculty judgment except in rare instances and for compelling reasons which should be stated in detail

Statement on Government of Colleges and Universities of the American Association of University Professors; (AAUP Policy Documents and Reports, 1971)

- 7.12 Reappointment and Advancement (R&A): Reappointment includes those reappointments which confer tenure. Advancement refers to both promotion in academic rank and to merit step increases.
- 7.13 Trustee policies and sections of the Education Code which apply to R&A are quoted in the Appendix attached to this document.

- 7.21 All those who are eligible and qualified should be promoted without delay.
- 7.22 Where budgetary or other restrictions imposed by higher authority prevent such promotions, the following system of recommendation and selection shall be applied:
- A. A candidate for promotion shall be placed in one of three possible categories: (1) outstanding, (2) qualified and recommended for promotion, (3) not recommended at this time.
 - B. Each school shall place in the first category no more than 10% of the candidates technically eligible for promotion for a given rank for a given year. In any case each school will be allowed at least one.
 - C. To select among those in the second category, that is, those qualified and recommended for promotion, the following method shall be used:

Each school shall be informed of the dollar amount available for promotions. The school shall then recommend a division of the monies in terms of the number of promotions to be made in each rank. In addition, the school shall then divide the qualified candidates in the second category into two groups: those who should be promoted at this time and those who cannot be promoted at this time due to budgetary limitations. Reasons responsive to the merit criteria of the school shall be given for placing candidates in either group. Where other indications and evidence of merit are approximately equal, considerations may be given to the number of years a candidate has qualified for promotion and been placed in the second category and to his length of service at the University. The extent to which, and the means by which, the academic areas of a school participate in the process of dividing the second category into two groups shall be established in the R&A document of each school.
- 7.23 It shall be the responsibility of the University Financial Affairs Council to advise the President in regard to the limitations and distribution of funds available for R&A.
- 7.24 Faculty shall be eligible for considerations for promotion to Associate or Full Professor after serving one year at the top salary step of the preceding rank, or after five years service in the rank, whichever comes first.

7.27 A faculty member shall be eligible for consideration for accelerated promotion to Associate or Full Professor when (1) the candidate meets all the specific department and school eligibility requirements approved by the Associate Vice President for Academic Affairs--Academic Personnel; and (2) there is a two-thirds affirmative vote by secret ballot of the tenured faculty of the department or academic area that the candidate can be considered for accelerated promotion. The tenured faculty eligible to vote include administrators with a primary teaching service area within the department with the exception of those with delegated authority to make final personnel decisions. The votes of faculty members on leave who do not respond by the ballot designated date shall not be counted toward the total number of eligible votes.

7.31 R&A evaluations and recommendations shall be made at the academic area(s)* level. Recommendations, the reasons for the recommendations, and a full summary of all evidence shall be transmitted to the Office of the President in accordance with school R&A procedures.

In determining a candidate's qualifications for R&A, use shall be made of objective evidence. Candidates for R&A may provide appropriate evidence to assist in the process.

The recommendations, the reasons for the recommendation, and a full summary of evidence will be given to candidates, who may, if they desire, respond to the academic area's recommendations before they leave the academic area.

7.32 Each school (the library is considered a school for R&A purposes) shall adopt an R&A document which shall outline the procedures and criteria for the R&A process in that school. This document shall be adopted by the faculty of the school by majority secret ballot. By the same method, each academic area shall also adopt an R&A document. The school document shall be consistent with state law, with the regulations of the State University and Colleges System, and with this document. The academic area document must be consistent with these and also with the school document. Schools and academic areas are urged to develop criteria which amplify or enhance those established by the Trustees (See appendix) or which are especially applicable to a particular school or academic area.

*Academic Area refers to department, program, or interdisciplinary program, whichever is the next administrative level below the school.

- 7.33 The R&A policies and procedures of the academic areas and the schools are subject to the review and approval of the Associate Vice President, Academic Affairs--Academic Personnel in regard to their consistency with the established policies of the system and of this University and with acceptable professional standards.
- 7.35 There is no single university-wide weighting system for R&A criteria. Schools and the Center for Public Policy and Administration shall establish a weighting system for criteria as part of their respective R&A documents. The relative values of the criteria may be defined in word or numerical descriptors. The criterion of teaching effectiveness shall be identified as primary and essential, but not in itself a sufficient criterion of reappointment and advancement.
- 7.40 APPEALS -- Any candidate may appeal a negative recommendation on reappointment, tenure, promotion (including placement in the second group under 7.22C), or merit salary increase. (If the negative decision comes from the President or designee, however, the candidate will use the System grievance procedure, Executive Order 301 or successor.)

