



**THE WORKING PERSONNEL ACTION FILE (WPAF)  
INSTRUCTION BOOKLET  
TENURE TRACK & TENURED FACULTY**

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## **Purpose**

This guide is intended to provide information regarding the procedures for tenure-track and tenured faculty who are taking part in the Appointment, Retention, Tenure, and Promotion (ARTP) process.

## **When Will You Be Reviewed**

Ordinarily, faculty hired as Assistant Professors have a six (6) year probationary period, during which they will be reviewed annually for the subsequent year. Each year during the probationary period, faculty will submit documentation for consideration to a Working Personnel Action File (WPAF). In the first probationary year, faculty will undergo an informal review according to their Department/School Policy. In each subsequent year, faculty will submit documentation as determined by the College, normally in the Fall, for retention review.

After receiving tenure and/or promotion to Associate Professor, faculty will be reviewed in five (5) year Post-Tenure Review (PTR) cycles. The first of these cycles is the review for promotion to Full Professor. For faculty hired with credit toward tenure and promotion, the probationary period is shortened accordingly.

## **Probationary Faculty Classifications**

Ordinarily, the probationary period is six years.

- P-1: This classification designates newly hired probationary faculty members without credit toward tenure. These faculty members will receive an informal periodic evaluation by the Department/School according to their Department or School's Policy.
- P-2: This classification designates probationary faculty in their second year. At this level, WPAFs are typically reviewed beginning in the fall. This classification may also designate faculty members who were given one (1) year of credit toward tenure at the time of appointment. Faculty members with one (1) year of credit towards tenure will receive an informal periodic evaluation by the Department/School according to their Department or School's Policy.
- P-3: This classification designates probationary faculty in their third year. At this level, WPAFs are typically reviewed beginning in the Fall. This classification may also designate faculty members who were given two (2) years of credit toward tenure at the time of appointment. Faculty members with two (2) years of credit towards tenure will receive an informal periodic evaluation by the Department/School according to their Department or School's Policy.
- P-4: This classification designates probationary faculty in their fourth year. At this level, WPAFs are typically reviewed beginning in the fall. This classification may also

designate faculty members who were given two (2) years of credit toward tenure at the time of appointment. Final decisions for retention of probationary faculty in their fourth year rest with the Provost.

P-5: This classification designates probationary faculty in their fifth year. At this level, WPAFs are typically reviewed beginning in the fall. Faculty in this classification may request consideration for early tenure and promotion by providing written notice to the Department's Primary Committee chair, Department Chair/Director, Dean, and Faculty Affairs.

P-6: This classification designates probationary faculty in their sixth year. At this level, WPAFs are typically reviewed beginning in the fall. Faculty in this classification must be reviewed for tenure and promotion. This marks the final pre-tenure review. Final decisions for tenure and promotion rest with the Provost.

### **Who Evaluates The WPAF**

After the first year, the WPAF is evaluated by:

- 1) Your Department/School's Primary ARTP Committee
- 2) Your Department Chair/Director (if specified in your Department or School's ARTP policy)
- 3) College of Arts and Letters elected Secondary ARTP Committee
- 4) College Dean
- 5) In the 4th and 6th probationary years, the Provost conducts an independent review

### **Digital WPAF**

Since the 2020-2021 review cycle, WPAFs are assembled, submitted, and reviewed digitally. For the College of Arts & Letters, the WPAF will be accessible via OneDrive. The WPAFs are created at the beginning of the review cycle by the Office of the Dean.

### **Candidate List**

The Dean's Office sends a list to the Departments specifying which of their faculty are eligible for review and at which level. Departments will review the list of faculty for accuracy.

Probationary faculty requesting early tenure and promotion must inform the Faculty Affairs and the Department or School's Chair/Director in writing prior to the beginning of the evaluation process with the Primary Committee.

### **Faculty on Leave**

Faculty on non-protected leave must prepare their WPAF accordingly.

Faculty on protected leave (FMLA, Sick Leave, Disability leave, etc.) at any point during the

review period should consult with their Department Chair/Director and Dean's Office during this phase of the review cycle for clarification of the review process.

## **Cycle Deadlines**

The University provides the Provost's deadlines and the schedule to the College, which follow the Collective Bargaining Agreement (CBA). The College provides the full calendar of deadlines, which includes the dates that the Primary and Secondary Committees, the Department/School Chair or Director, and the Dean must submit their recommendation/final letter for distribution.

