

**DEPARTMENT OF ECONOMICS  
PERSONNEL POLICIES AND PROCEDURES**

January 30, 2014

Department policies and procedures are intended to amplify and implement those of the University and the College of Social Sciences and Interdisciplinary Studies. University and College policies and procedures supersede those of the Department when the Departments are silent or in conflict with those of the University or College.

**A. The Retention, Tenure, and Promotion Committee**

1. Structure

- a. For each academic year, the Committee shall be elected during the spring semester of the preceding year. Tenured faculty (including faculty participating in the Faculty Early Retirement Program) who desire to serve on the Committee shall nominate themselves, and all probationary and tenured faculty shall then vote to approve or disapprove the nominees. The Committee must consist of at least three voting members, at least one of which is a full time tenured (non-FERP) faculty member. FERP faculty may only serve on this committee during semesters in which they are employed in the department.
- b. Following its election, the Committee shall elect its chair and its Drafting Subcommittee.
- c. The Drafting Subcommittee shall consist of at least two members of the RTP Committee. The Chair of the RTP Committee shall not serve on the Subcommittee.
- d. Not allowed to serve on the Committee are faculty members who are:
  - i. Non-tenured.
  - ii. On leave or reassignment off campus during any part of an evaluation process, commencing with the availability of personnel files for Committee inspection.
  - iii. Members of the College of SSIS ARTP Committee when retention, tenure, and promotion decisions are being made.
  - iv. Being considered for promotion when promotion or tenure evaluations are conducted.

- v. Of a rank the same as or lower than that of faculty being considered for promotion when promotion evaluations are conducted.
- vi. Being evaluated under periodic evaluation of tenured faculty when such evaluation is conducted.
- e. The Chair of the Department shall serve on the Committee as a voting member.

## 2. Functions

- a. Performance review of faculty for retention, tenure, and promotion.
- b. Periodic evaluation of temporary full time faculty.
- c. Periodic evaluation of tenured faculty.

## 3. Duties of the Committee Chair

- a. Schedule and coordinate the appointment and evaluation process.
- b. Assist the Department Chair and the faculty being evaluated in putting together Working Personnel Action Files (WPAF's).
- c. Assure that appropriate evaluation recommendations are prepared for inclusion in WPAF's forwarded to higher levels of review.
- d. Provide timely and complete information to the Committee concerning evaluation activities that occur in the Department.
- e. Notify faculty being evaluated in a timely manner of all procedures and deadlines relevant to their evaluation.
- f. Provide newly appointed faculty with all information on policies and procedures pertinent to their subsequent evaluation for retention, tenure, and promotion.

## 4. Duties of the Drafting Subcommittee:

The drafting of an evaluation statement for each candidate for retention, tenure, or promotion and for each temporary faculty member being evaluated.

## 5. General Procedures For Evaluation

- a. Decisions shall be made by a simple majority vote of the Committee. Abstentions shall be recorded. The Chair of the Committee shall vote only to break ties.
- b. All Committee members shall participate in each evaluation process from the outset and to the conclusion. If any action or meeting is missed by a member, that member shall not participate further in the evaluation process.
- c. Evaluation decisions shall be based solely on materials contained in a candidate's WPAF.
- d. Committee members shall certify that they have read the pertinent WPAF before participating in evaluation discussion or voting.
- e. Faculty members being evaluated may appear before the Committee to present their cases, at the Committee's discretion.
- f. At the conclusion of an evaluation for promotion, retention, or tenure, a written statement of evaluation shall be placed in the candidate's WPAF and the file shall be forwarded to the Dean of SSIS.
- g. A copy of these Personnel Policies and Procedures shall be provided to all candidates for promotion, retention, or tenure prior to the onset of a process of evaluation. During an evaluation process, no changes in policy or procedure shall be made that are relevant to the evaluation in process.
- h. A candidate being evaluated shall be informed by the Committee Chair of any requests for procedural clarification made by the RTP Committee during the evaluation, and the resulting clarifications received by the Committee.
  - i. The Committee's deliberations and results of its actions shall be kept confidential.