An appeal may be based on whatever the affected faculty considers relevant to the negative recommendation.

An appeal proceeding shall not be initiated more than ten campus working days after the appellant has learned of the action or reasonably could have learned of the action.

Following action by the School R&A Committee and/or School Dean or director, the appellant will submit a written response to the Office of the Associate Vice President for Academic Affairs--Academic Personnel and forward a copy of the response to the evaluating agency(ies) --the Departmental R&A Committee, the Department Chairperson, the School R&A Committee, the School Dean or Director--which have made the recommendation(s).

Any agency, at its discretion, may reverse its recommendation before the appeal procedure is completed.

The appeal committee will file its report and recommendation within thirty campus working days from the date of the committee selection.

The appeal committee will forward to the Office of the Associate Vice President for Academic Affairs--Academic Personnel with copies to the appellant and all levels of review its recommendation, the reason for the recommendation, and a summary of the evidence received by the committee. A copy of the recommendation will be held in the appellant's R&A file.

The President or designee's decision with respect to the appeal is final on this campus. The President or designee's decision will be sent to the appellant, the appeal committee, and all levels of review within thirty calendar days after R&A decisions have been rendered for other faculty members in the appellant's school.

APPEAL COMMITTEES -- All full-time faculty and tenured librarians shall be available to serve if called on three-person appeal committee for hearings on individual cases. A faculty member may decline to serve on a particular committee for cause.

The membership of an appeal committee shall be established by lot with the proviso that two of the committee members must come from the school, but not from the academic area of the appellant and that one must come from another school. When it is not possible to select by lot two committee members within the appellant's school, the appellant may select by lot committee members from another school. The appellant, informed of the committee membership, may challenge without cause one member. The member will be replaced by lot.

The function of the appeal committee is to act as an appellate personnel committee to deal with substantive matters, although matters of due process also may be considered by the committee. Appeal procedures will be informal. No person shall be represented by another person, but the appellant may be accompanied by one faculty member of her/his choice in the selection of the committee and in any appearance before the committee. Appropriate witnesses, including persons from the review levels involved in the disagreement, may be heard, but no transcript or detailed minutes need be kept.

- 7.51 In promotion actions, the appeal process shall be completed prior to the evaluation and final decision by the President or designee.

In reappointment and tenure actions, normally, the department and school evaluations shall be filed early enough in the spring semester in order that the appeal process can be completed prior to the evaluation and decision by the President or designee.

- 7.52 All questions of interpretation of this document shall be referred to the Associate Vice President for Academic Affairs--Academic Personnel for decision. Decisions of the Associate Vice President for Academic Affairs--Academic Personnel may be appealed to the Academic Senate.

- 7.53 AMENDMENTS -- The faculty of CSULB, voting by secret mail ballot (with pro and con arguments attached) may amend this document. Amendments may be proposed either by (a) direct faculty action via petition from 10% of the faculty to the Chairperson of the Academic Senate, or by (b) action of the Academic Senate. Proposed amendments shall be submitted to discussion at a public hearing for the faculty called within fifteen instructional days following their receipt, and shall be distributed in writing by the Chairperson of the Academic Senate to the faculty at least five instructional days before the public hearing. Amendments to this document shall become effective when they have received a favorable vote of a majority of the faculty voting in a secret mail ballot conducted by the Academic Senate within twenty instructional days of the public hearing, and when they are approved by the President of the University.

ORIGINAL DOCUMENT APPROVED BY FACULTY VOTE OCTOBER 1972. AMENDMENTS TO SECTIONS 7.51 and 7.53 APPROVED BY THE ACADEMIC SENATE AND THE PRESIDENT 1975-76 ACADEMIC YEAR. AMENDMENTS TO SECTIONS 7.40 and 7.51 AND THE ADDITION OF SECTIONS 7.27 and 7.35 APPROVED BY THE FACULTY AND THE PRESIDENT 1978-79 ACADEMIC YEAR.

