Feedback from 12-7-21 Brown Bag Presentation

Suggestion #1

- Suggests adding an additional descriptor beyond “on track”, “not on track”
- “Substandard”?
- Problematic to get rid of someone “not yet on track” in teaching; doesn’t allow for development and growth, which is the purpose of RTP.

Committee response: We have modified the requirement for retention; now one needs a rating of “on track to meet or exceed” in one of three categories, rather than specifying which category. SP 17-08 (current policy) requires two scores of “3” (“meets”), one of which must be in teaching.

Suggestion #2

- Only allow late submissions to portfolio in year 3 and year 6:

Committee response: We added this to the section K on the Portfolio.

Suggestion #3

- Too many files for one committee (URTPC)?

Committee response: Wait to see what Provost says regarding reassigned time for URTPC.

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Feedback from Senate Canvas discussion page

1. Standards for RTP

I would like to suggest adding "On track to exceed..." and "Exceeds" as evaluative categories as this would provide useful information to how well a probationary faculty member is doing (and potentially to where they could dial it back if they start to feel stretched in their work/life balance). I concur, however, that it is time to leave Lake Woebegone behind us and ditch the requirement of ratings of exceeds. Adding "On track to exceed..." would also provide guidance for faculty in determining whether they should go up for tenure early. Here the proposed early/tenure promotion language is much clearer.

FAC response: We have modified the descriptor to “on track to meet or exceed standards”. We see value in keeping a binary system, which will not create expectations of needing to “exceed”.

2. URTPC

What about making faculty ineligible to serve for a set number of cycles, if other faculty are available? This would further ensure distribution of workload across all senior faculty. And, must the URTPC be elected by a vote; could names be literally pulled from a hat?

FAC Response: We have added language that faculty who have served for four years on URTPC can opt out for four years. We are not proposing a randomly selected URTPC. A committee of this importance should be elected.

3. PPC

Must each program have one and only one PPC to handle all faculty under review? What about programs like Art, which are essentially two disciplines in one? Or what about faculty who teach between a discipline and an area/ethnic studies program? Should faculty not be reviewed by those best equipped to evaluate their contribution to scholarship and the university? This will become more of an issue as we hire faculty in as joint appointments or with teaching assignments in not only CHS, but AFS, Native American Studies, AAPI, etc.

FAC Response: CBA is clear on this: one committee per program:

- "Periodic evaluations shall be conducted by **the** peer review committee of the department or equivalent unit, and the appropriate administrator." (15.33)
- "The probationary and tenured faculty unit employees of the department or equivalent unit shall elect **a** peer review committee of tenured faculty unit employees for the purpose of reviewing and recommending faculty unit employees who are being considered for retention, award of tenure, and promotion." (15.41)

5. PPS, item 9

Will additional guidance be provided about what this means? Is service for which reassigned time is given to therefore be considered separately from other service? Is assuming a role that warrants reassigned time to be seen as evidencing a higher commitment to service than faculty who do not assume such a role?

FAC Response: We are deferring to the PPS to make the distinction regarding types of service and how to rate them.

"Each program shall indicate in its PPS that the evaluation of faculty contributions in the area of Service shall consider any extraordinary compensation provided in exchange for performing said service (e.g., reassigned time beyond the standard three units provided to all faculty) when determining the faculty member's professional growth and accomplishment in the area of Service."

6. Portfolio, item 5

This is a welcome change! There is not concurrence as to whether a probationary year's evaluation is about that single year's performance, or about overall performance of time in rank. Perhaps the document could be retouched as needed across the whole to make it even clearer that each year is a

comprehensive evaluation and that the evaluation is whether the candidate is "On track" for tenure in a comprehensive sense. --> I see that this language is included as C.4. Thank you!

FAC Response: We have clarified that reviews are cumulative in at least two sections: K, and C.

7. Review Processes, re: Chairs

Should Program Chairs automatically chair all PPCs (and thus be automatically disqualified from URTPC)?

FAC Response: Why should chairs automatically chair all PPCs? Should be left up to the department.

As a corollary: Should we pass a policy stipulating that Program Chairs must be of the rank of Full Professor? (A Chair at the rank of Associate cannot review files of an Associate up for Full.)

FAC Response: This question is beyond the scope of the RTP policy. There is currently no Senate policy on chairs other than the evaluation of chairs.

8. Eligibility, item 1

One can use CSU degree codes or the federal CIP codes to determine discipline. As a medieval art historian, I can say that a studio artist is "outside my discipline" but that a contemporary art historian would not be outside my discipline.

Except in instances in which there are no other faculty in a discipline, faculty should be reviewed by a PPC of colleagues in their discipline. Thus an Art Historian should have all eligible art historians on their PPC before it is filled in by colleagues from art studio, and vice-versa. This returns to the issue noted re: 3 PPC, above.

FAC Response: Again, the CBA is clear on this point: one PPC per program.

8. Eligibility, Item 2

This pertains to all -- Chairs, PPC, URTPC, Deans, Provost? A welcome addition.

FAC Response: Thank you.

9. Responsibilities of Program Chairs

Item 1: Perhaps Chairs should be required to chair all PPCs in their Department.

