

February 28, 2006

To: The Faculty Senate

Via: The Senate Executive Committee

California State University, Sacramento
6000 J Street
Sacramento California 95819-6036

FEB 28 2006

From: William A. Dillon, Presiding Member
University ARTP Committee

Faculty Senate Received
413

Subj: Section 9.06 of the University ARTP Policy, "Periodic Evaluation of Tenured Faculty"

The University ARTP Committee recommends amendment of the subject section as follows:

To Section 9.06.1 add the following sentence:

" . . . If a faculty member's primary assignment is other than teaching, the department's or equivalent unit's evaluation of that faculty member shall operate to assist the improvement of performance in that area."

The Committee recognizes that some faculty have assignments defined primarily by activities other than classroom teaching. Nevertheless current University policy as written appears to omit to take that fact into account. The proposed amendment is recommended to cure that defect.

Following careful consideration of several alternative drafts of language to authorize departments in their discretion to extend "post-tenure review" formally to one or more categories of performance beyond teaching effectiveness, the Committee has decided to recommend no other amendments at this time.

As currently written, Section 9.06.4.e obliges the committee conducting a periodic evaluation of tenured faculty for the purpose of improving teaching to consider besides teaching materials, . . . "Curriculum development; Participation in professional meetings; Professional lectures, seminars, workshops; Consultant Work; Publications; Leave activities" in relation to teaching if the faculty member being evaluated chooses to submit any evidence of these activities. The Committee considers that this language leaves to each faculty member the initiative to put before the evaluation committee all of his or her accomplishments that bear directly or indirectly on teaching effectiveness and that the initiative properly belongs to each faculty member once he or she has achieved final promotion and won the right to be regarded as a fully self-directing professional.

The Committee notes, however, the absence from the list set forth in Section 9.06.4.e of any evidence of service to the community or to the institution, thus precluding the

possibility that service might sometimes be the occasion for teaching or a means of enhancing or supporting it. Should the Senate wish to supply the absent references, language may be easily found by the Committee to do so.

As the Committee reads Section 9.06, nothing in it currently prevents a department from noting with approval faculty accomplishments that do not bear on teaching. The Committee also notes that the current language of Section 9.06 probably limits a peer review committee in the extent to which it may disparage those accomplishments or the absence of evidence of them or insist upon others that it or a majority of the department find more to their taste. Valuing as it does the freedom of faculty to develop their own interests and agenda apart from peer pressure after some years in a career largely defined by others, the Committee thinks that no amendment that would continue the pressure on faculty that currently defines RTP serves well in the long run the interests of faculty or the University in promoting excellence in teaching or in any other category of performance.

The discussion of draft amendments that would permit departments to decide for themselves to extend “post-tenure review” formally to performances other than teaching brought out several arguments that the Committee believes merit consideration by the Senate.

The only argument for the amendments from within the Committee (only one member made or supported it) stated that the University should permit departments the entire range of choices implicated by the general language of Article 15.29 of the MOU. To do so would serve departmental self-determination about a requirement of the MOU that the argument claims is essentially benign in its operations and entails no material harm to the faculty member being reviewed or to the department. In the experience of the member making this argument (who is a department chair) the proceedings associated with the evaluations in his department were invariably constructive and nurturing. As to the increased competition for scarce resources to support a publication requirement for faculty subject to an extended “post-tenure review”, the argument asserts that faculty having to publish may “write grant proposals on their evenings and weekends as they have to do now for RTP”.

Arguments for the amendments from outside the Committee made by the unit that initiated the discussion asserted, in addition to department autonomy, the desirability of a department’s being able to enforce on all of its members alike the expectations of performance that define the lives of members who are still subject to RTP and may now constitute the department majority. While acknowledging that a negative report produced by an evaluation for tenure or promotion may carry consequences far more alarming to faculty than one arising from “post-tenure review”, the argument asserts that the possibility of shaming even before a group of faculty subject to the rule of confidentiality can be an effective means of social control and thus a step to the maintenance or raising of standards of department performance in the comparative and therefore competitive environment of the College and the University. Furthermore, eliminating differences between the enforceable expectations of performance between classes of faculty in a

department may tend to improve the morale of probationary and tenured faculty who have not yet earned a final promotion by causing them to take comfort from the fact that all subject to the will of a department majority may now be made to suffer alike.

Finally, the initiating unit argued that its faculty have unanimously assented to a comprehensive “post-tenure review” for each of them. Such extraordinary consensus, the argument states, should not be prevented from working its will upon the department in which it has arisen if respect for departmental self-determination and professional judgment are to count for anything in the context of making and giving effect to ARTP policies by campuses under the MOU.