Effective: Immediately

DEG:bjp
7/20/79

APPENDIX B (R & A DOCUMENT)
TITLE V¹ OF CALIFORNIA ADMINISTRATIVE CODE²

Article 2

42701. Consultative Procedure. It is the policy of the Trustees that faculty be consulted on academic personnel matters. Each campus shall develop campus-wide procedures whereby only members of the faculty who are tenured, and such department chairmen and academic administrators as the campus procedures shall provide, may participate in any level of consideration in the deliberations or vote on recommendations relating to appointment, retention, tenure or promotion of faculty. The procedures shall provide that those making such recommendations should consider information from other faculty members and any other source, including, but not limited to students.

The campus-wide procedures shall be consonant with the regulations, policies and procedures of the Board of Trustees and the Chancellor and shall be approved by the President.

42702. (d) The President of each campus or his designee, using the consultative procedures established pursuant to Section 42701 shall:

- (1) Make all appointments of academic employees.
- (2) Award or deny tenure to probationary academic employees.
- (3) Make all promotions of academic employees, provided that in the case of any academic employee who first began his consecutive full-time service during an academic year commencing on or after September 1, 1971, only tenured faculty or those selected for the simultaneous award of tenure may be promoted to the ranks of associate professor or professor.

Article 13
Tenure Rights of Academic Employees

43560. Academic Employees Whose Full-Time Began on or After September 1, 1971...

- (a) The normal pattern of awarding tenure, except as modified below, shall involve the assessment of a faculty member's performance over a period of four successive academic years, and for those not awarded tenure, a terminal year.

¹Revised August 1972.

²Some legal quotations are not completely reproduced herein.

- (b) The President may determine to award a fifth probationary year appointment. Should it be considered by the end of that year that more time is still necessary to evaluate the probationary academic employee for tenure purposes, the president may award a final sixth probationary year appointment. For those denied tenure following the final probationary year, a terminal year shall be awarded as provided in Subdivision (c) of Section 43561. A probationary academic employee shall not serve more than seven successive full-time years.
- (c) If the academic employee transfers from an existing campus to a newly established campus under the provisions of Education Code Section 24316, he shall be accorded such tenure rights at the newly established campus as he had acquired at the existing campus.
- (d) If a tenured academic employee transfers from one campus to another campus and such transfer is not under the provisions of Education Code Section 24316, he may be appointed with tenure or with such credit towards tenure as the president of the campus to which he transfers shall determine.
- (e) If a probationary academic employee transfers from one campus to another campus and such transfer is not under the provisions of Education Code Section 24316, he may be appointed with such credit toward tenure as the president of the campus to which he transfers shall determine.
- (f) If the academic employee is initially appointed to the rank of professor, he may be considered for tenure during his first year, and, not later than June 1 of his second year, he shall be notified by the president or his designee that he will either receive tenure or that he will receive a terminal year.
- (g) Notwithstanding any provision in this article to the contrary, the president in special circumstances may award tenure to any probationary academic employee earlier than the normal probationary period otherwise provided in this section, when, following an evaluation of the performance of the faculty member at the campus, he finds that such early award of tenure is advantageous to the institution.
- (h) Except as provided in subdivisions (c), (d) and (g) of this Section, whenever tenure is awarded to an academic employee, the tenure shall be effective when the academic employee enters upon his duties at the same campus at the beginning of the academic year next succeeding the year during which tenure is awarded.

- (i) If the academic employee is promoted to the rank of assistant professor during his probationary period, he shall be credited with consecutive probationary years already served at the campus at the rank of instructor.