## **B. The Appointment Committee**

### **1. Structure**

- a. For each academic year in which the department anticipates hiring new temporary or tenure-track full-time faculty, the Committee shall be elected during the spring semester of the preceding year. All tenured and probationary tenure-track faculty who desire to serve on the Committee shall nominate themselves, and all probationary and tenured faculty shall then vote to approve or disapprove the nominees. The Committee must consist of at least three voting members, one of which must be tenured.

- b. Following its election, the Committee shall elect its chair and an Application Screening Subcommittee.
  - c. The Application Screening Subcommittee shall consist of at least three members of the Appointment Committee. The Chair of the Appointment Committee shall serve on the Subcommittee.
  - d. Decisions of the Appointment Screening Subcommittee shall be made by a simple majority vote, with no abstentions.
  - e. Not allowed to serve on the Appointment Committee are faculty members who are on leave or reassignment off campus during on-campus interviews of candidates.
2. Functions of the Appointment Committee
- a. Selection of tenure-track appointment candidates for an initial interview
  - b. Selection of full-time temporary and tenure-track appointment candidates for on-campus interviews.
  - c. Recommendation of appointment of full-time temporary or tenure-track faculty.
3. Duties of the Appointment Screening Subcommittee
- a. For probationary appointments:
    - i. Screen job applicants to eliminate those who do not qualify on the basis of the advertised minimum criteria for appointment.
    - ii. Sort qualified applicants into a preferred set to be submitted to the Committee for selection of those to be interviewed.
    - iii. Select a subset of its membership conduct the interviews. A minimum of two members must be present at each interview.
    - iv. Submit to the Committee a list of candidates recommended for on-campus interviews.
  - b. For full-time temporary appointments:

- i. Screen job applicants to eliminate those who do not qualify on the basis of the advertised minimum criteria for appointment.
- ii. Sort qualified applicants into a preferred set to be submitted to the Committee for selection of those to be interviewed.

### **C. PERSONNEL FILES**

1. Each faculty member in the Department shall have a Personnel Action File (PAF) meeting University requirements.
2. For evaluation decisions, a Working Personnel Action File (WPAF) meeting University requirements shall be created for each faculty member being evaluated. During evaluation, all materials in the WPAF shall be deemed incorporated by reference into the PAF.
3. For each appointment cycle, each candidate for a full-time position shall have an Appointment Action File consisting of all available information pertinent to the appointment decision.
4. Faculty members shall be given copies of any material placed in PAF's at least five days prior to such placement. All material to be placed in the PAF of a full-time faculty member must be submitted to the College Dean for placement in the file. The faculty member shall have the right to submit a written rebuttal to any material scheduled for placement in his/her PAF.
5. The Department Chair is the custodian of the PAF's of part-time faculty and, at his/her discretion, places material in such files following a five-day notice period.
6. For each evaluation statement produced and placed in a WPAF, the faculty member shall have the right either to submit a written rebuttal statement no later than seven days after receiving a copy of the evaluation statement or to request a meeting with the Committee.

### **D. APPOINTMENT OF FULL-TIME FACULTY**

1. Appointment Criteria
  - a. Academic and professional preparation at the ABD (all but dissertation) level, at a minimum.
  - b. Teaching experience and potential.

- c. Fields of specialization appropriate to Department needs.
  - d. Relevant professional experience.
2. Appointment Procedures. The details of appointment procedures will vary with the time in the annual hiring cycle hiring activities are conducted. Therefore, for each appointment cycle, the RTP Committee Chair shall develop and propose to the Committee for its approval a set of detailed appointment procedures that conform to the Committee's general procedures and to University policy on appointment. On approval by the Committee, these detailed procedures shall be submitted to the Dean of the College of SSIS and the Office of Faculty Affairs for approval.

