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## MEMORANDUM

May 3, 2013

**To:** Chair Dudley Burton  
Department of Environmental Studies

**From:** Charles W. Gossett  
Provost and Vice President (Interim)  
Academic Affairs

**Subject:** Approval of ARTP Procedures


Based on the recommendation of the University ARTP Committee as reflected in the April 18, 2013 memorandum from Professor William Dillon, I hereby give unconditional approval to revisions made to the ARTP document for the Environmental Studies Department with respect to the changes made to ensure compliance with changes required to conform to the most recent Collective Bargaining Agreement.

Since you presented the entire departmental RTP document as part of this review, I do want to express, however, that I am concerned about Sections V.D.2 -4. My concern is that the language used to describe performance expectations is vague and it offers little guidance to a faculty member under review. I am particularly concerned that in subsections 3 and 4, referring to service expectations, the word used is "encourage" rather than something more directive. I am glad to see that there seems to be an expectation that the service provided would be greater for a candidate seeking promotion to full professor would be greater than that for a person seeking promotion to associate professor, although that point could be made a little stronger. I do appreciate that Section V.D.1 on teaching does offer a modest degree of specificity that is useful for the candidate. A similar problem arises in Section VII.E. The text refers to the fact that a part-time faculty member must be found by an administrator to have performed at a "satisfactory" level and yet there is no definition of "satisfactory" included in this section or anywhere else in the document. A definition or description of "satisfactory" really should be added. I would ask that the Department make changes to the sections discussed here so that faculty will have a better understanding of what you expect of them.

In order to effect the final approval of the unit's ARTP document, the University requires that each unit transmit 1) a clean, corrected paper copy and 2) an electronic copy of its document to the Office of Human Resources (Del Norte Hall 3002 C, campus zip 6032 and [porter@csus.edu](mailto:porter@csus.edu)) and to the Dean of the College of Social Sciences and Interdisciplinary Studies before any reliance may be placed on that document by the unit in the conduct of its ARTP business. In this case, transmittal of a clean copy before the end of the Fall semester will satisfy this condition.

In a case where I have set additional conditions on my approval of a unit's document, the unit must submit its document to Human Resources in a format that enables the reader to compare the clean copy to the copy originally submitted to the UARTP Committee for review. Your cooperation in this matter will enable Human Resources to assure the University that the clean copy of the unit's document complies in every respect with the M.O.U. and the University ARTP Policy and can therefore be relied on, as written.

CWG:cj

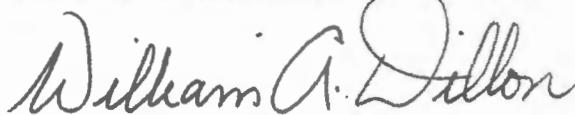
c: W. Dillon  
Dean Ted Lascher  
K. Porter  
J. Hecsh 

R/S

California State University, Sacramento  
University ARTP Committee

**Date:** April 18, 2013

**To:** Charles Gossett  
Provost and Vice-President for Academic Affairs (Interim)



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

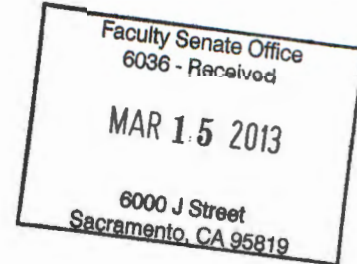
**Subj:** Environmental Studies ARTP Document, Amendment of

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The University ARTP Committee recommends unconditional approval of the subject amendments as written because consistent in all respects with University ARTP Policy (2013).

WAD/mjd  
Enclosure

cc: C. Lovely, Vice-President, Office of Human Resources  
K. Porter, Associate Vice-President, Office of Human Resources  
D. Burton, Chair, Department of Environmental Studies  
J. Hecsh, Chair, Faculty Senate



## ENVIRONMENTAL STUDIES DEPARTMENT

### APPOINTMENT, RETENTION, TENURE AND PROMOTION DOCUMENT

~~September 20, 2006~~

March 15, 2013

#### I. GENERAL PROCEDURES

##### A. Governance of University and College Policies:

1. Except when superseded by the Memo of Understanding (MOU), the University Appointment, Retention, Tenure and Promotion (§UARTP) Policy and the procedures for departments in the College of Social Sciences and Interdisciplinary Studies (SSIS) shall govern all ARTP procedures for the Department of Environmental Studies.
2. In accordance with University policy (§UARTP 3.02.B2), the probationary and tenured faculty of the department must vote to approve the policies and procedures submitted by any Hiring or Primary Committee.

##### B. Faculty access to all policies relevant to the ARTP process:

1. The chair of the department shall provide a copy of the departmental ARTP document to all faculty members in Environmental Studies.
2. All faculty members also shall have access to current University and SSIS ARTP policies on file in the Office of Environmental Studies Department.
3. The chair of the department shall notify, in a timely manner and in writing, all departmental faculty of any changes in any ARTP policy or procedure.