The College ARTP schedule is posted on the college web page:

<https://www.csus.edu/college/arts-letters/internal/artp-process.html>. The Department or School then provides to their faculty the deadline for compiling the WPAF's contents.

## **Extensions of the Probationary Period**

Per the CBA (13.7 and 13.8), probationary faculty have the right to request extensions of the probationary period for reasons such as leave of absence for pregnancy, birth, adoption, personal leave without pay, professional leave of absence without pay, Workers' Compensation, Disability Leave, and paid sick leave.

Requests for extension of the probationary period must be made "no later than the first day of the leave of absence" for leaves of one or more academic years, and no later than "Thirty (30) days prior to the beginning of the academic term in which they are scheduled to return to work" following absences of less than one (1) academic year.

Faculty must complete the Request for Extension of the Probationary Period form, which is signed by the Department Chair, Dean, and is forwarded to Faculty Affairs for review and approval by the Provost. <https://www.csus.edu/academic-affairs/faculty-affairs/internal/documents/request.probation.extension.pdf>

## **WPAF Uploads**

### 1. Candidate Uploads

It is the responsibility of the Candidate to prepare materials for review. Each document must include your name and your Department/School, and comply with the naming conventions from Academic Affairs (i.e., short, concise, and without breaks. See Appendix.) Candidates must prepare the following materials:

- a) Current Curriculum Vitae

A current complete CV consistent with your discipline's professional standards.

- b) Faculty Development Plan

A Faculty Development Plan which is a concise narrative, summary, or reflective statement of your accomplishments and a plan of action for each area of review. This

plan should result from consultation with your Department/School Chair/Director per the Departmental/School ARTP Policy. For annual review cycles, Faculty Development Plans should be approximately three (3) pages, unless otherwise specified in your Department/School's ARTP policy.

The College of Arts & Letters recommends that the Faculty Development Plan begin with a one-page reflection on your teaching philosophy and teaching experience from the previous review cycle, but defer to Departmental/School ARTP requirements for guidance. Additionally, the plan must review and outline a professional plan of action for each area of evaluation.

The Faculty Development Plan is neither a formal agreement nor a contract. Rather, it is a set of academic goals and objectives that you intend to pursue in meeting your professional responsibilities, consistent with your Department or School's performance expectations. It should be understood that meeting the goals and expectations of the Faculty Development Plan does not guarantee retention, tenure, or promotion.

c) Index

The Index is an itemized listing of all the achievements you wish to bring to the reviewers' attention. It is subdivided into four parts, by each area of review (Teaching, Research, Service, Community Service), and each part is subdivided by review cycle. Every year during the probationary period and during promotion reviews, you will add to the Indices. The most recent entries in each index are to be listed first. Asterisks are used to denote which materials are included in the WPAF Supporting Documents for review.

- i) PROBATIONARY PERIOD: For each year of retention review, include samples of work and contributions made during the period of evaluation, i.e., the previous academic year.
- ii) TENURE AND PROMOTION TO ASSOCIATE: Samples of work and contributions made since the date of initial probationary appointment, i.e., the previous review cycles.
- iii) PROMOTION TO FULL: Samples of work and contributions made in the past 5 years or last review cycles.
- iv) PERIODIC REVIEW OF TENURED FACULTY (FIVE-YEAR POST-TENURE REVIEW): Samples of work and contributions made in the past 5 years or last review.

d) Supporting Documents

Supporting documents exemplify achievements in each area of review and should be noted by an asterisk in the appropriate Index. Supporting documents should be titled and numbered in the order of asterisks in the respective Index.

While it is your right to include any material that you believe demonstrates professional achievement, be mindful of the difference between proving work was done and demonstrating the quality/contribution of the work with well-chosen

evidence. Include material that most effectively conveys the nature and value of your work.

**You are not required to include every item in the Index as a supporting document. However, any materials referenced but not included in the Index must be provided within 48 hours if requested by a Committee/Reviewer at any point in the review cycle.**

The digital WPAF should have files uploaded into the respective evaluation area's supporting documents folder. The University and College recommend uploading files as PDFs; however, files can also be in other formats (JPEG, MP4, etc.) as needed/appropriate.