**E. PERFORMANCE REVIEW FOR RETENTION, TENURE, AND PROMOTION;  
PERIODIC EVALUATION OF PROBATIONARY FACULTY AND FULL-TIME  
TEMPORARY FACULTY.**

- 1. Temporary and probationary faculty shall be evaluated each year, except for the first year of employment in the case of probationary faculty.
- 2. The following are the criteria for the evaluation of probationary faculty for retention and tenure and all faculty for promotion. The percentage numbers in parentheses represent the Department's weighting of the relative importance of each criterion in judging the performance of the faculty member being evaluated.
  - a. Teaching Performance (60%).
    - i. It is recognized that the primary mission of the university is teaching and learning. It is expected that faculty will continually improve their teaching skills and continually expand their knowledge of the discipline. Quality teaching fosters a student's desire to pursue knowledge, develop tools for intellectual inquiry, and nurture commitment to learning as a serious, lifelong endeavor.
    - ii. Evidence of performance in the following areas shall be considered. Student course evaluation evidence must be considered.
      - (a). Successful communication of information. The following may be considered: student course evaluations, course syllabi, exams, instructional materials, and other.
      - (b). Motivation of students. Student course evaluations and other.

- (c). Currency in teaching: presenting material that includes recent developments in the field. Course syllabi, instructional materials, exams, student evaluations, and other.
  - (d). Extra assistance to students: study guides, tutorial materials, review sessions, and other.
  - (e). Supervision of independent study projects and theses.
  - (f). Development of new courses.
  - (g). Nature of teaching assignment: number of course preparations, variety of courses, class enrollment sizes, level of courses taught (lower, upper, graduate).
  - (h). Development of pedagogy and the use of information technology.
  - (i). Teaching awards or honors.
  - (j). Fulfillment of all teaching responsibilities required of CSUS faculty members, e.g., meeting office hours, on-time grade turn-in, and other.
- b. Scholarly and Creative Activity (25%)
- i. An active program of scholarly work or creative activity that involves the discovery, integration, interpretation, or application of knowledge. It is expected that the work shall lead to results that are verified, evaluated, and approved by professional peers.
  - ii. Evidence may include:
    - (a) Publication of books, articles, and reviews of scholarly works.
    - (b) Presentations at seminars, workshops, and conferences.
    - (c) Assigned time grants, grants of funds, consultancies.
    - (d) Participation in professional organizations in the discipline including organizational membership, attendance at meetings, service as officer, session organizing, journal editing, journal refereeing.
    - (e) Recognition of expertise in the discipline by awards, invited lectures, and other.
- c. Contributions to the Institution. (10%)

- i. Participation in activities that contribute to vitality and governance of the institution.
  - ii. Contributions may include:
    - (a). Service on active departmental, college, or University committees. (“Active” is defined as having frequent meetings and making demands on members for work beyond the meetings themselves.)
    - (b). Participation in curriculum and program development or review.
    - (c). Advising and counseling faculty peers.
    - (d). Advising students beyond the normal expectation for a faculty member.
    - (e). Service to student organizations.
    - (f). Involvement with alumni groups and fund raising activities.
    - (g). Other activities that benefit the University.
- d. Contributions to the Community. (5%)
- i. Participation in activities that contribute to the cultural life and the social and economic development of the community.
  - ii. Examples may include:
    - (a). Service to other educational institutions: K-12, post-secondary.
    - (b). Service to a governmental or non-profit organization: consultant, committee member, officer, director, or volunteer.
    - (c). Educational efforts on behalf of community groups: lectures, speeches, participation in panels and workshops.
    - (d). Assistance to the news media: interviews, commentaries, articles.
    - (e). Office or directorship on a volunteer basis (national, state, local).
    - (f). Volunteer or paid consultant.



- (g). Participation on committees of agencies or organizations (national, state, local).
  - (h). Community honors, awards or other documentation of benefits to the public produced by the faculty member's contributions to the community.
  - (i). Participation in community outreach activities, including educational equity, service learning, and other professional activities.
  