##### C. Importance of the Faculty Development Plan:

1. During the first semester of a probationary faculty member's appointment, the new hire in conjunction with the department chair or departmental committee shall outline a work plan setting out tentative teaching, research, and service goals for the next three years.
2. As part of each subsequent ARTP review, a faculty member in conjunction with the department chair or and the Primary Committee shall outline a work plan setting out tentative teaching, research, and service goals for the next three years.

#### II. ADMINISTRATIVE PROCEDURES

##### A. The Chair of the Department of Environmental Studies shall initiate each of the following faculty evaluation processes:

1. Tenure track faculty actions:
  - a) *Selection and appointment of probationary faculty*
  - b) *Review for retention, tenure and promotion decisions*
  - c) *Post tenure review*
2. Temporary faculty actions
  - a) *Selection and appointment of temporary faculty*
  - b) *Evaluation of temporary faculty.*

**B. The Chair of the Department of Environmental Studies shall inform all faculty members of the evaluation procedures and deadlines, specifically-**

1. The chair shall notify all members of the faculty immediately of any subsequent modifications to the departmental performance expectations.
2. The chair shall provide this information to new full-time, probationary faculty unit members before the end of the faculty unit employees' first pay period. (§9.01F UARTP)

**III. APPOINTMENT OF PROBATIONARY FACULTY**

**A. The department shall elect an affirmative action representative from among the tenured faculty in the department who shall assist the department in increasing the number of faculty members in under-represented classes protected by law. (§6.06.D UARTP)**

**B. The Hiring Committee (§6.06.B UARTP)**

1. The Hiring Committee shall comprise all tenured faculty members in the department, acting as a committee of the whole, unless this would result in a Hiring Committee of fewer than three tenured faculty members. In that case, the department shall form a Hiring Committee using the procedures outlined below under IV.A.
2. The Hiring Committee shall ensure the review, selection and appointment procedures of the department in accordance with University, SSIS, and departmental policies and procedures.
3. The Hiring Committee shall make substantive evaluations and final recommendations only if all members of the Hiring Committee are in attendance and participate.
4. Members of the hiring committee charged with arranging candidate interviews and other presentations shall make every effort to arrange for all interview, presentation and meeting at times when every member of the hiring committee may attend.

**C. Criteria for Appointment**

1. The department acting as a committee of the whole shall develop a

specific job description based on the department's anticipated, programmatic needs and subject to approval by the Dean of SSIS (MOU 12.17).

2. In making probationary appointments, the Hiring Committee shall give primary consideration to the following factors:
  - a) *Academic and professional experience at the Ph.D., or equivalent level, with initial appointment at the ABD level possible*
  - b) *Teaching experience or teaching potential*
  - c) *Promise of professional growth*
  - d) *Relevant professional experiences*
3. To assess candidates' potentiality on each of the factors listed at III.C.2, the Primary Committee shall request that all candidates provide the following information:
  - a) *Transcripts and evidence of degrees*
  - b) *Curriculum vita*
  - c) *Publication list and sample publications*
  - d) *Minimum of three references*
  - e) *Evidence of previous teaching performance or evidence of teaching potential*
  - f) *Evidence of relevant professional experience*

**D. —**

**E.D. The Department shall employ the following Appointment Process:**

1. The department shall advertise the position broadly, in accordance with (§6.10 UARTP Policy. (Vacancy Announcements.)
2. Once the deadline for submissions passes, the Hiring Committee shall determine whether each application is complete.
3. The Hiring Committee shall then send a letter to any applicant with an incomplete file stating the applicant is not a candidate for the position due to an incomplete application file.
4. Each member of the Hiring Committee shall review all the complete application files and develop a list of potential candidates for the position.
5. The Hiring Committee shall meet and agree on a short list of potential candidates.
6. The Hiring Committee shall contact the references of each of the candidates on the short list. The members of the committee contacting references shall use a standardize list of questions previously approved by a majority vote of the Hiring Committee.
7. The Hiring Committee shall meet and, based on all the information

available at that time, shall determine a list of candidates to bring to campus for an interview.

8. Each on campus interview will include, but is not limited to:
  - a) *The candidate teaching one class as a demonstration of teaching technique*
  - b) *The Hiring Committee interviewing each candidate using a standardized list of questions previously approved by a majority vote of the Hiring Committee and Faculty and Staff Affairs*
  - c) *The department chair presenting the candidate with a written copy of the department's criteria for evaluating the teaching, scholarship, community and university service (§6.06.E UARTP)*
  - d) *Each candidate meeting with the Dean of Social Science and Interdisciplinary Studies*
  - e) *Each candidate meeting with the chair of the department.*
9. After all candidates have completed the on-campus interview, the Hiring Committee shall meet and rank order candidates stating its reason for the relative ranking.
10. The Hiring Committee meets with the department as a whole and presents its reasoning.
11. The department chair assembles and transmits to the Dean of SSIS, the department's recommendation of the candidate for probationary appointment, supported with the appropriate documentation. (§6.06F UARTP)
12. After a candidate accepts the probationary appointment, the department chair notifies the other candidates for the position of the department's decision and thanks them for applying.