To avoid technical difficulties, ensure that materials are shared in formats accessible to reviewers without specialized software. If they can't open it, they can't review/consider it. It is recommended to limit a PDF document to no more than 30 pages.

For each index, the candidate should asterisk those entries for which supporting material is submitted. There should be an index for:

- i) Achievements relating to Teaching Effectiveness (Examples: Sample assignments; letters of support from students, letters of support from colleagues, etc.). Additional pages should be labeled Teaching Effectiveness, Page 2, etc.
- ii) Activities relating to Scholarly and Creative Achievements (Examples: published books, papers, and chapters; conference presentations; exhibitions; showings; performances; concerts, etc.). Additional pages should be labeled Scholarly & Creative Achievements, Page 2, etc.
- iii) Achievements relating to Department/College/University Service (Examples: committee membership, special assignments, program review, student organization advising, etc.), Additional pages should be labeled D/C/U Service, Page 2, etc.
- iv) Activities relating to Community Service (Examples: voluntary professional offices, volunteer/paid consultant, participation in national, state, or local agencies/organizations, mass media interviews or contributions, public honors/awards, etc.). Additional pages should be labeled Community Service, Page 2, etc.
- v) Other: Other materials you would like to include to demonstrate professional achievement.

**IMPORTANT:** The Index becomes a permanent part of the WPAF. Previously submitted Indices should not be edited, with the exception of asterisks. For each review cycle during the probationary period, remove asterisks in the Index that reference supporting documents from previous review cycles. Include new asterisks for the current review cycle. For promotion years (P6—Assistant to Associate; and Post-Tenure Review—Associate to Full), include materials from across the previous five academic cycles and include asterisks accordingly.

- e) Teaching Effectiveness-Syllabi
  - i) Include each course that is taught in the current review cycle for Fall/Spring.
  - ii) Make them separate/individual PDF files.
  - iii) Do not list Syllabi in the Index nor include them in the Supporting Documents. They are in a separate subfolder.

## 2. Department/School Uploads

The Department or School Chair/Director will upload Student Course Evaluations and Peer Evaluations if conducted per Departmental/School ARTP Policy.

- a) Teaching Effectiveness –Student Evaluations of Teaching
  - i) Student course evaluations from all courses taught (in the current review cycle)
  - ii) All Student Evaluations conducted during the period under review must be included (with the exception of those conducted for intersession courses, which are optional)
  - iii) If the upcoming evaluation is for purposes of retention, tenure, or first promotion, then all Student Evaluations gathered since the initial appointment to probationary status must be submitted.
  - iv) If the upcoming evaluation is for a subsequent promotion, then all Student Evaluations gathered since the last promotion must be submitted.
  - v) Student Evaluations must be filed in chronological order, with the most recent semester first.
- b) Teaching Effectiveness-Peer Evaluations – Evaluations of teaching by colleagues if conducted per Departmental/School ARTP policies

### c) Verification

Once the WPAF is completely assembled and ready to be closed and submitted electronically for the next level of review, the department chair/director sends the verification to the candidate via Adobe Sign. Once closed, the WPAF cannot be modified. At this point, the faculty member and the chair sign the Verification of WPAF Contents certifying that the WPAF is complete and ready to be submitted to the Primary Committee (and, if appropriate, the Department Chair / Director) for review.

Should the need arise to re-open the WPAF, please refer to the UARTP for guidelines.

The College will resend access to the Candidate.

## 3. College Uploads

### a) Evaluation/Recommendation

Each level of review results in a written evaluation, which becomes a permanent part of the WPAF. For each review cycle, the highest-level official makes the final decision regarding retention and/or promotion.

The subfolder listed Current ARTP Evaluations is empty at the beginning of the cycle. All written evaluations and any faculty response/rebuttal (if any) to evaluations generated during a review cycle will be uploaded at the completion of each level of review. The subfolder listed ARTP History will contain all preceding reviews from all levels, including the faculty member's rebuttals (if any). The faculty member's letter of appointment is included here as the first item.

- i) After the Primary Committee has conducted its evaluation of the content in the WPAF and completed its deliberation, its conclusions and recommendations shall be submitted as a written document. The chair of the Primary Committee must sign and date the document certifying that the departmental ARTP procedures were followed.
- ii) At the Department or School level, independent reviews by the Primary Committee and the Department Chair or School Director may be conducted simultaneously.
- iii) Where required, the Department Chair/Director, Dean, or Provost (as applicable) shall conduct an independent evaluation and produce a separate written document of their conclusions and recommendations. They shall sign and date their respective document certifying that the departmental ARTP procedures were followed.

b) Response/Rebuttal

For each written evaluation, the faculty member under review will have ten (10) calendar days to provide an optional written response/rebuttal. This response/rebuttal will also become a permanent part of the WPAF.