43560.1 Academic Employees Whose Full-Time Service Began Prior to September 1, 1971... :

- (a) After serving two semesters or three quarters full-time during each of four successive academic years shall be accorded tenure on beginning his fifth successive academic year unless such year is his terminal "notice" year. As otherwise provided in this article, tenure may be accorded after less than four academic years of such service. The normal pattern of according tenure, except as modified below, shall involve the assessment of a faculty member's performance over a period of three academic years, final appraisal and review during the fourth academic year, and for those not accorded tenure, a terminal "notice" year.
- (b) Transferred from an existing campus to a newly established campus under the provisions of Education Code Section 24316, shall be accorded such tenure rights as the newly established campus as he had acquired at the existing campus.
- (c) Transferred from one existing campus to another, provided he had tenure at the campus from which he transferred shall gain tenure on beginning a second consecutive academic year.
- (d) Transferred from one existing campus to another (newly established or existing) shall get credit for up to two academic years of the probationary period he has served if he does not have tenure.
- (e) Initially appointed to the rank of professor, may gain tenure on beginning a second consecutive academic year and shall gain tenure on beginning a third consecutive academic year of service unless such year is a terminal notice year.
- (f) If promoted to a higher academic rank during his probationary period, shall be credited with probationary period, shall be credited with probationary years already served in a lower rank.

43560.2 Application of Section 43560 to Certain Employees

At the discretion of the president and upon request of the academic employee, as specified in this Section, an academic employee to whom the provisions of Section 43560.1 are otherwise applicable may be placed under the provisions of Section 43560 instead of those of Section 43560.1.

Such requests may be made by academic employees on terminal "notice" years and by other probationary academic employees, and must be made in writing and delivered to the president or his designee prior to March 1, 1972.

43561

Recommendations, Review and Notice Dates

Recommendations regarding reappointment, tenure and termination shall originate at the department or, where appropriate, at the division level. Such recommendations shall pass through appropriate levels to a final review committee which shall make recommendations to the president. The appropriate faculty shall participate fully at the various stages of the process. The president shall advise the academic employee of his decision with respect to reappointment, tenure, or termination in accordance with the dates specified in subdivisions (a) and (b) of this Section (which dates are referred to as "notice dates") and if an employee is not to be retained, the president shall advise him when his services will terminate in accordance with subdivision (c) of this Section.

(a) At campuses not on quarter system year-round operations...

- (1) In his first probationary academic year of full-time service he shall be notified not later than March 1 of that academic year that he is to be reappointed for a second academic year, is to receive tenure, or is to be terminated at the end of that college year.
- (2) In his second probationary academic year of full-time service, he shall be notified not later than December 15 of that academic year that he is to be terminated at the end of that college year, or is to receive further evaluation and a notice regarding his third academic year by June 1 of that academic year.
- (3) In his second year of full-time service, if he is subject to further evaluation and notice as provided in subdivision (a) (2) of this Section, he shall be notified not later than June 1 of that academic year as to whether his subsequent academic year is an additional probationary year or a first year of tenure, or whether he is to be terminated at the end of the subsequent college year.
- (4) In his third or subsequent academic years of full-time service he shall be notified not later than June 1 of each of those years as to whether his subsequent academic year is an additional probationary year or a first year of tenure, or whether he is to be terminated at the end of the subsequent college year.

- (c) Probationary academic employees who are not reappointed or awarded tenure shall terminate their services as follows:
- (1) At the end of the college year during which the notice date occurs for (A) first year academic employees, (B) second year academic employees at campuses not on quarter system year-round operations, who are not appointed to a third academic year....
 - (2) At the end of the college year next following the college year during which the notice date occurs for: (A) second year academic employees other than those to whom sub-division (c) (1) is applicable, (B) third and subsequent academic year employees.
- (d) Probationary academic employees serving on 12 month appointments whose full-time service began on or after September 1, 1971, shall gain service credit toward tenure in the same manner as academic year employee at the same campus and shall be subject to the notice dates and termination dates as are applicable to academic year employees at the same campus as specified in this Section.

43562

Probationary Period, Promotion, and Nonaccruing Assignments

An academic employee who has gained tenure shall be required to serve only one probationary period during employment at a campus. When an academic employee who has tenure is promoted, it shall be deemed that he has all rights provided by this article at the new rank. He shall not acquire tenure in an academic-administrative assignment or in an executive position.

43563

Leave of Absence Without Pay

- (a) A leave of absence without pay taken during a probationary period for an assignment determined by the campus president to be of a nature valuable to the campus shall not constitute a break in service for the purpose of acquiring tenure. One academic year or less of such leaves may, at the discretion of the president, be counted towards the required service for tenure. However, for a probationary period in a leave status to be counted towards eligibility for tenure an appraisal of such relevant experience must be made and included in the total appraisal of the individual.