Numerous arguments against amendment arose from within and outside the Committee. Several of them merit summary here.

The argument from scarce resources asserts that departments applying publication requirements to tenured, full professors will put themselves into a position to demand relative to departments with less comprehensive reviews a greater measure of College and University resources to fund and otherwise support their choice. This increased demand will intensify the competition for those resources (e.g., released time, campus grants, leaves, travel money) with faculty seeking tenure and promotion both within the department and throughout the University. Such competition cannot but contribute to divisiveness and strained relations between departments and among colleagues struggling to satisfy publication and professional presentation requirements.

A second argument asserts that enlarging the scope of “post-tenure review” beyond teaching necessarily implies less attention given to teaching by those being evaluated who will have to pay more attention to publication or service or both and by evaluation committees who will have to investigate several performances under a scheme of relative values in order to produce a comprehensive assessment.

A third argument asserts that extending “post-tenure review” will increase the work load of everyone subject to the extension. In addition to a twelve-unit load and the research to support it, faculty may have to see to enough publication and service to satisfy their colleagues or risk censure at worst and the ministrations of those claiming to know how to improve performance at best. To prepare for extended evaluations faculty will have to construct larger files reflecting all activities under review. Evaluation committees will have to study each of those larger files, deliberate and write evaluation statements that comprehend the array of activities subject to evaluation. Those making this argument wonder whether the consequences of any “post-tenure review” (which are not necessarily benign or limited to improved performance) are worth the additional trouble for everyone conducting them on a larger scale. They further assert that leaving departments with the choice to increase their own work load merely means enfranchising bare majorities to increase the work load of anyone subject to their rule. It does not mean that the choice is one that University policy ought to create.

A final argument takes the form of an invitation. It invites faculty seeking tenure or promotion or both to consider what sort of work environment they want to inhabit after their final promotion. While resentment as well as ambition for the institution may cause a proposal to extend “post-tenure review” to seem attractive at the moment, the argument raises the question whether the younger faculty want to endure in perpetuity the pressures that now define their lives. The argument then asserts that it may be far easier for department majorities to extend reviews and win praise for “raising standards” than to restrict reviews later and incur the imputation of “lowering standards”.

To facilitate the Senate’s consideration of the Committee’s recommendation, a compendium of faculty responses to a call for them in one college is attached. The compendium was before the Committee when it acted and may be presumed to have informed its action to some extent.

Having concluded its deliberations and decided on a recommendation, the Committee resolved to retain jurisdiction of the issue of extending “post-tenure review” in order to craft language to effectuate an amendment at the direction of the Senate in the event that the Senate rejects the recommendation set forth in this report. Several issues of policy relative to the specific terms of an amendment, including the issue of exempting the most senior faculty from any extension by grandfather clause, remain before the Committee should the Senate conclude that some amendment to authorize “home rule” in the matter of extension is warranted. Given the recommendation adopted by the Committee, these issues need not be set forth in this report.

The Committee requests that the Senate Executive Committee consider the issue of extending “post-tenure review” and this report relative to it when the Committee’s Chair can be present and participate in the discussion.

Attachment

WAD/mjd

Forseth, Carolann

Subject: Proposed Decision to Post Tenure Review

To: SSIS Full Time Faculty

From: William A. Dillon

Date: February 8, 2006

Dear Colleagues:

I am one of your representatives on the University ARTP Committee.

The University ARTP Committee is considering a proposal to change the ARTP Post Tenure Review Policy. In the past (since the inception of post tenure review), post tenure review has been limited to an evaluation of the tenured faculty member's teaching effectiveness albeit a faculty member may voluntarily submit evidence of scholarship and service. The proposed change would permit a Department, by majority vote, to expand the post tenure evaluation to include scholarship or service or both. The Committee is also considering a "grandfather" clause which would permit some or all presently tenured faculty members to choose to be evaluated only on teaching effectiveness if the faculty member's Department votes to expand the scope of the post tenure evaluation. The MOU allows the proposed amendment.

Please provide me with your thoughts or input concerning the proposed change via Carolann Forseth at carolann@csus.edu. The Committee will be making a decision as soon, perhaps, as 21 February next. Thank you for your consideration.