Each candidate will receive a copy of each recommendation written via email from the Dean's Office with a notice that the candidate has ten (10) calendar days to submit a response/rebuttal statement, which will be added to the WPAF by the Dean's Office. The ten (10) calendar day period begins from the time of receipt of the review document. See the UARTP.

## **Access**

The College grants initial access to the Department chair/School Director. The Department Chair/School Director will grant access to the faculty candidate according to the Department/School schedule. Once the candidate and the Department Chair/School Director sign the verification, the College will close the WPAF by rescinding access and providing access to the Primary Committee members. After each level of review, the Dean's office will rescind and grant access to the digital WPAF as appropriate to the next level of reviewers.

## **Review Workflow**

For each phase of review (e.g., Primary Committee Review, Secondary Committee Review, Dean Evaluation, etc.), you will receive a copy of the letter from the Office of the Dean. You will have ten (10) calendar days to respond/rebut, then the next level of review commences.

Responses/rebuttals should be address to Dean Gladys M. Francis, but emailed to Associate Dean Shawna Malvini Redden, with a CC to Sharon Hopkins-Bright.

## **Links To ARTP Policies**

- The Collective Bargaining Agreement (CBA) for Unit 3 faculty  
<https://www.calstate.edu/csu-system/faculty-staff/labor-and-employee-relations/Documents/unit3-cfa/article15.pdf>
- The University Appointment, Retention, Tenure, and Promotion Policy (UARTP)  
<https://sacramentostate.policystat.com/policy/11444962/latest>
- The College of Arts and Letters ARTP Policy  
<https://www.csus.edu/college/arts-letters/internal/artp-process.html>
- The Department/School ARTP Policy  
<https://www.csus.edu/college/arts-letters/internal/artp-process.html>

## Appendix

### Naming Convention

# Naming Documents in WPAF

| ITEM                     | NAMING                                      | EXAMPLE  |
|--------------------------|---|--|
| Curriculum Vitae         | DEPT_LastName,FirstInitial_CV.pdf           | ART_Doe,J_CV.pdf   |
| Faculty Development Plan | DEPT_LastName,FirstInitial_FacDevPlan.pdf   | ART_Doe,J_FDP.pdf  |
| Index                    | DEPT_LastName,FirstInitial_Index.pdf        | ART_Doe,J_Index1.pdf   |
| Supporting Documents     | DEPT_Last Name, FirstInitial_AreaIndex#.xxx | ART_Doe,J_Index1A.pdf<br>ART_Doe,J_UnivServIndex2.pdf<br>ART_Doe,J_ComServIndex3.pdf |

Keep it short, concise, no breaks.



***Index Sample For Faculty In 2nd Year of Appointment***

This index sample is for an instructor who began teaching at Sacramento State in Fall 2024. The material for 2024-2025 provides the basis for the 2025-2026 retention review.

\*Review for general formatting guidance, rather than content, length, or style.

**Professor Herky M. Hornet, Department of Hornet Studies**

Include name and department on all documents

**TEACHING EFFECTIVENESS, Page 1**

**2025-2026 Retention Cycle (Includes material from Fall 2024 and Spring 2025.)**

1. Courses taught during period being evaluated: Subject 1A, 50, 100A, 249
2. \*Assignment for Subject 100A
3. \*Student comments on field trip in Subject 100A (must be signed)

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Subsequent pages to be marked

**TEACHING EFFECTIVENESS, Page 2, etc.**

### ***Index Sample for Faculty Starting Year 3***

This index sample is for an instructor who began teaching at Sacramento State in 2023-2024. This instructor has completed two years of their appointment and is starting the third. These two years provide the content for the period of review.

\*Review for general formatting guidance, rather than content, length, or style.