- (b) The president shall determine whether a leave of absence without pay, for reasons other than those indicated in (a) above, shall constitute a break in the probationary period.

43564

Late Reporting for Duties

Reporting for assigned duties within six weeks after the beginning of an academic year may, when the circumstances in the judgment of the campus president warrant, not interrupt the probationary status or reduce the credit value of the probationary academic year in which the late start of less than six weeks occurred.

43565

Service in Office of the Chancellor

Service by a probationary academic employee in an academic-administrative assignment at the campus or a limited term of service in the Office of the Chancellor shall be counted toward completion of the academic probationary period at the campus. Service in the Office of the Chancellor by an academic employee with tenure shall not affect his tenure status at the campus from which he came.

43566

Notifications of Reappointment, Non-Reappointment, and Award or Denial of Tenure. These procedures shall be effective for all notices issued on or after September 1, 1971.

- (a) Notification of all decisions regarding reappointment, nonreappointment and the award or denial of tenure of academic employees shall be in writing and signed by the campus president or his designee.
- (b) The notice of intention not to reappoint a probationary academic employee or not to award him tenure, as the case may be, shall be mailed by certified mail, return receipt requested, to the academic employee at his last known address, or the notice may be delivered to the academic employee in person who shall acknowledge receipt of the notice in writing. If such notice is delivered to the academic employee and he refuses to acknowledge receipt thereof, the person delivering the notice shall make and file with the campus president an affidavit of service thereof, which affidavit shall be regarded as equivalent to acknowledgement of receipt of notice.

- (c) Reappointment to a succeeding academic year, and the award of tenure, may be accomplished only by notice by the president or his designee. Notwithstanding any provision of this article to the contrary, no person shall be deemed to have been reappointed or to have been awarded tenure because notice is not given or received by the time or in the manner prescribed in this article. Should it occur that no notice is received by the time prescribed in this article, it is the duty of the academic employee concerned to make inquiry to determine the decision of the president, who shall without delay give notice in accordance with this Section.

43569 Notice by Employee

If an academic employee desires to terminate an existing appointment, or to decline a reappointment, he shall give notice not less than three months if his rank is instructor or assistant professor, and not less than four months if his rank is higher, before the end of his duties during his academic year exclusive of an summer session; but he may properly request a waiver of this requirement in case of hardship or in a situation where he would otherwise be denied substantial professional advancement.

43571 Lecturers

The provisions of this article shall not apply to periods of service in the status of lecturer except that full-time service as a lecturer, may be counted as service required for tenure, provided:

- (a) In the case of persons whose initial full-time service as a lecturer first began prior to September 1, 1971, and has continued without break from the time of his initial appointment, not to exceed two years of such service as a lecturer may be credited as service required for tenure.
- (b) In the case of persons whose initial full-time service first began as a lecturer on or after September 1, 1971, not to exceed two years of such service as a lecturer may be credited as service required for tenure, if it has been without break. Tenure may be awarded at the rank of professor based on service as a lecturer only if a two-year tenure period is utilized, as provide in Section 43560, subdivision (f), in which event up to one year of service as lecturer may be credited.

43572

Director of Athletics and Athletic Coach

- (a) The provisions of this article relating to academic tenure shall not be applicable to periods of service in the classes of Director of Athletics or athletic coach.
- (b) Appointments to the classes of Director of Athletics or athletic coach shall be made by the president on either an academic year, ten-month or twelve-month basis, and may be renewed on a year-to-year basis, without acquisition of tenure.
- (c) Individuals who have served without a break in service in the classes of Director of Athletics or athletic coach, or both, and who are appointed to positions in which academic tenure may be gained, may be credited with not more than two years of service in such positions as service required for tenure; provided, that when such an individual is appointed to the position of Professor, he must serve at least one year in probationary status immediately prior to gaining tenure.
- (d) The provisions of this Section shall not be applicable to probationary academic employees appointed prior to September 1, 1971, provided that at the discretion of the president and at the request of the academic employees, an academic employee who has been serving as a coach or director of athletics, may be appointed under the provisions of Subdivision (b) of this Section.