**F.E. The department chair and faculty peer review committee must conduct a periodic evaluation of all probationary faculty members during the second semester of their appointment and in any subsequent year in which the faculty member is not subject to a Performance Evaluation for Retention. (§9.05 UARTP)**

1. The evaluation must include student evaluations, the chair's evaluation, and an opportunity for peer input.
2. The Periodic Evaluation must result in a written statement with rationale supporting the evaluative comments. The source for the evaluation statement must be the WPAF. The chair shall provide a copy to the faculty member who shall have the option to rebut the evaluation. The chair shall place the evaluative statement and any rebuttal in the faculty member's PAF.
3. The Peer Committee may permit the candidate to appear before it to make a statement or discuss the WPAF or both. A representative may accompany the candidate. (§9.02 UARTP)
4. The Peer Committee shall follow the weighting scheme, criteria, documentation and performance standards set forth in V.C-E of this document.
5. The Peer Committee shall comprise three full-time tenured faculty members in the department, unless this would result in a peer committee of less than three members. In such a case, the criteria governing the composition of the departmental ARTP committees shall apply.

**G.F. Full-time temporary faculty**

1. The Department shall use the procedures outlined in section III to hire full-time temporary faculty. Any variation from the procedures outlined in section III shall require a waiver from the Affirmative Action Officer which refers only to the scope of recruitment, not to any other procedure. (§6.04.B.1 UARTP)
2. Reappointment of full-time temporary lecturers (§6.04.B.2 UARTP)
  - a) *A full-time temporary lecturer, who has been appointed for one-year after an affirmative action search, may receive two successive reappointments through the waiver process, provided the position was advertised originally with the proviso that additional years may be included.*
  - b) *A faculty member holding a full-time temporary position may reapply for the position when it is advertised.*
  - c) *A full-time temporary lecturer who has been appointed for one-year without a regular affirmative action search may not be reappointed without an affirmative action search. The individual may apply for the position when it is advertised.*
  - d) *Full-time temporary faculty shall not be appointed on a conditional basis. (§6.04.B.3 UARTP)*
3. The department chair and faculty peer review committee must conduct a periodic review of all full-time temporary faculty members appointed for two or more semesters, regardless of break in service. (§9.04D UARTP)
  - a) *The evaluation must include student evaluations, the chair's*



*evaluation, and an opportunity for peer input.*

- b) *The Periodic Evaluation must result in a written statement with rationale supporting the evaluative comments. The source for the evaluation statement must be the WPAF. The chair shall provide a copy to the temporary faculty member who shall have the option to rebut the evaluation. The chair shall place the evaluative statement and any rebuttal in the faculty member's PAF.*
- c) *The Peer Committee may permit the candidate to appear before it to make a statement or discuss the WPAF or both. A representative may accompany the candidate. (§9.02 UARTP)*

#### **IV. DEPARTMENT ARTP COMMITTEES**

##### **A. Composition**

- 1. A Hiring or Primary Committee shall comprise at least three tenured faculty members and one alternate.
- 2. Because the Department of Environmental Studies is small, a Hiring or Primary Committee may include tenured faculty members from other departments as needed. The chair shall solicit nominations for faculty in related disciplines to serve on Primary Committee.
- 3. The department chair may sit on a Hiring Committee, but may not sit on a Primary Committee.
- 4. The Primary Committee shall not include
  - a) *Emeriti*
  - b) *Faculty members currently on leave*
  - c) *Faculty who have tendered resignations*
  - d) *Faculty members currently sitting on the College of Social Sciences and Interdisciplinary Studies ARTP*
  - e) *Faculty members who during the same promotion cycle are under evaluation for promotion.*
- 5. Faculty on the Primary Committee shall have higher rank than the candidate for retention, tenure or promotion.

##### **B. Election**

- 1. Tenure track faculty, both probationary and tenured, shall elect a Primary Committee for faculty evaluation decisions.
- 2. The department shall elect a Primary Committee only as needed.