FAC Response: See above.

Item 3: Why is this informal? Perhaps the guidance should be formal, and Chair training should include specific information on the RTP process.

FAC Response: According to the proposed revision, chairs have the responsibility of being a mentor to faculty undergoing the RTP process. We removed the adjective “informal” with regard to the chair’s mentorship role.

Item 4: If a Chair is undergoing review, who else will be available to provide that perspective of faculty in their program? Are there workarounds to ensure their perspective is involved, without violating the CBA? (The same could be said of Chairs at the Associate rank.)

FAC Response: If the chair is unavailable to participate in RTP, there are still several levels of review: PPC, Dean, URTPC, Provost. Also, the chair's perspective from prior and/or subsequent years will be available for review.

11. Responsibilities of PPCs

Junior faculty members are often confused about the RTP process. Many of us are grateful to that senior colleague who shared their Tenure Binder with us, but now that files are digital this is less readily done. FA sessions focus more on the deadlines and policies than on the practical nuts-and-bolts, e.g., What is the best way to show teaching effectiveness? Should I include all syllabi or only one per course? How many sample assignments are enough? Is it sufficient to list my talks, or should I include conference programs, fliers, and other proof that the talk took place?

FAC Response on syllabi: The syllabi question is answered in section K of policy. “ When teaching multiple sections of the same course, only one syllabus from each course is required, unless significant changes were implemented.”

FAC Response on quantity: Use your best judgment on how many assignments to submit.

FAC Response on documentation: The appendix is available for including conference programs, but no system is foolproof.

FAC Response on mentoring: One can still share their PDF file, just like one shares a binder. Sharing of files with junior colleagues is encouraged.

12. I would recommend that the job of the PPC include holding a formal session with all faculty under review that year to share that committee's expectations about the contents of binders and the types of evidence that committee would like to see.
FAC Response: The required elements of the portfolio are listed in the RTP policy. Programs are free to add more specificity in their PPS. PPCs vary by year, so to ensure consistency, faculty should be counseled to follow PPS and RTP policy.

5. Please adjust the charge of the Committee on Committees, as needed. so that this election does not fall through the cracks.
FAC Response: Revised Senate bylaws include this language.

E.1. See comments above as to why I find that a single PPC is not appropriate for certain departments, or for certain faculty members. This is particularly the case for faculty who teach in area/ethnic studies, who should have at least one colleague from their area/ethnic studies on their committee to speak to their work in that realm. This is an equity issue, in particular in terms of venues for dissemination of scholarship. E.7 speaks to MOUs for joint-appointed faculty, but not all faculty with ethnic/area studies teaching, scholarship and service are in joint appointments.

FAC Response: See above: CBA stipulates one PPC per program. Candidates are welcome to include external letters of support in their appendix, as indicated in some PPS.

Also, why provide the choice of three or five members; why not stipulate one or the other?
FAC Response: Leave some choice to the program. Why does it need to be stipulated?

H.2. No one likes requiring more paperwork, but the PDP is a valuable exercise in long-range planning. It might be useful to require newly promoted Associate faculty to prepare a revised PDP for their journey to Full professor; this would be another opportunity for mentorship from one's Chair or Full professor colleague. This would also support faculty whose areas of research, teaching, or service have diverged significantly from what they initially envisioned.
FAC Response: Faculty promoted to Assoc. Prof. with tenure have established a track record and trajectory. There is room for autonomy at this point, in addition to reducing committee work.

I.3. Could this be construed as necessitating approval? Perhaps instead, "... shall be submitted to the URTPC for approval..."
FAC Response: Change adopted as suggested.

I.6. Should performance of teaching evaluations be made the responsibility of PPC members? (E.g., in the Fall PPC members review folios; in the Spring they collectively ensure that peer reviews are performed for all probationary faculty and all tenured faculty up for post-tenure review/promotion the following year.)
FAC Response: Commenter is referring to ***observations*** of teaching (not evaluations). We cannot require that PPCs must perform observations. Best left to individual programs. A wider perspective may be better.

I.9. See comments above about the need for clarification as to exactly how reassigned time shall be factored into evaluation of service.
FAC Response: This is an area for each program to address in PPS. Cannot be standardized university wide.

I.12. Either, "PPS changes" or "PPS should change"
FAC Response: changed as suggested

J.2 & 3: As commented above, it should be the responsibility of the PPC/Chair to coordinate peer reviews of teaching, especially for faculty in their first term of employment. Supplemental observations are at the discretion of the faculty under review.
FAC Response: We added language to the chair's responsibilities regarding the chair providing assistance in this regard. See section T, 2.

K.7. General.d overlaps with K.7.Teaching.d. The Teaching.d might be more specific than, e.g. ... etc., considering that these are really required elements. "...at the current rank, including such relevant details as modality, new preparation, class size, experiential/service-based components, etc.
FAC Response: we have clarified language as suggested.

K.5 appendix: Perhaps more concrete guidance is useful in terms of evidence of teaching effectiveness. This would be a good place to reiterate assessment of SLOs as the primary mode. suggestions as to other types of documentation would be useful.
FAC Response: Assessment of SLOs is already mentioned in this section. We added more examples of documentation possibilities.

