New Chair Orientation

Retention, Tenure and Promotion
Friday, August 14, 2020

Probationary Faculty Reviewers

Department Chair: Performs peer classroom observations and reviews the materials presented by candidates for retention, promotion and tenure.

Department Personnel Committee (DPC): Consists of three, five, or seven tenured faculty at the rank of Full Professor, elected by the department. The committee performs peer classroom observations and reviews the materials presented by candidates for retention, promotion and tenure.

College Personnel Committee (CPC): Consists of three to seven tenured faculty at the rank of Full Professor, selected by the College. The committee reviews the materials presented by candidates for retention, promotion and tenure.

Dean of the College: Reviews the materials presented by candidates for retention, promotion and tenure.

Provost: Reviews the materials presented by candidates for retention, promotion and tenure.

Review Schedule

Year of Review*	Type of Review	Highest Level of Review
1st year	No Review	N/A
2nd year Review	Retention	Provost
3rd year Review	Retention	Dean**
4th Year Review	Retention	Provost
5th Year Review	Retention	Dean**
6th Year Review	Promotion to Associate Professor and Tenure	Provost
7th Year	No Review – Promotion/ Tenure Become Effective	N/A

*The award of service credit will speed up the timeline by the number of years awarded. Also, early promotion and early tenure is possible (typically one year).

**If there is a negative recommendation from a review agent, then the Provost will conduct the highest level review.

Key Resources

- **Unit 3 Collective Bargaining Agreement:**
https://www2.calstate.edu/csu-system/faculty-staff/labor-and-employee-relations/Pages/unit3-cfa.aspx (Articles 10, 13, 14 and 15)

- **Administrative Manual, Section 600:** https://www.csun.edu/sites/default/files/SEC600%20Manual_2020_FINAL.pdf

- **College and Department Personnel Policies and Procedures:**
https://www.csun.edu/faculty-affairs/policies

- **Calendar of Personnel Procedures:**
https://www.csun.edu/faculty-affairs/calendar/index.html

- **FAQ's About Retention, Promotion and Tenure:**
https://www.csun.edu/sites/default/files/RTP_FAQs.pdf

Key Supporting Documents

- **Professional Information File (PIF, ePIF):**
https://www.csun.edu/sites/default/files/SEC600_1819_final%2010.17.18.pdf
(Section 606.1.1)

  The PIF is maintained and stored by the Retention, Tenure and Promotion (RTP) candidate. It serves as a portfolio documenting an RTP candidate's professional activities relevant to retention, tenure and promotion at CSUN.