##### **C. General obligations**

- 1. All three members of the Primary Committee and the alternate must be present for a substantive evaluation to occur (§6.06.B.2 UARTP).
- 2. The Primary Committee shall set timelines for the conduct and completion

of the primary review in keeping with SSIS and University calendars.  
(§9.01.O UARTP)

3. All members of the Primary Committee must review the WPAF and must attend each and every meeting of the committee at which substantive deliberations take place. (§9.01 UARTP)

## V. PERFORMANCE REVIEWS OF FACULTY FOR RETENTION, TENURE AND PROMOTION

### A. Personnel Files

#### 1. Personnel Action File (PAF)

a) *The Personnel Action File shall be defined as the one (1) official personnel file for employment information and information that may be relevant to personnel recommendation or personnel actions regarding a faculty unit employee. (§UARTP 4.01A)*

a)b) *The Ppresident has delegated custody of probationary and tenured faculty PAFs to the Dean of SSIS, and, the Dean's Office maintains these files.*

b)c) *Faculty members have the right of access to all material in their PAF, exclusive of pre-employment materials. If the university uses pre-employment materials in subsequent personnel actions other than appointment, the faculty member also has a right of access. (§4.05 UARTP)*

e)d) *The contents of the PAF shall include (§4.07 UARTP):*

- (1) Record of the location of all other files relevant to the faculty member
- (2) An access log
- (3) Appointment letter and any other relevant appointment information
- (4) Results of the departmental standardized student evaluations, derived from paper or electronic evaluation processes
- (5) Peer evaluations, if any
- (6) All evaluations, recommendations, and decisions for the appropriate time periods (§4.09 UARTP):
- (7) A current resume
- (8) Annual Faculty Activity Reports
- (9) ~~Results of at least two (2) departmentally administered,~~ Standardized student evaluations, paper or electronic, for each year under review. (§5.05.E.1.b UARTP) All classes

taught by each faculty unit employee shall have such student evaluations conducted.

- (10) An index of any other information the faculty member chooses to include by reference

~~d/e)~~ *Faculty members have the right to submit information to their own PAFs at any time (§4.03.A UARTP):*

- (1) Any additional material the faculty member chooses
- (2) Rebuttals to any materials placed in the file by someone else

## 2. Working Personnel Action File (WPAF)

a) *The Working Personnel Action File shall be defined as that file specifically generated for use in a given evaluation cycle. The file shall include*

- (1) If the candidate chooses, the candidate may submit an introductory statement reflecting on any professional experience or development, as evidenced in the WPAF, since the last review. (SSIS)
- (2) A current resume
- (3) The Faculty Development Plan (See §VII of this document for details)
- (4) A signature page affirming that the candidate is fully aware of the WPAF which is being submitted to the four levels of review, and certifies that upon request, the candidate can provide substantiating documentation for those references in the current indexes which are not supported by materials in the file. (SSIS)
- (5) All evaluations, recommendations, and decisions for the appropriate time periods specified below (§4.09 UARTP):

(a) *Date of the initial appointment through to current probationary status for retention, tenure, and first promotions*

(b) *Date the files closed immediately prior to the evaluation resulting in the last promotion for subsequent promotions*

(c) *Date of last evaluation for Periodic Review of tenured faculty*

(d) *The prior five years for temporary faculty*

- (6) Information provided by faculty unit employees, students, and academic administrators provided it is identified by source. (i.e., author, committee, campus office or name of

- the officially authorized body generating the material)
- (7) Course syllabi, assignments, exams, grading policies, etc.
  - (8) Results of at least two (2) departmentally administered, standardized student evaluations for each year under review. (§5.05.E.1.C UARTP) All classes taught by each faculty unit employee shall have such student evaluations conducted.
  - (9) Any student communications or evaluations provided outside the regular departmental standardized review provided the student is identified by name.
    - b) *Prior to the review of the Primary Committee, the chair of the department shall transmit the file from the Dean's Office to the faculty member under review.*
    - c) *The candidate for retention, tenure or promotion, with the help of the department chair, shall ensure the WPAF is complete and meets all the departmental requirements for review by the deadline specified by departmental, SSIS and University deadlines. (§9.01.P UARTP)*
    - d) *Materials placed in the WPAF by the candidate shall be deemed incorporated by reference into the PAF. At the beginning of an evaluation cycle, the faculty member shall prepare an index of the materials to the candidate has added to the WPAF. At the end of the cycle, the index shall become a permanent part of the PAF incorporating the material by reference and actual material shall be returned to the faculty member.*

## **B. University Guidance**

1. Evaluation shall mean an analytical qualitative statement establishing an observable and valid relationship between the criteria/standards and the faculty member's performance in each of the prescribed areas of faculty responsibility as evidenced by the WPAF. Written evaluative statements should be specific enough to provide reinforcement on those aspects of performance in those areas that the candidate has met or exceeded the prescribed criteria/standards and to provide guidance on aspects that needs to improve or strengthen. (§9.01.D UARTP)
2. Although evaluative criteria are the same for retention and tenure, the evidence to support a recommendation to grant tenure shall be considerably more substantial than that to support a recommendation to retain a probationary employee. (§5.05.C UARTP)
3. In general, retention decisions in the early years of service rely heavily on the faculty member's preparation and ability, while tenure, promotion and later retention decisions place more emphasis on contribution and performance. (§8.01.B UARTP)
4. Any party to the review may initiate a request for an external review of

materials submitted by the candidate under review. The request must include an explanation of the special circumstances requiring an outside reviewer and the nature of the materials for outside review. The President, with the concurrence of the candidate must approve the request. (§9.01.Q UATP)