- 3. Criteria for the evaluation of temporary faculty shall be the same as those enumerated in Section 2, above. The weights shall be 75-10-10-5.
  
- 4. For each evaluation, a judgment shall be made as to whether the level of performance under each criterion is outstanding, more than satisfactory, satisfactory, or less than satisfactory.
  
- 5. Required Performance Levels for Retention, Tenure, and Promotion
  - a. For retention the required levels of performance are:
    - i. Teaching must be judged at least satisfactory.
    - ii. At least two of the other three criteria must be judged at least satisfactory.
  
  - b. For tenure the required levels of performance are:
    - i. All criteria must be judged at least satisfactory.
    - ii. At least two criteria must be judged at least more than satisfactory.
  
  - c. For promotion the required levels of performance are:
    - i. All criteria must be judged at least satisfactory.
    - ii. At least one criterion must be judged at least more than satisfactory.
  
- 6. The Evaluation Process
  - a. A notice soliciting written, signed comments from students, staff, and faculty shall be posted three weeks prior to the Committee's evaluation meeting, with a one-week deadline for submission of statements following the posting.
  
  - b. Candidates for evaluation shall be given copies of any material received from the solicitation notice at least five working days prior to the placement of the material in the WPAF's. Material to which the candidate objects

shall be forwarded to the Dean of SSIS for decision about placement in the files.

- c. WPAF's shall be completed and made available for Committee examination a minimum of one week prior to the Committee's evaluation meeting. The Department Chair and RTP Committee Chair shall assist candidates in the preparation of their files.
- d. WPAF's may include any material pertinent to the evaluation and properly submitted, but shall include specifically:
  - i. The results of formal Department student course evaluations, both quantitative and written comments.
  - ii. The candidate's resume'.
  - iii. Course syllabi for all courses instructed and a sample of other materials used in instruction: exams, problems sets, handouts.
  - iv. A reflective statement by the candidate which presents the Committee with an appraisal of his/her job performance over the period covered by the evaluation and which presents in highlight and summary form the evidence found in the file for each job performance category specified in Section 2, above.
  - v. For faculty undergoing evaluation for retention, tenure, and promotion, a faculty development plan that conforms to the plan described in the College of SSIS ARTP Document and that outlines the candidate's plan for the performance of his/her job in the future covering the four job performance categories specified in Section 2, above. The plan and the period of time it covers shall be established in consultation with the Department Chair and/or other members of the Department.
- e. The Drafting Subcommittee shall provide a draft evaluation statement for each candidate. These statements shall meet University and College format and content requirements and shall be provided to Committee members at least two working days prior to the evaluation meeting.
- f. An evaluation meeting of the Committee shall be held at which the draft evaluation statements shall be discussed, amended if necessary, and approved by majority vote. If needed, the final vote of approval shall be taken by mail ballot following the editorial incorporation into the evaluation statements of amendments approved by the Committee. This vote shall be taken no more than two working days following the evaluation meeting.

- g. Following Committee approval of the evaluation statements, the Committee Chair shall prepare them in final form, place them in the WPAF's, and submit the files to the Dean of the College.

## **F. PERIODIC EVALUATION OF TENURED FACULTY**

1. Frequency of Evaluation of Instructional Performance: Tenured faculty shall be evaluated at intervals of no greater than five years. Evaluations may be scheduled as early as 1, 2, 3, or 4 years following an evaluation. A promotion evaluation may serve as a periodic review.
2. Procedures
  - a. Each faculty member shall be evaluated by a Peer Evaluation Committee consisting of all tenured full-time department faculty of equal or greater rank, except for those subject to evaluation during a given evaluation cycle.
  - b. The Department shall develop a schedule of those faculty to be evaluated, in what order and in which year.
  - c. To preserve confidentiality, Committee meetings are closed to all but Committee members.
  - d. The Committee and the Department Chair shall consider the following evidence in conducting the evaluations. All material shall be limited to the period of time since the last review and shall be placed in a WPAF.
    - i. Student course evaluations.
    - ii. Signed, written statements from students and others concerning the faculty member's teaching effectiveness shall be placed in the WPAF. A written copy of each statement shall be provided to the faculty member at least five working days before it is placed in the WPAF.
    - iii. Material submitted by the faculty member being evaluated. This evidence may include, but not be limited to, the following:

- Current resume
- Student evaluations
- Teaching materials
- Curriculum development
- Participation in professional meetings
- Professional lectures, seminars, workshops
- Consultant work

## Publications and leave activities

- e. The WPAF shall be closed at least five working days before the evaluation is made by the Committee.
- f. The Committee shall meet and evaluate each faculty member and provide her/him with a written, signed evaluation statement discussing his/her strengths and weaknesses along with suggestions, if any, for improvement. A copy of this statement shall be provided to the faculty member at least five working days before it is placed in the PAF.
- g. The faculty member being evaluated shall have the right to meet with the Committee and/or the Department Chair prior to the preparation of the evaluation statement.
- h. A meeting shall be held among the Department Chair, Peer Evaluation Committee Chair, and the candidate to discuss the candidate's performance and to consider suggestions for improvement.
- i. The Academic Dean normally does not conduct an evaluation of tenured faculty under these procedures. However, a faculty member may appeal the evaluation of the Committee and/or the Department Chair by requesting, in writing, that the Dean conduct an independent review.

## **G. PART-TIME TEMPORARY APPOINTMENT AND EVALUATION**

1. Decisions on part-time temporary appointment and evaluation are delegated to the Chair, Vice Chair, and one tenured member of the Executive Committee, elected by the Committee. In the case of evaluation, the Department Chair shall make a separate evaluation.
2. Each applicant for part-time employment shall be given careful consideration based on all relevant evidence available.
3. Screening and establishment of the part time pool.
  - a. Applicants shall be screened for inclusion in the part time pool which is formed following the University deadline for part time applications in the spring of each year.
  - b. Screening criteria shall be:

- i. Academic preparation relevant to Departmental instructional needs, with a minimum requirement of the MA Degree in economics or equivalent (e.g., completion of at least two years of course work toward the Ph.D.).
    - ii. Teaching experience in college level Economics courses.
  - c. Each applicant shall be notified whether he/she has been included in the pool.
  - d. Each applicant included in the pool shall have a Personnel Action File (PAF).
4. Appointment.
  - a. At the time of the formation of the part time pool, all applicants shall be ranked for the courses they are qualified to teach. A ranking shall be drafted by the Vice Chair and submitted to the Executive Committee for its approval. Prior to ranking pool members, courses available for part-time instruction shall be sequenced in priority order for assignment of pool members. Appointments shall be based on the rankings and sequencing.
  - b. Ranking Criteria shall be:
    - i. Academic preparation relevant to Departmental instructional needs, with a minimum requirement of the MA Degree in economics or equivalent (e.g., completion of at least two years of course work toward the Ph.D.).
    - ii. Teaching experience in college level Economics.
    - iii. Teaching experience in specific course areas.
    - iv. Quality of teaching.
    - v. Relevant professional experience.
    - vi. Flexibility in meeting the Department's scheduling needs.
  - c. Evidence to be Considered:
    - i. Material supplied by the candidate. (e.g., resume', teaching evaluations, letters of recommendation)
    - ii. Relevant course material
    - iii. For candidates who have previously taught at CSUS, relevant material in their PAF's.
    - iv. Evidence for appointment shall cover a time period no more than five years prior to the semester of appointment.
  - d. Appointment Level. The level shall be commensurate with the appointee's academic preparation and teaching experience as specified in Section 5.03.B of the University ARTP policy.
5. Periodic Evaluation.

