Communication Studies Department Personnel Policy
Revised: September 2007
Approved: September 28, 2007

I. INTRODUCTION

A. This statement is supplementary to the pertinent provisions of State statutes, the Unit 3 Agreement between the Board of Trustees of the California State University and the California Faculty Association, CAM, and the Faculty Personnel Policy Statement of the College of Liberal Arts.

B. As a means of encouraging professional growth and clarifying personnel policies and procedures, each candidate for appointment, retention, tenure and promotion will be given a copy of this statement, the College statement, and the Faculty Evaluation Form.

C. Sections of CAM particularly pertinent to the process of recruitment and appointment are 311.1 (recruitment), 311.5 (close relatives), 312 (initial appointment categories) and 315.1 (consultative procedures).

D. Sections of CAM particularly pertinent to the processes of retention, tenure and promotion are 341.1 (performance evaluations and assistance of faculty, evaluation criteria, justification for recommendations, student evaluations), 342.2 (criteria and factors for promotion consideration), 343 (retention during probationary period), 344.1 (tenure eligibility), 344.2 (tenure procedures) and APPENDIX I (Faculty Evaluation Form).

E. Notwithstanding any other provision of sections in the appended criteria and procedures for retention promotion-tenure actions, if the CSU/CFA contract entered into pursuant to the Higher Education Employer Employee Relations Act is in conflict with provisions in these criteria and procedures, the terms of the contract and not the provisions of the procedures and criteria shall govern. Candidates should consult the pertinent portions of the CSU/CFA contract.

II. COMPOSITION AND ELECTION OF PERSONNEL/PEER REVIEW COMMITTEE

A. Electorate. The electorate of the department shall be all tenured and probationary faculty.

B. The Personnel Committee shall be composed of all eligible tenured faculty.
C. The Department Peer Review Committee(s) shall comprise the working sub-group(s) of the Personnel Committee as appropriate, elected annually.

III. RECRUITMENT AND APPOINTMENT

A. The Communication Studies Department will follow designated campus guidelines governing affirmative action.

B. After determining the requirements of a faculty position, the Department shall advertise as provided for in CAM and through contact with appropriate professional organizations.

C. Requirements for appointment

   1. For Lecturer: An earned masters degree, usually in a communication discipline. Demonstrated ability as a teacher and the ability to make a contribution to the mission of the department.

   2. For Assistant Professor: An earned doctorate, usually an earned Ph.D. in a communication discipline. Demonstrated ability as a teacher and the potential to make significant contribution to scholarship and to the mission of the department.

   3. For Advanced Level: For appointment at advanced rank, the candidate must demonstrate a clear record of meeting the criteria described in this document for the appropriate level of appointment.

D. Interviews and Departmental Consultations

   1. After the members of the Department Personnel Committee have reviewed applications, and after they have reached agreement as to the desirability of contacting a particular candidate, the Department Chair or designated representative shall make contact for an initial interview.

   2. After a promising candidate is found, the person may be asked to come to the campus for an interview with the Faculty, the Personnel Committee, the Department Chair, the College Dean, and others the Committee may feel the candidate should meet. No interview shall be conducted until the list of finalists to be interviewed (the "short list") has been submitted to and approved by the College Dean or designee.
3. The Department Personnel Committee shall make recommendations to the Department Chair regarding desirability of employing the candidate.

4. The Department Chair shall forward the Committee's recommendation and his/her own recommendation in writing to the College Dean.

IV. REQUIREMENTS FOR RETENTION, PROMOTION AND TENURE

A. Teaching. The department requires excellent teaching for retention and promotion to all ranks.

1. Approaches to teaching vary according to class, mode of instruction, and teaching style. Although difficult to define, good teaching usually requires the following:

   a. Demonstrated knowledge of the subject.

   b. Skillfulness in communicating with students.

   c. Relevant and substantive lectures and purposeful discussions.

   d. Ability to facilitate student insights and to guide students to additional sources of knowledge.

   e. Professionalism and diligence in meeting classes, keeping office hours, adhering to university exam schedules, evaluating students, advising, and performing related duties.

2. Judgments by the Peer Review Committee and/or Chair will be based upon the following documentation:

   a. Student opinions as expressed in the student evaluations form used by the Department.

   b. Course materials submitted for review, such as syllabi and other relevant materials created or assembled by the candidate.

   c. Classroom performance as observed by peer evaluators.
d. Evidence of participation in activities related to teaching such as the publication of pedagogical articles and participation in panels, workshops and seminars dealing with pedagogical issues.

e. Other pertinent evidence submitted by the candidate.

B. Professional growth and development. All candidates for retention and promotion must document professional growth and include publications in their working personnel action files. All documented professional growth activities are carefully evaluated for tenure and promotion to Associate Professor and Professor.