5. The Primary Committee may permit the candidate to appear before it to make a statement or discuss the WPAF or both. A representative may accompany the candidate. (§9.02 UARTP)

**C. Department Policy requires that the Primary Committee accord the following weights to the faculty member's performance in each of the four areas of faculty responsibility (§9.01.H UARTP):**

1. Teaching Performance 60%
2. Scholarly or creative achievement 15%
3. Contribution to local, state, national or international community 15%
4. Contribution to the University 10%

**D. The Environmental Studies Department has the following general performance standards in each of the four areas of faculty responsibility for retention, tenure and promotion of all ranks:**

1. Teaching
  - a) *Content mastery and currency in the field: The faculty member should demonstrate knowledge of the faculty member's field, be well organized, show evidence of periodic course redesign, and assign appropriate and current materials in the field.*
  - b) *Student/faculty rapport: The faculty member should create an environment which motivates students to learn, stimulates intellectual curiosity and a love of subject, and encourages students to become active learners. The faculty member should show respect for students, give attention to students as individuals, and be approachable within and outside the classroom.*
  - c) *Good pedagogical practice: The faculty member should develop and use teaching techniques, which facilitate the communication of complex subjects and issues to students. For each course the faculty member should design an appropriate assessment plan to demonstrate the achievement of academic goals and student learning.*
2. Scholarly achievement: The Department of Environmental Studies is committed to a broad definition of scholarly and creative achievements. A scholar is someone who is dedicated to lifelong learning and inquiry. The department, therefore, recognizes that there are many different expressions of scholarship. An active program of scholarly or creative work, however,

usually involves the processes of discovery, integration, interpretation, and/or the application of knowledge. And whatever its form, scholarship and creative activity must have a public dimension, which means it should address an appropriate audience outside the classroom and there must be a written or otherwise demonstrable product. For the most part, the department expects and active research agenda with respect to rank.

3. Contribution to local, state, national or international community: The Department of Environmental Studies encourages its members to volunteer their services to the local, state, national, or international community in ways that are consistent with the profession.
4. Contribution to the University: The department values faculty governance and expects its members to be collegial and take an active role in the affairs of the institution. The department expects its members to serve on departmental committee and to take responsibility for the well being of the department. Members also are encouraged to serve on active college and/or University committees and to participate in college/and or University programs and activities. For the most part, the department expects increased responsibility with increased time of service.

**E. The Environmental Studies Department accepts the following evidence in each of the four areas of faculty responsibility for retention, tenure and promotion of all ranks:**

1. Teaching: The Environmental Studies Department is committed to the use of multiple sources of data in its evaluation of teaching performance. Specifically, evidence of teaching effectiveness should include the following:
  - a) *Material presented by the individual faculty member who is under review for retention, tenure, or promotion including at a minimum course syllabi, copies of examinations, study guides, evidence that the course materials are consistent with the stated course goals, evidence of pedagogical development in the course materials, and any teaching awards.*
  - b) *Results of assessment of student learning and samples of student work*
  - c) *Nature of the teaching assignment: number of course preparations, variety of courses, class enrollment sizes, level of courses (lower, upper, graduate, required, code, elective).*
  - d) *Departmentally approved standardized student course evaluations in all classes.*
  - e) *Additional helpful evidence of teaching effectiveness may include, but is not limited to:*
    - (1) Development of any new courses
    - (2) Professional development related to instruction
    - (3) Supervision of independent study projects and theses

- (4) Evidence of mentoring and student advising
  - (5) Material offered by professional colleagues both on and off campus such as letters of evaluation and recommendation regarding teaching performance, teaching awards or honors, opinions, and/or evaluation of peers.
  - (6) Written student testimony including letters, emails, etc. submitted by the faculty member. The department also invites, with posted notices, signed student testimony in addition to student evaluations. The Department of Environmental Studies chooses to not receive student oral testimony.
2. In evaluating scholarly and creative achievements, the department may consider, but is not limited to the following information:

- a) *Publication in print or electronic media of articles, books, reviews, and research papers consistent with the mission of the University.*
  - b) *Unpublished documents, which are in progress toward public presentation and/or publication*
  - c) *Presentations at seminars, workshops, conferences, etc.*
  - d) *Reports generated from grants or consultancies*
  - e) *Participation in the activities of professional organizations*
  - f) *Recognition and awards in the profession*
  - g) *Scholarship exhibited in non-print media*
  - h) *Review of the scholarly work of others for publishers or journals*
3. In evaluating a faculty member's contribution to local, state, national or international community, the department may consider, but is not limited to the following information:
- a) *Office or directorship on a volunteer basis (national, state, local)*
  - b) *Volunteer or paid consultant*
  - c) *Participation on committees of agencies or organizations (national, state, local)*
  - d) *Participation in the mass media*
  - e) *Community honors and awards*
  - f) *Participation in community outreach activities, including educational equity*
4. In evaluating a faculty member's contribution to the University community, the department may consider, but is not limited to the following information:
- a) *Service on active departmental, college, or University committees*
  - b) *Participation in program development or review or other special assignments*
  - c) *Peer coaching*
  - d) *Extraordinary advising responsibilities*
  - e) *Service to student organizations*
  - f) *Work with alumni groups*
  - g) *Other University activities*