- a. Part-time instructors shall be evaluated annually.
- b. Simultaneous evaluations shall be made by the Department Chair and by the Vice Chair and a member of the Executive Committee (who must be a tenured faculty member).
- c. Criteria for Evaluation shall be:
  - i. Teaching effectiveness.
    - Evaluative criteria are specified in Section E.2.a.
  - ii. Flexibility in accommodating Department curricular and scheduling needs.
  - iii. Fulfillment of faculty responsibilities:
    - Provides an appropriate course syllabus for each course instructed.
    - Schedules and meets office hours.
    - Responds appropriately to Department requests for information such as textbook orders.
    - Observes all University academic and administrative regulations.
- d. Evidence to be Considered:
  - i. Material supplied by the candidate.
  - ii. Department student course evaluations for each course instructed.
  - iii. Course materials: syllabi, exams, problem sets, and other.
  - iv. Voluntary written, signed statements from students, faculty, and staff.
  - v. Any other material in a candidate's PAF that is relevant to the evaluation, including, but not limited to, previous periodic evaluations.
  - vi. All evidence shall be placed in a WPAF. An access log shall be included.
- e. The result of the evaluation shall be completed evaluation forms (the form specified in Section 7, below), one by the Vice Chair and Executive Committee member and a second by the Chair.

## 6. Salary Range Elevation:

- a. A part-time instructor shall be considered for an elevation in salary range when she/he exhausts SSI eligibility in the current range and has served at least five years in the current range.
- b. The decision on salary range elevation shall be made by the Executive Committee.
- c. Criteria used shall be the same as for periodic evaluation (see Section 5.c., above) and shall include the minimum requirements as specified in Section 5.03.B of the University ARTP policy.

- d. Evidence to be considered shall be the same as for periodic evaluation.  
(See Section 5.d. above.)

7. Notification.

- a. Each instructor shall be given a copy of these procedures.
- b. Each instructor shall be notified how to access University academic regulations.
- c. Each instructor shall have access to all the evidence used in the periodic evaluation.
- d. Written results of each periodic evaluation shall be placed in the instructor's Personnel Action File, and a copy of the results shall be provided to the instructor five days prior to placement in the file. The instructor shall be permitted to prepare a written response for placement in the file.
- e. In the academic year prior to eligibility for a three-year appointment, the file will be forwarded to the Dean of the College, as provided in University ARTP Policy.

8. The Evaluation Form

**ECONOMICS PART-TIME FACULTY EVALUATION FORM**

Name of Faculty Member:

Semester and/or Year:

Date:

<u>CRITERIA</u>	<u>MORE THAN SATISFACTORY</u>	<u>SATISFACTORY</u>	<u>LESS THAN SATISFACTORY</u>
Accommodates Scheduling Needs			
Fulfillment of Responsibilities			
Teaching Effectiveness			
Course Number			
OVERALL RATING			

COMMENTS:

I have reviewed the relevant material in the candidate's Personnel Action File in performing my evaluation.

SIGNED: \_\_\_\_\_, Chair

OR

\_\_\_\_\_, Vice Chair

\_\_\_\_\_, Executive Committee Member



## **H. Student Evaluation of Faculty**

1. Student evaluation of faculty shall be undertaken according to the following schedule:
  - a. All faculty (including tenured faculty, probationary faculty, FERP faculty, part-time and full-time temporary faculty) - each course, each semester, including summer session.
  - b. The questionnaire shall be administered during the last two weeks of classes in the semester. Faculty members in the department have the option of administering the approved instrument for student evaluations of teaching in either written form (paper and pencil) or electronic (online) form.
2. The evaluation questionnaire shall be as follows:

(See Attached)
3. No oral input from students shall be used in the formal process for evaluating faculty.

## **I. Intra-University Transfers From Other Units of the University**

1. Faculty seeking to teach full-time in Economics shall be expected to meet the same criteria as those used in the case of applicants for tenure-track positions in the Department. Exceptions may be made on a case-by-case basis if warranted by exceptional circumstances.
2. Faculty requesting part-time teaching in Economics shall meet the same criteria as those used in the case of other part-time applicants. Exceptions may be made on a case-by-case basis if warranted by exceptional circumstances. Their teaching in the Department shall be evaluated as is that of other part-time faculty.