1. Professional Growth. The following is a representative, but not an exhaustive, list of professional growth activities: Professional publication, attendance and participation in conferences and seminars, e.g., delivering papers, organizing panels, serving as a respondent or critic; application for and acquisition of grants for academic research; presentation of competitively selected and invited conference papers; consulting involving new research or original applications of academic principles; service as an officer of a professional society; service as an editor, associate editor, or reviewer for a professional journal, or as a reviewer or as a consultant for an academic press. Positive professional and journalistic reviews, awards, and other recognitions for scholarly activities are also taken into account.

2. Publication. Level 1 publication is required for promotion to Associate Professor and Professor, although Level 2 publications are also considered as part of the promotion package. Publications prior to employment at Cal Poly are considered in the evaluation process, but active involvement in professional growth activities and several publications during the probationary period at Cal Poly are expected.

a. Publication levels.

1. Level 1 publications include: Book length monographs published by academic presses; peer reviewed articles published in academic journals, particularly those sponsored by well-established professional organizations and societies (journals with limited circulation will be accorded less weight); chapters published in anthologies and academic books, excluding basic textbooks; original edited books; general and advisory editorships.
2. Level 2 publications include: Textbooks and manuals for courses (textbook authorship might be particularly relevant for those hired to teach communication pedagogy); chapters published in textbooks; trade books containing little or no documentation; anthologies comprised of previously published material; review articles and reviews published in academic journals; publication of conference papers in non-peer reviewed proceedings or in state sponsored journals in the communication discipline.

b. Publication expectations. There can be no absolute standard for tenure and promotion since much of the judgment is based on the quality, rather than the number, of publications and professional growth activities. The guidelines for publication below express minimum publication expectations required for a substantive review, and do not imply that the publication requirement can be satisfied quantitatively.

1. Retention. The candidate must demonstrate suitable progress toward fulfilling requirements for tenure and promotion. In the case of a positive recommendation for retention, reviews should identify and recommend action a candidate must take to fulfill any unmet requirements. In the third probationary year, a full performance review is conducted. For this review a probationer must submit one or more Level 1 publications.

2. Tenure and promotion to Associate Professor. A credible case for tenure requires at least three Level 1 publications. Other publications and professional development activities will also be considered. The quality, length, contribution to project (in the case of projects involving multiple authors), and level of attainment signified by various publications will be taken into account.
3. Promotion to Professor. In addition to meeting criteria for promotion to Associate Professor, candidates should submit for consideration three new Level 1 publications. Other publications and professional development activities will also be considered. In general, the candidate’s curriculum vita should document an increase in the quality and scale of his/her scholarship.

C. Service. Documented service activities are expected of all candidates for retention, tenure, and promotion. Service to the department, college, university, and profession, are all considered. Community service, although valued, is of secondary importance. Untenured professors are encouraged to engage in some service activities, but teaching and publication should be their primary concerns.

D. Other Factors of Consideration. All candidates for retention, tenure, and promotion may also be evaluated in light of such factors as “the faculty member’s ability to relate with colleagues, initiative, cooperative, dependability, etc.” (as specified in Faculty Evaluation Form AP 109).

V. PROCEDURES FOR RETENTION, PROMOTION AND TENURE

A. During the first year of employment in a tenure track position, new faculty members should work with the Department Chair to formulate a professional development plan. Special attention should be paid to describing the objectives and goals to be pursued as a teacher, scholar, and professional in the discipline, as well as how those goals may be achieved by the time the candidate is considered for tenure. A copy of the professional development plan should be included in the Working Personnel Action File. Evaluators should review the plan to determine whether it is consistent with Department and College criteria and expectations for tenure. The plan can be refined, as necessary, during the course of the probationary period.

B. Prior to each review during the retention, promotion, and tenure process, the Department Chair shall request the candidate to give evidence of merit by submitting an indexed working action file that includes an appropriate curriculum vitae, a copy of the professional development plan, and supporting materials. Supporting materials should normally include:

1. A report on the candidate’s progress in achieving the objectives and goals laid out in the professional development plan.
2. Quantitative and qualitative student evaluations for the relevant period.

3. Sample teaching materials, such as syllabi, examinations and other materials the candidate deems appropriate.


5. Materials documenting service, if available.

6. Other materials the candidate deems appropriate.

C. The Peer Review Committee shall:

1. As assigned, individually submit written, a signed evaluation to the Chairperson of the Peer Review Committee. Methods of securing and evaluating supportive materials normally shall include:
   a. Review of the working personnel action file kept in the department office and the personnel file kept in the Dean's office.
   b. Class visitations.
   c. Consultation with the candidate as the Peer Review Committee members deem necessary.