**F. Recommendation of the Primary Committee**

1. The Primary Committee shall prepare a written evaluation and recommendation for submission to Office of the Dean of Social Sciences and Interdisciplinary Studies.
2. Primary Committee evaluation and recommendations relating to retention,



tenure, promotion, or any other personnel action shall be based on the entire contents of the WPAF. The conclusion about performance under each of the four areas of faculty responsibility shall be based on the preponderance of evidence<sup>1</sup> in that file. (§4.04.C UARTP)

3. All substantive evaluation and final recommendations shall require the participation of all elected committee members or duly recommended alternates. (§9.01.S UARTP)
4. The Primary Committee shall base its recommendation on the majority opinion of the committee. The Primary Committee shall vote by secret ballot and the department shall retain all ballots that are used to make any determination with respect to appointment, retention, tenure, or promotion for a minimum period of three (3) years. The chair of the committee shall identify the ballots as a group by reference to the personnel action and the list of committee members. Upon request, the candidate may have prompt access to the ballots cast regarding the recommendation of the committee any time during the three-year period following the vote. (§9.06 UARTP)
5. Before forwarding its recommendation to the Office of the Dean of Social Sciences and Interdisciplinary Studies, the Primary Committee shall provide the faculty member under review with a copy of the recommendation and reasons for that recommendation. The faculty member under review may submit a rebuttal statement or response in writing and/or request a meeting with the Primary Committee. A copy of the written response or rebuttal shall accompany the WPAF. (§9.01 UARTP)

**G. Recommendation of the Chair**

1. After the Primary Committee has made its recommendation, the department chair shall write a separate letter of evaluation and recommendation. The letter evaluation and recommendation shall be based on the entire contents of the WPAF. The conclusion about performance under each of the four areas of faculty responsibility shall be based on the preponderance of evidence in that candidate's WPAF. (§4.04.C UARTP)

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<sup>1</sup> The University ARTP Policy notes that preponderance of the evidence is "the weight of persuasiveness in the mind of the evaluator. Weight is a function of quantity, quality, and source of evidence, including the knowledge and trustworthiness of the source. The evaluator must consider all the relevant evidence and resolve conflicts in the evidence by means of the idea of preponderance.

2. Before forwarding the chair's letter of evaluation to the Office of the Dean of Social Sciences and Interdisciplinary Programs, the chair shall provide the candidate with a copy of the chair's letter of evaluation. The faculty member under review may submit a rebuttal statement or response in writing and/or request a meeting with the Primary Committee. A copy of the written response or rebuttal shall accompany the WPAF.

**H. Where it is necessary to rank faculty members who are deemed eligible for promotion, the committee shall calculate ranks as follows-**

1. The Primary Committee shall determine the total number of points assigned to the candidate by all committee members.
2. The Primary Committee shall divide the total points for each candidate by the total number of committee members.
3. The quotient obtained under V.C.2.c shall determine the ranking of the candidates.
4. The Primary Committee shall include with its ranking for each candidate the rationale for ranking without identifying by name the other individuals who are being recommended for promotion.

**I. WPAF transmission to the Office of Dean of the College of Social Sciences and Interdisciplinary Studies**

1. The chair of the Primary Committee shall add the following information to the WPAF the candidate submitted for review:
  - a) *Primary Committee's summary statement of evaluation and recommendation (See V.F above)*
  - b) *The department chair's summary statement of evaluation and recommendation (See V.G above)*
  - c) *A statement of the department's weighting of each of the four areas of faculty responsibility*
  - d) *Any responses or rebuttals the candidate may have made to the evaluations and recommendations of either the Primary Committee or the chair of the department.*
2. The chair of the Primary Committee and the chair of the department shall include a signed statement affirming that the departmental ARTP procedures were followed.

**VI. PERIODIC EVALUATION OF TENURED FACULTY**

Evaluation of tenured faculty members who are not subject to a Performance Evaluation for Promotion shall be reviewed as outlined in "Periodic Review of Tenured Faculty-Guidelines." Tenured faculty shall be evaluated at intervals of no greater than five years. An evaluation for purposes of retention, tenure, or promotion shall fulfill the requirement. Participants in the Faculty Early Retirement Program (FERP) shall not be required to undergo evaluation unless an evaluation is requested by either the FERP participant or

the appropriate administrator.