- **Personnel Action File (PAF, ePAF):**
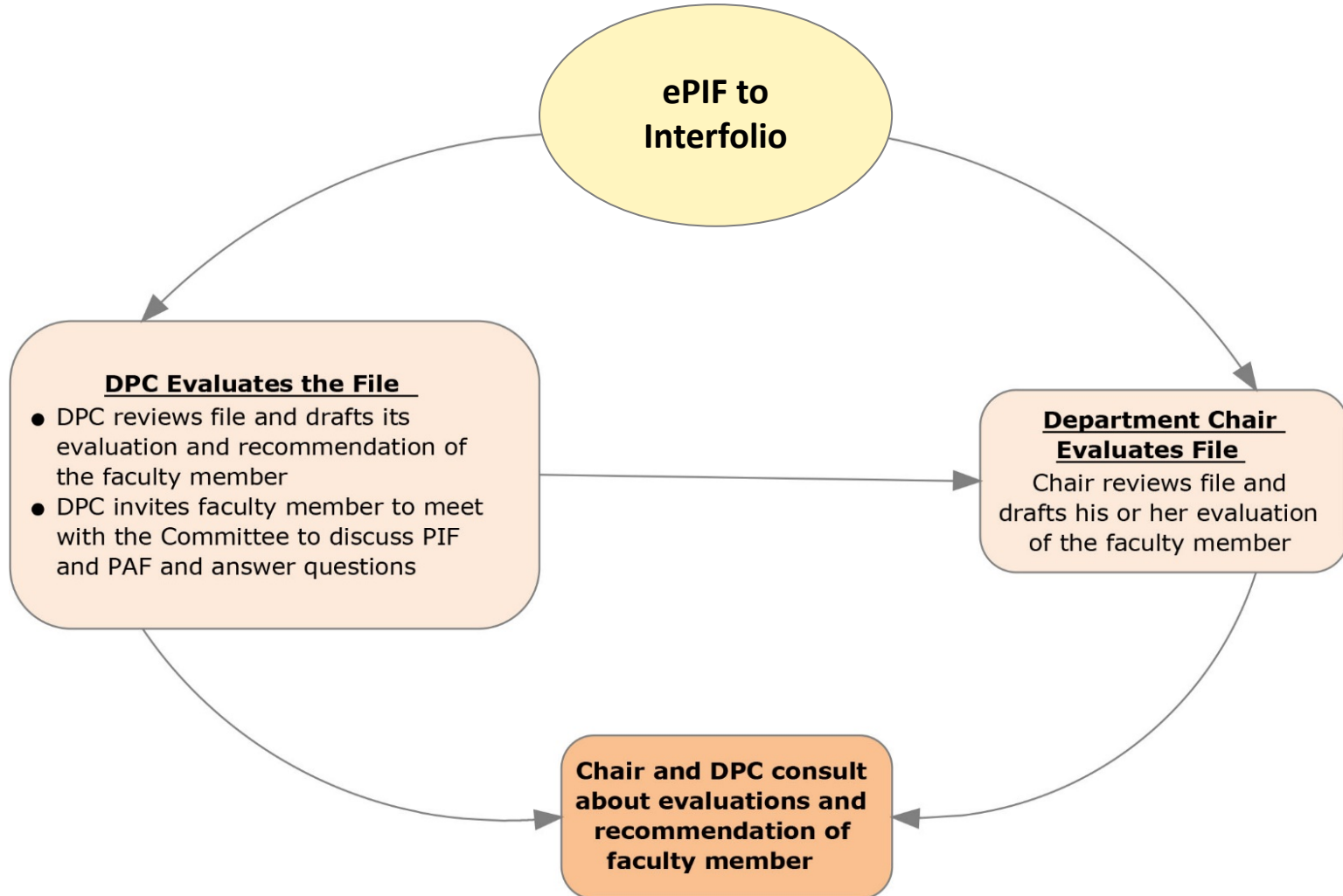https://www.csun.edu/sites/default/files/SEC600_1819_final%2010.17.18.pdf
(Section 606.1.2)

  The PAF is maintained by and stored in the office of the Dean of the College. It is the official personnel file for a faculty member that is reviewed for all personnel actions, including retention, tenure, promotion, and service salary adjustments.
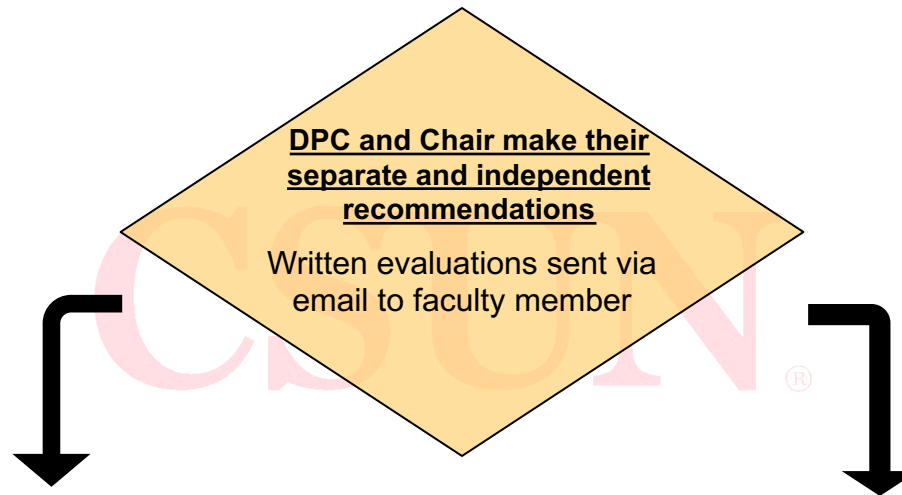
Don't Miss It!