2. Compose a summary statement and recommendation for action.

3. Sign the Peer Review Committee recommendation. Provisions shall be made for signatures of reviewers endorsing and not endorsing the recommendation, as well as for abstention votes. Minority reports, if any, will accompany majority recommendations.

4. The Chair of the Peer Review Committee shall forward a copy of the recommendation and any attached reports to the candidate as specified in CAM or the MOU, allowing the candidate, if he/she chooses, such time to submit a written reply as provided for in CAM or the MOU.

5. The Chair of the Peer Review committee shall forward a copy of the summary statement and recommendation, individual evaluations, and candidate's reply, if any, to the Department Chair.
D. The Department Chair shall:

1. Consider the recommendations of the Department Peer Review Committee and the candidate's reply, if any.

2. Make his/her own written recommendation, and forward it to the candidate as specified in CAM and the MOU, allowing the candidate, if he/she chooses, such time to submit a written reply as provided for in CAM or the MOU.

3. Forward recommendations from all levels of review and candidate's responses to the appropriate next level of review.

IV. PROCEDURES FOR PEER EVALUATION OF TENURED FACULTY

A. Each year the Personnel Committee of the department will meet to take note of which faculty members are subject to review in that year, and to elect, for each person under review, a Post-Tenure Review Committee to complete the task.

1. The initial post-tenure review evaluations will normally occur five years from the granting of tenure, or from the most recent promotion. The review process will continue at five-year intervals thereafter, if there is no change in status.

2. Members of the tenured faculty of similar or higher rank than the person being evaluated, and who are not being reviewed that year, will be elected by vote of the tenured faculty to serve as a Post-Tenure Review Committee for a faculty member under review.

3. All relevant CAM and MOU guidelines will be followed in completing these evaluations.

B. The candidate for review shall prepare a working personnel action file which documents continued successes in the areas of teaching, professional development, and service to the department and college and/or university.

C. The Post-Tenure Review Committee as a whole, based upon the information it has examined, shall fill out and sign a Form 109 evaluation instrument for the person undergoing the post-tenure peer review process. The written evaluation shall include the process used, the reasons for recommendations, and evidence in sufficient detail to validate the findings. The Post-Tenure Review Committee shall:
1. Communicate to the faculty member evaluated the results of the evaluation.

2. If areas for improvement are identified, advise the faculty member of avenues for assistance available within the department or university.

3. After the faculty member has received his/her evaluation, the Chair of the Post-Tenure Review Committee and the Department Chair shall meet with the faculty member to discuss his/her strengths and weaknesses along with suggestions, if any, for his/her improvement.

4. A copy of this evaluation shall be placed in the tenured faculty member's Personnel File in the Dean's office.

V. PROCEDURES FOR PERIODIC EVALUATION OF TEMPORARY FACULTY (PART-TIME AND FULL-TIME)

A. Full-time temporary faculty appointed for three or more quarters, regardless of a break in service, must be evaluated according to the provisions of CAM or the MOU. The evaluation shall include student evaluations of teaching performance, peer review by a committee of the department consisting of at least two tenured department faculty members, who have been elected by the probationary and tenured members of the department, and evaluations by the Department Chair and the College Dean.

B. Part-time temporary faculty appointed for three or more quarters, regardless of a break in service, shall be evaluated in accordance with the periodic evaluation procedure. Such evaluations shall include student evaluations of teaching performance, evaluations by appropriate administrators and/or department chair, and an opportunity for peer input from the department.

C. A temporary faculty member appointed for two quarters or less shall be evaluated at the discretion of the Department Chair, the appropriate administrator, or the department. The faculty member may request that an evaluation be performed.

D. The person under review shall provide his/her peer review committee/or department chair with a working personnel action file which shall include a current curriculum vitae, syllabi for all courses taught during the period under review, student evaluation summaries, and any other material considered relevant by the faculty member to the purposes of evaluation.
E. The criteria for evaluation of temporary faculty follow the general guidelines for Retention, Tenure and Promotion (See Section IV of this document), but there are some significant differences as noted herein.

1. Teaching Effectiveness: This is the most important aspect of the evaluation of full time and part-time lecturers in the department. (See Section IV-A of this document for the criteria used to measure teaching effectiveness).

2. Professional Development and Service: Professional development and service activities above and beyond instructional responsibilities delineated in the MOU are always noted positively.

F. Based upon the information provided by the faculty member under review, the Peer Review Committee and/or Department Chair, as appropriate, shall prepare a written evaluation. This evaluation shall include the process used, the reasons for the recommendation based upon the criteria provided above, and evidence in sufficient detail to validate the findings.