## **VII. THE FACULTY DEVELOPMENT PLAN**

- A. Activities comprising a faculty development program include, but are not limited to:**
1. A discussion of the faculty member's goals and objectives in each of the four areas of responsibility:
    - a) *teaching*
    - b) *scholarly or creative achievement*
    - c) *contribution to the local, state, national or international community*
    - d) *contribution to the University*
  2. A general timeline with anticipated milestones for meeting the goals and objectives
  3. A discussion of the resources needed to realize the goals and objectives, including the need for assigned time and potential sources for support. A faculty member may receive no more assigned time than 12 weighted teaching units (wtu) per year and no more than 9 wtu's in any one semester from one or any combination of programs.
  4. Agreements between the department chair and the Primary Committee on how the department will support the faculty members in meeting the faculty member's goals and objectives, mentor relations, training, etc.
- B. During their first semester on campus, new tenure track hires shall develop a Faculty Development Plan in consultation with the department chair or departmental faculty committee.**
- C. Subsequently, a faculty member shall develop an updated Faculty Development Plan in consultation with the departmental Primary Committee as part of the departmental ARTP process.**
- D. A faculty member in conjunction with the department chair or a faculty committee may revise the Faculty Development Plan at any time.**
- E. The Faculty Development Plan is not a formal agreement or contract, but rather a set of academic goals and objectives the faculty member intends to pursue in meeting the individual's professional responsibility, consistent with the department's performance expectations.**

## **VIII. APPOINTMENT OF PART-TIME FACULTY**

**A. General Process**

1. During the spring semester, the Chair of Environmental Studies and the faculty meeting as a committee of the whole shall identify anticipated teaching vacancies for the coming academic year.
2. All anticipated vacancies shall be advertised in accordance with current UARTP directives and affirmative action guidelines.
3. The department shall establish an applicant pool on an annual basis in accordance with affirmative action guidelines. If unexpected vacancies arise for which there are no qualified applicants in the pool, the pool may be reopened.
4. Temporary appointments may be for periods of a semester or one (1) year or more. Following two consecutive (2) semesters of employment within an academic year, should the department offer the part-time temporary faculty member a similar or equivalent assignment, the department shall offer a one (1) year appointment, subject to enrollment and budget considerations. (§6.04.A.1 and 6.04.C.1 UARTP)

**B. Applications**

1. The application deadline shall be the same as the date set by Human Resources in the University's general announcement of anticipated vacancies.
2. Each applicant shall submit a current Curriculum Vitae and a statement of qualifications *relevant* to the teaching position sought.
3. Incumbent part-time faculty members who wish to be considered for re-appointment must provide written notification to the department chair by the deadline specified by Human Resources in the University's general announcement of anticipated vacancies.
4. Each applicant shall receive
  - a) *Written notification of receipt of application*
  - b) *The "Applicant Pool Information Questionnaire"*
  - c) *Notification of any subsequent action on their application*

**C. Selection of applicant from the pool:**

Once the applications for temporary faculty appointments have been reviewed by a faculty committee organized by the Chair, the best qualified person shall be recommended for appointment by the Dean on the basis of merit and competence, consistent with the requirements of the UARTP campus policy related to the teaching assignment or other department or equivalent unit need.

Criteria beyond those of the UARTP pertaining to entitlements used in initial and subsequent selection shall include:

1. Degree(s) earned in relevant disciplines
2. Relevant teaching experience
3. Relevant professional experience, both paid and voluntary positions
4. Recommendations, including student recommendations and peer evaluations

**D. Appointment**

1. A peer committee comprising of a minimum of 3 faculty members that are tenured faculty, or by default, the department chair<sup>2</sup> shall appoint the best-qualified person based on the candidate's merits and competencies as these related to the Environmental Studies Program needs.
2. Placement on the pay scale of an applicant selected for initial temporary appointment:

The following guidelines shall normally determine the location on the pay scale at which an initial temporary appointment is made:

1. Lecturer L: Bachelor's degree in the discipline.
2. Lecturer A: Master's degree in the discipline or equivalent educational experience; or Bachelor's degree plus the equivalent of at least five years teaching or relevant professional experience.
3. Lecturer B: Doctorate or equivalent educational experience; or Master's degree plus the equivalent of at least five years teaching or relevant professional experience.
4. Lecturer C: Doctorate or equivalent educational experience plus at least five years of teaching experience.
5. Lecturer D: Doctorate or equivalent educational experience plus at least ten years of teaching experience.

Exceptions to these guidelines shall be approved by the appropriate dean. Within each rank, the particular salary at which a person is appointed shall depend on the extent to which the person's qualifications exceed the minimum requirements for the particular rank.

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<sup>2</sup> The University ARTP Policy states that either the chair or a peer committee comprising only tenured faculty may carry out the procedures to hire part-time faculty.