William A. Dillon

SSIS Responses Follow

From: Rita Cameron-Wedding [cameronwedding@csus.edu]

Sent: Thursday, February 09, 2006 3:39 PM

To: Forseth, Carolann

Subject: post-tenure review changes

I think having the option to be "grandfathered" in, to allow faculty to be evaluated based on the current policy is important. I think post-tenure review should focus on teaching-effectiveness. Rita Cameron Wedding

From: Bruce [bbayley@csus.edu]

Sent: Wednesday, February 08, 2006 3:43 PM

To: Forseth, Carolann

Subject: RE: Proposed Decision to Post Tenure Review

Hello,
I believe research and service should be considered for ALL tenured faculty (NO grandfather clause). This might help reduce the amount of "deadwood" some departments have. It will also eliminate a two-tiered system for promotion.

Regards,
Bruce

From: Roger Sullivan [sullivar@csus.edu]
Sent: Wednesday, February 08, 2006 3:59 PM
To: Forseth, Carolann
Subject: Re: Proposed Decision to Post Tenure Review

Dear Dr. Dillon,

I would support such a change.

Regards,

Roger Sullivan

Asst. Professor
Anthropology

From: George Rich [georich@sbcglobal.net]
Sent: Thursday, February 09, 2006 10:16 AM
To: Forseth, Carolann
Subject: Amendment to Post-Tenure Review MOU

I am in favor of the proposed amendment, This is a chance to reinstitute true university standards. Faculty are expected to perform well in all three areas--teaching effectiveness, research and scholarship, and service to the academic/non-academic communities--not to fall behind in their respective fields and perform well only as teachers once tenure has been achieved.

George Rich

From: Mark E. Basgall [mbasgall@csus.edu]
Sent: Thursday, February 09, 2006 11:45 AM
To: Forseth, Carolann
Subject: Post Tenure Review

Hi Carolann:

I've never been through the process -- though will in a couple years -- and was quite unaware of how it has worked. Always assumed that P-T Review worked the same as earlier versions, weighing all aspects of the faculty assignment according to department weighting measures. For my part, I surely believe that all aspects -- especially research and creative activities -- should be examined; faculty who quit doing active research following tenure cannot help but become increasingly distanced from their academic disciplines, which will in turn have obvious detriments in the classroom. It would seem wholly counterproductive not to consider these criteria.

Mark Basgall
Professor, Department of Anthropology
and
Director, Archaeological Research Center

From: Lisa Bohon [lbohon@csus.edu]
Sent: Friday, February 10, 2006 11:58 AM
To: Forseth, Carolann
Cc: psychdept-l@csus.edu
Subject: Proposed Post-Tenure Review Change

I would like to speak against the proposition to evaluate service and scholarly activity for post-tenure review, because I think such a procedure would start the slippery slope toward the type of review and expectations that are necessarily imposed on newer faculty. During pre-tenure, this type of evaluation is used as both a weeding technique to detect and perhaps reject unsuitable instructors, and a way to enculturate newer faculty about the norms and expectations of their department and the University at large. However, the amount of work required to meet all qualifications of teaching 12 units per semester, advising, thesis chairing and membership, scholarly activity, community service, and committee work at the Department, College, and University levels is enormously heavy. Faculty are exhausted by the pace and look forward to a time when they can spend more time on teaching, which was why they chose an institution like CSUS in the first place; and more time on selected activities, like research and service that is personally valuable.

If evaluation continues across all three categories into post-tenure, I think it will lead to burnout, low morale, less innovation and currency in teaching, and ultimately a lower quality of education for the students of CSUS. I believe that post-tenure evaluation should continue to focus on teaching, which is the primary objective of CSUS. I also think that the Departments and Colleges should encourage scholarship and service through enculturation via collegiality and monetary support for senior faculty members.

Finally, if scholarship were to be evaluated post-tenure, more funds would need to be made available for all faculty members, because it is unfair to evaluate individuals and not give them the time and money to do the job. Secondly, it should be understood that post-tenure faculty would also be engaging in less service than they do currently. This might cause a problem for governance across the University.

In summary, I support the current procedure because I think that it communicates a message of respect for the professionalism of tenured faculty, and encourages them to focus on teaching. These factors ultimately benefit the students of CSUS.

Sincerely,

Lisa M. Bohon, Professor
Psychology

From: Ann Moylan [moylan@csus.edu]
Sent: Wednesday, February 08, 2006 7:16 PM
To: Forseth, Carolann
Subject: Re: Proposed Decision to Post Tenure Review

Bill,

€ The change seems consistent with the current expectations for those faculty moving through the tenure process.

€ As a tenured professor who might be "grandfathered" in, I do think that provision is a necessary condition for the change. Those of us who joined the CSUS faculty prior to the 90's came into quite a different culture of expectations. So IF the change is made to the post-tenure review, I support the grandfather clause.