#### **Professor Herky M. Hornet, Department of Hornet Studies**

#### **TEACHING EFFECTIVENESS, Page 1**

##### **2025-26 Retention Cycle (Includes material from Fall 2024 and Spring 2025)**

1. Courses taught during period being evaluated (Fall 2024/Spring 2025/Summer 2025):  
Subject 3B, 65, 135, 206
2. \*Sample assignment developed for Subject 3B
3. \*Letter of support from alumni from Spring 2025

##### **2024-25 Retention Cycle (Includes material from Fall 2023 and Spring 2024)**

4. Courses taught during period being evaluated (Fall 2023/Spring 2024/Summer 2024):  
Subject 7A, 50, 150, 222
5. Sample Lab exercise developed for Subject 7A
6. Note from student in Subject 222

Remove asterisks from previous review cycles, but do not change the information listed

Subsequent pages to be marked

#### **TEACHING EFFECTIVENESS, Page 2, etc.**

**There should be separate indices, modeled on the example above, for each area of evaluation:** Teaching Effectiveness, Scholarly and Creative Achievements, Contributions to Department/College/University, and Contributions to the Community

### ***Index Sample for Faculty Starting Year 4***

This index sample is for an instructor who began teaching at Sacramento State in 2022-2023. This instructor has completed three years of their appointment and is starting the fourth. These three years provide the content for the period of review. For P-4 faculty, the Provost provides a review and the final decision on retention.

\*Review for general formatting guidance, rather than content, length, or style.

### **Professor Herky M. Hornet, Department of Hornet Studies**

#### **TEACHING EFFECTIVENESS, Page 1**

#### **2025-26 Retention Cycle (Includes material from Fall 2024 and Spring 2025)**

1. Courses taught during period being evaluated (Fall 2024/Spring 2025/Summer 2025):  
Subject 3B, 65, 135, 206
2. \*Sample assignment developed for Subject 3B
3. \*Letter of support from alumni from Spring 2025

Include asterisks  
only for current  
review cycle

#### **2024-25 Retention Cycle (Includes material from Fall 2023 and Spring 2024)**

4. Courses taught during period being evaluated (Fall 2023/Spring 2024/Summer 2024):  
Subject 7A, 50, 150, 222
5. Sample exercise developed for Subject 7A
6. Note from student in Subject 222

#### **2023-24 Retention Cycle (Includes material from Fall 2022 and Spring 2023)**

7. Courses taught during period being evaluated (Fall 2022/Spring 2023/Summer 2023):  
Subject 3B, 65, 135, 206
8. Sample project developed for Subject 135
9. Certificate of Completion from Center for Teaching & Learning Faculty Learning  
Community

**There should be a separate index, modeled on the example above, for each area of evaluation:** Teaching Effectiveness, Scholarly and Creative Achievements, Contributions to Department/College/University, and Contributions to the Community

## Sample Indices for Promotion Years

### Sample 1: P6—Assistant Professor applying for Tenure & Promotion

#### INDEX

Melinda Wilson Ramey

#### SCHOLARSHIP/CREATIVE ACTIVITIES, Page 1

#### TENURE EVALUATION CYCLE 2024-2025

1. Directed mainstage production of *Les Blancs* by Lorraine Hansberry
2. [YouTube Video Link: 'Les Blancs' Preview](#) (Sac State Promotional Video)
3. *Les Blancs* received "Best Direction of a Play" at Kennedy Center American College Theatre Festival (KCACTF) Regional competition
4. \*Letter of support from Dr. Sharon Goodrich, Sacramento State
5. \*Letter of support from Dr. Larry Holmes, Professor, University of Mexico

#### RETENTION REVIEW CYCLE 2023-2024

6. Reviewed manuscript of *Acting Up and Getting Down: History of Black Theatre in Texas* for University of Texas Press
7. Letter from Allison Faust, University of Texas Press Editor
8. Published article "[Return to The Toilet](#)" in peer-reviewed journal *Continuum: The Journal of African Diaspora Drama, Theatre and Performance*

#### RETENTION REVIEW CYCLE 2022-2023

9. Presented "Parks on Parks: New black math, Elements of Style, Parks Interview" at Dolliver Seminar: Engaging Creativity, Criticism, Collaboration and Community through the Work of Suzan-Lori Parks and Her Contemporaries, University of Puget Sound
10. Submitted article "Return to The Toilet" for publication in 2nd issue of peer-reviewed journal *Continuum: The Journal of African Diaspora Drama, Theatre and Performance*
11. Directed mainstage production of *In the Blood* by Suzan-Lori Parks
12. Interviewed residents at local shelter as research for *In the Blood*
13. \*KCRA News segment of *In the Blood*
14. \*Letter of support from Dr. LaSandra Harris, CSU East Bay

For promotion years, include selections of evidence from previous review cycles, which may involve adding back previously deleted asterisks. Do not edit previously reviewed content.