- Session on ePIFs, ePAFs and eRTP at Monday's Chairs and Deans Retreat

- Fully paperless process starting Fall 2020

Review and Decision Flow

ePIF to Interfolio

DPC Evaluates the File
- DPC reviews file and drafts its evaluation and recommendation of the faculty member
- DPC invites faculty member to meet with the Committee to discuss PIF and PAF and answer questions

Department Chair Evaluates File
Chair reviews file and drafts his or her evaluation of the faculty member

Chair and DPC consult about evaluations and recommendation of faculty member

Review and Decision Flow

DPC and Chair make their separate and independent recommendations

Written evaluations sent via email to faculty member

Faculty Member receives Evaluations/Recommendations

- Faculty member receives a copy of written evaluations from the Chair and DPC

- Written Evaluations will be placed in the PAF after ten (10) days from the date the letter was sent via email

Faculty Member may respond/rebut within ten (10) days

- Faculty member may request a meeting to discuss department-level recommendations

- Faculty member may submit a rebuttal statement or response in writing to be included in PAF

Department Chair Duties

- Key in creating supportive department culture

- Important role in faculty performance, satisfaction, recruitment, and retention

- One of most difficult roles in the University;

- Straddle the line between:

    - Colleague and Supervisor;

    - Faculty and Administrator.

Department Chair RTP Do's

1. **Mentor faculty on the RTP Process**
   - PIF Organization
   - PIF Contents
   - Important Materials
   - Encourage Mentoring

2. **Follow Department and College Personnel Procedures Closely (including Section 600)**
   - Base Evaluation on Policies and Procedures;
   - Apply Accurately to Maintain Transparency;
   - Candidate's Option to Elect Newer Procedures.

Department Chair RTP Do's

3. **Ensure that:**

    - Peer-Class Visit Reports are conducted;

    - Student Evaluations are administered;

    - Both are included in the PAF.

4. **Conduct a review that is:**

    - Thorough;

    - Fair;

    - Unbiased.

Department Chair RTP Do's

5. Write Accurate and Balanced RTP Letter:
   - Based on PIF/PAF;
   - Verify Peer-Review;
   - Verify Claims are True;
   - "Suggested Resources and Processes Pertaining to Publication Review in RTP;"
   - Include Areas for Growth.

Sample Statement on Teaching Effectiveness – "The evidence clearly indicates that you are an effective instructor and that you serve our students well, with both student and peer evaluations attesting to the excellent quality of your instruction. While there is no minimum number of courses required for promotion, I do not believe that it is possible to demonstrate growth appropriate to advancement in rank in only two years. I therefore find that you have not yet met the criteria for teaching effectiveness as set forth in 632.3 of the *Administrative Manual, Section 600*."

Department Chair RTP Don'ts

1. **Avoid Unbalanced RTP Review**

    - Carefully read and evaluate scholarly contributions;

    - Do Not List Information Incorrectly in RTP Letter.

2. **Avoid Disparaging Faculty**

3. **Avoid Overly Positive RTP Review**

    - Avoid an Anemic RTP Review;

    - Avoid Giving Candidate False Sense of Security.

Department Chair RTP Don'ts

4. Early Promotion: Typically No Support, e.g.:

- Early to Full in 2nd Year at rank of associate professor;
- Early to Associate in 2nd, 3rd, or 4th Years at rank of assistant professor;
- Early to Associate in Year 5.

Sample Sentences:
- "You have generally received positive comments about your teaching from your students and your colleagues…"
- "Students express concerns…. (be specific)."
- "Peers note the need to improve … (be specific)."
- "I note, however, that although these publications demonstrate a pattern of research productivity, they do not meet the criteria for tenure and promotion that is articulated in XXXX Department Personnel Procedures (and/or College Personnel Procedures)."

Department Chair RTP Don'ts

5. Early Tenure: Don't forget to make the case

- Early tenure in Year 5

- Case must be made by reviewers for how the early awarding of tenure is advantageous to the University's mission, programmatic needs, or priorities

Department Chair RTP Don'ts

6. Do Not Fail to Check and Verify that:

- Scholarly contributions genuinely exist and underwent peer-review process;

- Participation on committees (i.e., attendance and active participation).