The Following Recommendations from the Report of the ad hoc Committee on Procurement and Retention of a Quality Faculty Were Adopted by the Board of Trustees in September, 1970:

PART I

1. All colleges should have written college-wide standards and procedures on faculty appointments, reappointments, tenure, promotion, and merit salary increases. These college-wide procedures should include the following:
 - a. Pursuant to Section 42701 of the California Administrative Code, Title 5, a statement of policy on consultation with respect to decisions on appointment, reappointment, tenure, promotion, and merit salary increases.
 - b. Written college-wide standards and procedures for appointment, reappointment, tenure, promotion, and merit salary increases.
 - c. Evaluative criteria to include teaching performance, research and creative activity, contributions to the community, contributions to the institution, and possession of appropriate academic training.

- d. Use of standardized campus evaluation forms or documents for reappointment, tenure, promotion, and merit salary increases.
 - e. Requirements for evidence for evaluation such as class visitation, measurement of student achievement, course outlines and tests, committee work, publications, opinion of peers, students and statements of the individual faculty member.
 - f. Periodic evaluations after tenure.
 - g. A statement of the authority and responsibility of recommending agencies such as faculty committees and college administrators for appointment, reappointment, tenure, promotion, and merit salary increases.
2. All colleges should adopt the following principles and guidelines as a basis for the development and operation of their faculty personnel policies regarding appointment, reappointment, tenure, promotion, and merit salary increases.
- a. Evaluation procedures for purposes of appointment, retention, promotion, merit salary increases, and tenure should reflect primary emphasis on teaching ability.
 - b. Procedures should provide for consultative processes, and faculty involvement in matters of academic appointment, retention, promotion, merit salary increases, and tenure. Faculty involvement may be implemented through election of committee members, consultation and review, appeal procedures and other related processes.
 - c. The procedures should stipulate that the intensity of the evaluation process will vary in accordance with the academic position of the faculty member. Thus, granting of tenure require stronger evidence of worthiness than appointment; promotion to Professor requires a more rigorous application of standards than promotion to Associate Professor, etc.
 - d. The procedures should state that the basic evaluation of a faculty member's teaching ability and professional competence will be made by his colleagues in his field and his immediate supervisor, the department chairman.
 - e. The procedures should require the faculty member be evaluated against a set of standards for professional performance and comparatively against the performance of his colleagues.
 - f. The procedures should require a "comprehensive assessment" of a faculty member with appointment and retention seen as leading to tenure. There should be a stated presumption that if a faculty member is not likely to pass the test for obtaining tenure, then he should not be reappointed; if he

does not have the potential for promotion to Associate Professor or beyond, he should not be accorded tenure; however, the granting of tenure does not guarantee future promotion.

- g. The procedures should specify that the granting of tenure is not solely a reward for services performed during the pre-tenure years but is an indication that the institution and the faculty member's colleagues have evidence based on the candidate's performance and achievements that he will continue to be a valued colleague.
 - h. The procedures should state that promotion in rank is in no way automatic but is granted only in recognition of competence, professional performance and meritorious service during the period in rank.
 - i. The procedures should specify that possession of the doctorate or the appropriate terminal degree is a normal prerequisite for promotion beyond the rank of Assistant Professor; exceptions may be made in those instances where the faculty members may be uniquely qualified.
 - j. The procedures should require provision for review of recommendations of the basic academic unit on tenure and promotion. Ordinarily, review will be by a college-wide committee and/or administrators, such as Deans or the Academic Vice President.
3. Where school, division or departmental policies exist they should be consistent with college-wide policies.
 4. Each college shall develop and continuously seek to improve techniques for gathering evidence to be used in the evaluative process, including procedures which would assure student contribution as well as measurement of student achievement.
 5. Each President shall assign an appropriate committee or staff member the responsibility of auditing and reviewing the application of policies on faculty appointment, reappointment, promotion and tenure.
 6. Each college shall provide faculty members with a copy of written college-wide policies and procedures prior to appointment by the President.

The Following Recommendations from the Report of the ad hoc Committee on Procurement and Retention of a Quality Faculty Were Adopted by the Board of Trustees in January 1971:

PART II

1. The review process of the college should provide that the reviewing college-wide committee (or administrator) be provided with reliable evidence which will validate evaluative statements and that generally specific data be required to support recommendations of department

committees and department chairmen. If the evidence is not satisfactory, or if it does not appear to support the recommendations made, the process should provide for the file to be returned to the department for amplification.