€ I hope you hear from the non-tenured faculty with regard to their views on the change itself and how this might impact their post-tenure years.

€ I think departments will need to devote significantly more time to the post-tenure review process if the scope extends beyond teaching. This may be a concern for many departments that have a limited number of tenured faculty and a large number of soon-to-be-tenured faculty.

Ann Moylan, FACS

From: Wassmer, Robert
Sent: Thursday, February 09, 2006 10:46 AM
To: Forseth, Carolann
Subject: RE: Proposed Decision to Post Tenure Review

Ms. Forseth,

I am writing to express my strong support for allowing a department the "right" to expand post-tenure review beyond just teaching. Frankly, I never understood why senior faculty were allowed to be held to a "lower" standard of excellence than assistant and associate professors. I see this change as allowing a department to correct a "wrong" that has existed at CSUS for too long.

Professor Rob Wassmer
Department of Public Policy and Administration
CSUS

From: Shulock, Nancy B
Sent: Wednesday, February 08, 2006 4:04 PM
To: Forseth, Carolann
Subject: Post-tenure review

I strongly support the proposed change. Faculty must do more than effective teaching after they gain tenure. This is long overdue.
Nancy

Nancy Shulock
Director
Institute for Higher Education Leadership & Policy
California State University, Sacramento
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Sacramento, CA 95819-6081
(916) 278-7249
nshulock@csus.edu
www.csus.edu/ihe

From: Helene Burgess [hburgess@csus.edu]
Sent: Thursday, February 09, 2006 2:27 PM
To: Forseth, Carolann
Subject: ARTP

I am definitely opposed to expanding the post-tenure review criteria. Teaching is our mandated primary responsibility. Research is secondary and should be done for the love of the investigation, not to build a vita. Service is a moral responsibility not a vita builder. What end would this proposal serve? Is this the slippery slope of more and more intense scrutiny of each other? Is this the beginning of a meritocracy? I don't think we want to go down that hill. I have never seen a satisfactory merit system with the possible exception of sports and restaurants. Trying to get this through under the guise of department democracy doesn't work. A bad plan is a bad plan whether or not a department votes to adopt it.
Helene Burgess
Psychology

From: Robert Jensen [jensenrg@csus.edu]
Sent: Wednesday, February 15, 2006 10:00 AM
To: Forseth, Carolann
Cc: owner-PSYCHDEPT-L@CSUS.EDU
Subject: Proposed change to post-tenure review

Hello Bill & Carolann.

Let me begin by stating my strong opposition to such a change. My opposition derives from the legislatively mandated mission of the CSU system, namely to teach, and teach effectively. This mandate has been repeatedly compromised by consecutive central administrations demanding more work from junior faculty for less pay and continuing reductions in teaching and research resources. I see no reason to make it possible for faculty in any department to ensure that the compromised teaching mission continues in perpetuity. Furthermore, to offer to faculty the opportunity to extend the unreasonable demands on junior faculty throughout their teaching careers gives local campus administrations a permanent cudgel to hold over the heads of faculty. Faculty as a whole has been effective and productive without such a cudgel.

The proposed grandfathering/grandmothering clause means only that faculty voting for this change in UATP procedures would not have to experience the consequences of what I believe to be the unreasonable demands on junior faculty continuing through one's entire teaching career. This would not bode well for the morale of future colleagues.

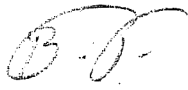
Finally, my experiences on numerous faculty hiring committees lead me to believe that bringing new faculty into the CSU system will be increasingly difficult. The demands placed on junior faculty have been cited by applicants as one important factor leading to their accepting appointments at other university systems.

In sum, to allow faculty to be subject to unnecessary administrative scrutiny for the duration of their careers suggests either that faculty are less than capable of conducting themselves as professional educators, or that administrators want a means by which faculty can be forever threatened and thus more easily controlled. The former is untrue and the latter is unacceptable.

Bob Jensen
Professor of Psychology and Behavior Analysis

Date: February 21, 2006

To: Bill Dillon, Professor and University ARTP member

From: Buzz Fozouni, Chair 

Subject: Proposal to Change the ARTP Post Tenure Review Policy

I have discussed the above proposal with our faculty members. The department is strongly opposed to any changes to the existing Post Tenure Review Policy. We believe the inclusion of any area other than teaching effectiveness for the purpose of post tenure periodic evaluation should be entirely at the discretion of the tenured faculty member, not the department or any other university body. The current policy allows for this and should not be changed.