G. Copies of these evaluations shall be placed in the faculty member’s Personnel Action File in the College Dean’s office.

H. Once evaluations at all relevant levels have been completed, the chair of the Peer Review Committee and/or department chair, as appropriate, shall:

1. Communicate to the faculty member evaluated the results of the evaluation.

2. Meet with the faculty member to discuss the evaluation, along with suggestions for his/her improvement, if any.

3. If areas for improvement are identified, advise the faculty member of avenues for assistance available within the department or university.

I. Eligible temporary faculty may be evaluated for a range elevation in accordance with the College of Liberal Arts criteria for range elevation (appended to this document). Faculty who choose to be evaluated for a range elevation must notify the College of Liberal Arts of their intention, after which they will be evaluated according to the evaluation schedule provided for in CAM.

VI. DEPARTMENT CHAIR POLICY SELECTION PROCESS
A. Term of office. The Chair of the Communication Studies Department will serve a term of three years.

B. Procedure for recommending a candidate for Department Chair.

   1. By the last day of the Fall Quarter of the third year of a term of office, any member of the department faculty who wishes to be considered for the Department Chair position must notify the faculty of her/his intentions.

   2. The department faculty will recommend that the Dean of the College of Liberal Arts appoint the faculty's preferred candidate to the position of Department Chair.

      a. Voting to determine the candidate to be recommended will be limited to tenured and tenure-track (probationary) faculty.

      b. The recommendation must be based on a majority rather than a plurality of the voting faculty. If no applicant receives a majority in the initial voting, there will be a run-off vote between the two applicants receiving the greatest numbers of votes in the initial voting.

      c. All voting will be conducted by secret ballot.

   3. The recommendation process will be guided by the following schedule:

      a. By the end of the 7th week of the Winter Quarter, applicants should distribute to the department faculty any statements they wish to make regarding their candidacy.

      b. By the end of the 8th week of the Winter Quarter, the chair of the department Personnel Committee (or acting chair should the chair be an applicant) will distribute ballots to the voting faculty.

      c. By the end of the 9th week of the Winter Quarter, all ballots must be cast. The ballots will be counted, a run-off vote held (if necessary), and the results reported to the department faculty and the Dean of the College of Liberal Arts.

   4. In the event that no member of the department faculty applies for the position, or should the faculty decide to pursue the possibility
of hiring a Chair from outside the department, the faculty will request that the Dean appoint an interim Chair for a period of one year. The faculty will then establish an appropriate schedule for soliciting and considering applications. A decision to open the position to applicants from outside the department is not intended to dissuade current members of the department faculty from applying for the position.

VII. DUTIES OF THE DEPARTMENT CHAIR

A. The task of the Chair is to lead the faculty through support, recommendations, and by example in teaching, professional development, and service. The Chair guides the faculty in making the decisions that need to be made both in planning for the future (e.g., curriculum development) and in day-to-day operations (e.g., hiring in faculty). On policy issues, the Chair is not a "manager" to whom people report, but a first among equals.

B. The Chair is nominated by a vote of the tenured and probationary faculty of the department and is appointed by the College Dean. The Chair serves-at the pleasure of the Dean-a term which is normally three years and which, with the Department's recommendation and concurrence of the Dean, may be renewed. During the term of office, performance must be satisfactory to the department faculty, the Dean, and the appointee.

C. General Duties

1. Teach upper and lower division classes, working to update and improve the classes on a continuing basis.

2. Maintain a personal program of professional development including research and other activities.

3. Administer operations.

D. Governance

1. Make agendas for and presides at departmental meetings.

2. Represent the department to the College Dean, administration, other departments, and to the public.

3. Transmit administrative information requests and directives to the faculty and staff.
4. Serve on the College Council and other bodies as needed.

E. Department Administration

1. Serve as a separate level of review in making recommendations on appointment, reappointment, tenure, and promotion of faculty.

2. In consultation with the Personnel Committee, recruit and hire new faculty and evaluates both temporary and probationary faculty for retention, tenure and promotion.

3. In consultation with the Department Curriculum Committee, help the entire faculty develop and revise the curriculum.

4. In consultation with Department Budget Committee, make budgets for operating expenses such as supplies and services, student assistants, and travel; administers same, making day-to-day spending decisions.

5. Process change of major petitions for students entering and leaving the department and issue probation warnings and/or recommendations for dismissal of those students who fail to meet academic standards, etc.

6. Assist faculty, particularly new faculty, in meeting teaching, professional development, and service responsibilities.

VIII. POLICY REVISIONS

Revisions of the statement may be initiated by the Department Chair, the Department Personnel Committee, or any faculty member. Revisions shall be approved by vote of the faculty prior to submission to the Dean.