I'm also grateful to the committee for their thorough and careful work! Allow me to share a few small suggestions:

Standards for RTP

Alison's suggestion for an additional possibility of "on track to exceed" is a good one. Perhaps more critical, however, is the concern that was shared with me by a thoughtful colleague: for retention, two of the three categories need to be judged “on track.” That effectively means that nobody can ever fall behind in two or more areas or they will not be retained. This could lead to inflated evaluations and the loss of opportunities for clear communication and constructive advice. Recommendation: let the evaluations fall wherever they fall – and then have a separate recommendation for retention, perhaps with a verbal justification. We need a way to give the message that people are not on track to get tenure without just letting them go at that point.

Response: We have given guidance on the developmental nature of the ratings and the importance of considering candidates' overall trajectory. We have removed the requirement that “meets or exceeds” rating must be in the category of teaching. Each evaluation is accompanied by a recommendation, but we don’t feel comfortable decoupling the evaluation rating from the recommendation to retain or not retain because the decision to retain could become too arbitrary.

URTPC committee (Excessive workload)

The proposed change is an improvement. (Proposed: “A faculty member who has served two full two-year terms on the URTPC may choose to exempt themselves from the next four annual election cycles immediately following completion of their second, two-year term.”) However, when we consider sabbaticals and other leaves, temporary administrative gigs, and other reasons to not finish a full two-year term (proposed: becoming a chair) – the “two full-year terms” piece seems excessive. Of the 4 first-year members of URTPC last year, three are not serving this year for one of the reasons cited above. This proposed change would be improved by just making it a total number of years. I suggest 4, for equivalency.

Response: Thank you. We changed our proposal to the possibility to opt out after 4 **years** of service on URTPC, rather than two terms.

Question from untenured faculty regarding how current policy is impacting people of color or members of underrepresented groups.

FAC response: We have added the suggestion to include evidence of cultural taxation to the list of items one could include in the appendix to the portfolio. See section K.

Feedback from Untenured Faculty Organization

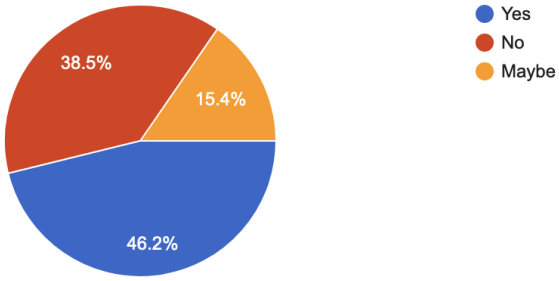
13 responses

Accepting responses

Summary Question Individual

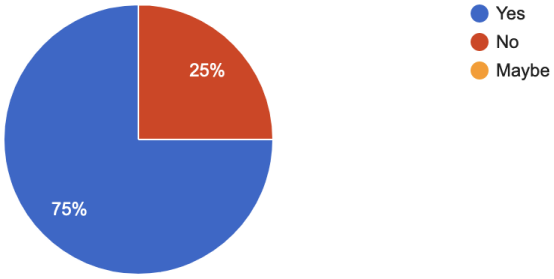
Option A (suggested by URTPC): binary rating system"On track to meet Program Personnel Standards""Not yet on track to meet Program Personnel Standards"

13 responses



Option B (suggested by FAC, incorporating feedback received to date): three category rating system"On track to exceed Program Personnel Standards""On track to meet Program Personnel Standards""Not on track to meet Program Personnel Standards"

12 responses



Comments--especially if you answered maybe . . .6 responses

Just based on my current experience with RTP, I would like clarity on when I might be overworking or overextending myself relative to my peers and the expectations of the RTP

reviewers. Additionally, I would also make it clear (if Option B is used) that the selection of the middle category is a literal communication. That is, if you are rated as in the middle category it is not to be interpreted as a warning to do more work. Thanks for this chance for feedback!

Option A seems clearer. I am concerned that Option B might suggest a new, higher standard for tenure and retention: of exceeding the PPS rather than meeting the PPS.
FAC Response: This echoes the sentiment of the committee.

Either of these are good options, no more than 3 to keep focused and leave less room for ambiguity. The option of the 3 is best so that individuals are acknowledged for exceeding. The important thing is to just let tenure track faculty know if they are on track or not.

Given that URTPC, and the PPC write letters describing how we are and are not meeting standards it seem like it is a more straightforward approach and time efficient to just have the two categories. It also removes the false competition to see who can get the exceeds standards category, or for the evaluators to have to justify who gets that distinction. Given that there is yet to be a rubric for URTPC to calibrate standards across evaluation years, it is not a constant designation. The binary also matches the evaluation language in the CBA.
FAC Response: This echoes the sentiment of the committee.

Moving from rating to this qualitative binary approach makes a lot of sense. I prefer Option B because if provides with a more granular description of where you are at. Thanks for all your work on this.
This will make the work of URTPC easier and serves the same purpose - is the person on track or not.
FAC Response: This echoes the sentiment of the committee.