Asterisks highlighted for emphasis

## Sample Indices for Promotion Years

### Sample 2: Associate Professor applying for Full (Truncated to show formatting)

Shawna Malvini Redden, Ph.D.  
Associate Professor, Communication Studies



DEPARTMENT/COLLEGE/UNIVERSITY SERVICE, Page 1

#### 2020-2024 Post-Tenure Review (Includes material from Fall 2019 to Fall 2024)

##### Leadership Positions

1. \*Communication Studies Department Vice Chair (Fall 2023-Spring 2025)  
Primary responsibilities: Leading major departmental curriculum revision project and associated faculty working group (received full faculty approval Fall 2024); reviewing graduation applications; leading the Lecturer Coordinator Committee; other duties as assignment
2. Communication Studies Department Lecturer Coordinating Committee Chair (Fall 2023-Spring 2025)  
Details: Responsible for coordinating the evaluation of our pool of lecturers, facilitating in-class observations; crafting annual summaries; evaluating files and making contract recommendations; assessing qualifications
3. \*Institutional Review Board Vice Chair (Fall 2022-2025)
4. Teaching Associate Coordinator for COMS 5 (Fall 2018-present)
5. \*Graduate Program Coordinator, Graduate Committee (Chair Fall 2017-present)  
Details: Leading biweekly meetings during the semester, reviewing graduate applications and graduate student petitions, recruiting for the graduate program, monitoring student progress in the program, attending monthly Graduate Coordinator meetings, preparing reports for Office of Graduate Studies University assessment.
6. \*Fall 2024, Outstanding Master's Degree Program Award, National Communication Association, Master's Education Section.  
Details: According to the award grantor, "This award recognizes a Master's degree program that demonstrates excellent quality in developing research, teaching, and mentoring students in their personal and professional growth." Award presented based primarily on data from 2017-2024, during my tenure as Graduate Program Coordinator.

Content subheaders can be used for emphasis and organization

Including annotations to explain key positions or the impact of achievements and honors can help readers understand their significance. It can also help differentiate between developmental stages of materials with a similar title (e.g., works in progress) across review cycles

**Shawna Malvini Redden, Ph.D.**  
**Associate Professor, Communication Studies**  


**DEPARTMENT/COLLEGE/UNIVERSITY SERVICE, Page 2**

**University Service**

7. \*Research Enhanced Support Grant reviewer (Fall 2023)
8. \*Faculty representative, Chancellor's Presidential Search Committee [successful search], (Spring 2023)
9. \*Panelist for New Faculty Orientation (Fall 2022)
10. Institutional Review Board, Arts & Letter Representative (Fall 2019-Spring 2022)
11. Livingstone Annual Faculty Lecture Committee (Fall 2018-2021)

**Communication Studies Department Service**

12. Faculty advisor for the inaugural Hornet Communication club (recruited officers, helped develop bylaws, supported club president with administrative start up process), Fall 2024
13. \*Organized the Uncovering Unconscious Bias workshop, open to Sac State faculty, staff, students, and alumni, featured Dr. BJ Snowden, Spring 2024
14. PR Faculty Search Committee member [successful search], Fall 2022-Spring 2023
15. \*Guest lectures and class visits: Provided four guest lectures for various colleagues' classes
16. Mentoring. Supervised independent research projects for nine students (three undergraduate and six graduate)

**2019-2020 Retention Cycle (Includes material from Fall 2018 to Summer 2019)**

17. Re-created Communication Studies Graduate Program website after university July 2019
18. Graduate Coordinator, Communication Studies Graduate Committee.  
Details: Leading biweekly meetings during the semester, reviewing graduate applications, graduate student petitions, recruiting for the graduate program, monitoring student progress in the program, attending monthly Graduate Coordinator meetings, preparing reports

**2018-2019 Retention Cycle (Includes material from Fall 2017 to Summer 2018)**

19. Created new Communication Studies Graduate Program web site, July 2018

For promotion to full, the review cycle focuses on the five years since earning tenure. Go back and remove asterisks from the previous (probationary) indices.