3. In subsequent semesters, the chair of the department must hire part-time faculty at a salary range equal to or greater than the previous salary range.<sup>3</sup>
4. The department shall maintain a list of temporary faculty members the department has evaluated. If an individual on the list of previously evaluated, temporary faculty subsequently applies for a position in the department, the chair shall give careful consideration to the employee's previous evaluations and application. (§6.04.A.3 UARTP)
5. Upon completion of twenty-four academic units in the department, temporary faculty shall be eligible for a step increase on the salary schedule, only during years when the parties have agreed to provide a Service-based Salary Step Increases pursuant to the current MOU. (§6.04.A.6 UARTP)

**E. ~~E.~~ Evaluation**

1. Each semester a part-time faculty-member teaches, the part-time faculty member shall provide to the department the syllabus and exams or assignments for every course taught.
2. At the end of each semester and after grades have been turned into the Registrar, the chair shall meet with each part-time faculty member to review the departmentally administered student evaluations and any other information on the course.
3. The chair shall place a written record of periodic evaluation in the part-time members PAF. The chair shall provide a copy of the evaluations to the faculty member. (§9.04.C UARTP)
4. The department chair and faculty peer review committee must conduct a periodic review of all part-time temporary faculty members appointed for two or more semesters, regardless of break in service. (§9.04D UARTP)
5. The evaluation must include student evaluations, the chair's evaluation, and an opportunity for peer input.
6. The Periodic Evaluation must result in a written statement with rational supporting the evaluative comments. The chair shall provide a copy to the temporary faculty member who shall have the option to rebut the evaluation. The chair shall place the evaluative statement and any rebuttal in the faculty member's PAF.
7. The Peer Committee may permit the candidate to appear before it to make a statement or discuss the WPAF or both. A representative may accompany the candidate. (§9.02 UARTP)
8. Temporary faculty unit employees employed during the prior academic year and possessing six or more years of prior consecutive service on that

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<sup>3</sup> The University ARTP Policy states that temporary faculty appointed in consecutive years shall receive a salary range and step equal to or greater than the previous salary range (6.04.A.5 UARTP, MOU 12.8)

campus shall be offered a three-year temporary appointment following an evaluation conducted pursuant to the University's provisions, where there is a determination by the appropriate administrator that a temporary faculty unit employee has performed the duties of his/her position in a satisfactory manner; and absent documented serious conduct problems. This evaluation shall include student evaluations of teaching performance, peer review by a committee of the department or equivalent unit, and the periodic review by the department chair. The evaluation shall rate the temporary faculty unit employee as either satisfactory or unsatisfactory. A three-year appointment shall be issued if the temporary faculty unit employee is determined by the appropriate administrator to have performed in a satisfactory manner in carrying out the duties of his/her position.

9. Temporary faculty holding three-year appointments shall be reappointed to a subsequent three-year appointment following an evaluation conducted pursuant to the University's provisions, where there is a determination by the appropriate administrator that a temporary faculty unit employee has performed the duties of his/her position in a satisfactory manner; and absent documented serious conduct problems. This evaluation shall include student evaluations of teaching performance, peer review by a committee of the department or equivalent unit, and the periodic review by the department chair. The evaluation shall rate the temporary faculty unit employee as either satisfactory or unsatisfactory. A three-year appointment shall be issued if the temporary faculty unit employee is determined by the appropriate administrator to have performed in a satisfactory manner in carrying out the duties of his/her position.

#### **F. Temporary Faculty Range Elevation**

1. "Temporary faculty range elevation" is a term employed in the UARTP. to refer to the decision, informed at a minimum by an evaluation of teaching performance, to compensate a temporary faculty member at a rate of pay equal to the first step of the salary range immediately above the range within which he or she was compensated during a prior appointment.
2. In considering a faculty range evaluation, the Environmental Studies Department shall consider the following criteria:
  - a. Student evaluations
  - b. Chair evaluations
  - c. Any period evaluation written statements resulting from the department's compliance with section E.4.b of this document.
  - d. Peer evaluation

3. "Those eligible for lecturer range elevation shall be limited to lecturers who have no more SSI eligibility in their current range, and have served five (5) years in their current range." (M.O.U 12.16)
4. The decision on salary range elevation shall be made by the ARTP Part Time Hiring Committee, which shall be constituted by three representatives from the ARTP Committee and the Department Chair.
5. "Criteria for range elevation for temporary faculty (excluding coaches) shall be appropriate to lecturer work assignments." Also included is the faculty range evaluation criteria described in VIII.F.2 of this document. (UARTP)
6. "Denial of range elevations shall be subject to the peer review process pursuant to provision 10.11 (of the M.O.U.) except that the peer panel's decision shall be final."
7. Part time faculty may submit the following as evidence: curriculum vita, course evaluations, exams, syllabi, instructor produced course materials, signed statements from students, and/or signed statements from peers. (M.O.U. 12.18)
8. "On each campus the pool for funding successful lecturer range elevation appeals is limited to 4 steps per each 50 lecturer faculty eligible for range elevation." (M.O.U. 12.19)