2. The colleges, through their schools and departments should develop methods to communicate to faculty members the emphasis on particular standards for certain faculty personnel processes. For example, if a faculty member is to be judged primarily on his teaching ability for retention, he should be so advised; if research and creative activity are primary requirements for promotion, this priority should be made known to the faculty member.
3. The colleges in evaluation should take into account consideration of the faculty member's contribution to the community. Such service to the community may be seen as useful in the professional development of the faculty member, helpful in bringing recognition to the college and advantageous in providing an outside source for evaluation of the professional competence of the faculty member.
4. Efforts should be made to coordinate recruitment of faculty in order to lower recruiting costs and improve interviewing procedures. In addition, adequate funds should be provided to allow interviewing of prospective faculty either on or off-campus.
5. The colleges should be encouraged to provide appropriate orientation and counseling for new faculty members. Deans and department chairmen should be encouraged to institute regularly planned individual sessions for discussion of teaching strengths and weaknesses with probationary faculty members.
6. The Committee recommends to the Board of Trustees that Title 5 be revised to make clear that it is Board policy that only tenured senior faculty serve on committees making recommendations in the retention, promotion and tenure process.
7. The Committee has concluded as a result of its study that a most critical position in the personnel recommendation process is that of the department chairman. Therefore, the Committee, cognizant of the difficulties that department chairmen have, makes the following recommendations to the Board of Trustees with respect to the department chairmen:
 - a. Funding be sought for 12-month appointments for most department chairmen.
 - b. A full-time secretarial position for each chairman of a department with more than 10 faculty members (or a department with a particular need -- e.g., new buildings, accreditation, etc.) and additional clerical and technical assistance to the department as required.
 - c. An administrative assistant position for very large departments.

- d. A salary differential of at least 5% for all department chairmen.
 - e. Improved office space and equipment to facilitate streamlining routine functions, pooling or mechanizing services, for increasing productivity of the department office.
 - f. Provide for training and professional development of department chairmen.
8. With respect to tenure, it is the position of the ad hoc Committee on Procurement, Retention, and Tenure that the problems inherent in the current tenure system are not amenable to solution by an extension of the probationary period. The purpose of the probationary period is to provide adequate time to evaluate the competence of faculty members prior to the according of tenure. The Committee feels that in institutions where the major criterion of performance is teaching ability rather than research as is the case in the State Colleges, a four-year probationary period is adequate in length.

There are, however, two problems related to tenure that the Committee feels should be resolved. These problems are those associated with the difficulty of dismissing, demoting or suspending tenured faculty members who, after having been accorded tenure, become incompetent as teachers, or who engage in unprofessional conduct. The committee does not feel that these problems can be dealt with adequately by extending the probationary period. What is required to deal with them, the committee believes is a more concise and specific statement of professional ethics and a formal system of post-tenure review with respect to competence of faculty members.

9. The Committee recommends to the Board of Trustees that the case studies be repeated in two years to enable the campuses to determine whether or not the recommendations contained in PART I and PART II of this report have had an impact on campus personnel practices.

APPENDIX A (R & A DOCUMENT)
From the State College Administrative Manual
Section 7360.40

CHARACTERISTICS REQUIRED FOR PLACEMENT AND PROMOTION IN RANK
AND GRADE:

The following characteristics of applicants should be considered for appointment to or promotion in academic and grade rank:

1. Contributions to field of learning, such as publications, participation in professional activities, membership on committees and in organizations or state or national scope and other contributions reflecting credit in terms of the individual's professional standing and in work which reflects recognition to the college.
2. Improvement and efficiency in teaching ability, including such factors as presentation, inspiration, and appreciation of student difficulties and background in the light of the nature of subjects and students taught. For appointment or promotion to any rank above that of Instructor and Junior Instructor, special consideration should be given to promise of developing effective teaching ability.
3. Value of the applicant to the college in the way of committee work, student advising, assumption of responsibility, community contacts and activities, cooperativeness, professional attitudes, speech, sociability, and other similar personal traits and contributions. For promotion to any rank above that of Instructor and Junior Instructor, the applicant should show definite promise of being a real and valuable addition to the college in terms of personal relationships.

