

**Official
Approved
Department
Personnel
Standards**

Date: 12/18/2015



**California State University
Fullerton**

**Department of Management
Department Personnel Standards**

**Approved December 18, 2015, by Provost Cruz for
Implementation with the 2016-2017 Academic Year**

CALIFORNIA STATE UNIVERSITY, FULLERTON
Mihaylo College of Business and Economics
Department of Management

DEPARTMENTAL PERSONNEL STANDARDS

I. Introduction

A portfolio or a Working Personnel Action File (WPAF) and these department guidelines are required by UPS 210.000 (Teaching Faculty Personnel Policy and Procedures).

II. Department Guidelines

- A. Criteria and Weights. The criteria for evaluation are: (1) Teaching performance; (2) Scholarly and Creative activity; and (3) Professional, University and Community Service. The evaluation is based on faculty performance while at CSUF, and performance at other institutions when hired with service credit. Less is required in the area of Professional, University and Community Service of those who have not yet earned senior rank because it is very important that such individuals first establish unambiguous strength in Teaching Performance and Scholarly and Creative Activity. Junior and senior faculty members may assign the following weights to the three criteria:

Teaching Performance	40% to 50%
Scholarly and Creative Activity	35% to 45%
Professional, University and Community Service	10% to 20%

The combined weights for teaching performance and scholarly and creative activity must be at least 80%.

B. Measuring Performance.

1. Form Assigning Weights. The faculty member shall use the form provided by the department to assign weights to the three basic criteria. A sample form is attached hereto as Exhibit 1. The form shall be included in the file, and it shall be signed and dated by the faculty member.
2. Ratings. Performance in each criterion is measured on a scale of 0-100 independently by each member of the personnel committee and by the Department Chair. In each category:

Unacceptable is less than 60.
Marginally acceptable is 60-69.
Acceptable is 70-79.
Good is 80-89.
Excellent is 90 or above.

The DPC's rating will represent a concurrence of member ratings. In addition to a numerical evaluation, the DPC will provide comments upon the candidate's qualifications under each of the criteria.

The evaluation report should include a discussion of all points of view held by members of the committee and provide clear and specific reference to the department standards.

The DPC shall formulate a recommendation which should include the reasons for the recommendation. The recommendation and evaluation report should be approved by a simple majority vote of the DPC and signed by the chair and all members of the DPC. The vote tabulation shall be recorded on the recommendation form. Signing of the recommendation form should be in alphabetical order. The entire file, with the evaluation and recommendation, is then returned to the chair.

C. Reappointment.

1. First Year Probationary Faculty. No Review. However, during the first year of appointment to a tenure-track position, faculty will construct a Prospectus as specified in UPS 210.00, II.
2. Second and Fourth Year Probationary Faculty. Full Review through submission of a Portfolio. To qualify for reappointment, probationary faculty members must achieve a weighted average score from the DPC of at least 65 for second year and 70 for fourth year. For the fourth year review, to enable the DPC to evaluate progress, the previous year's DPC recommendation must be included in the Portfolio.
3. Third and Fifth Year Faculty. Periodic Review. The DPC and the Department Chair will evaluate the probationary faculty member's performance. To enable the DPC to evaluate progress, the previous year's DPC recommendation must be included in the Portfolio. The periodic review can only result in an additional probationary year.
4. Sixth Year Faculty. Full Review through submission of a Portfolio. To enable the DPC to evaluate progress, the previous year's DPC recommendation must be included in the Portfolio. Possible outcomes: tenure effective the following year, or a terminal year.

D. Tenure. An individual without an earned doctorate from an accredited school may not be appointed to a tenure-track position. Probationary faculty may be recommended for tenure at any time after their first year of appointment. Faculty should normally be considered for tenure during their sixth probationary year, regardless of the rank at which they were appointed. The granting of tenure requires a more rigorous application of the criteria than reappointment.

1. Assistant and Associate Professors. To qualify for tenure at the Assistant/Associate levels, a faculty member must achieve a weighted average score of

at least 80 and at least 75 in both Teaching and Scholarly and Creative Activity.

2. Professors shall normally be considered for tenure during their sixth probationary year. Tenure at the Professor level shall require performance at least equaling the standards required for promotion to Professor.
 3. Early Tenure. Early tenure is unusual and will be recommended only under exceptional circumstances. To qualify for early tenure a faculty member must achieve a weighted average score of at least 90, and at least 90 in both Teaching and Scholarly and Creative Activity, and demonstrate a sustained record of teaching excellence and scholarly/creative activity.
- E. Promotion. A probationary faculty member shall not normally be promoted during the probation; however, a faculty member may be considered for early promotion after completing at least one year of service in rank at CSUF.
1. Promotion to Associate Professor. Promotion to Associate Professor will require a weighted performance score of at least 80.
 2. Promotion to Professor. Promotion to the rank of Professor shall require evidence of continuing Scholarly and/or Creative Activity. A score of at least 85 is required for promotion to Professor.
 3. Early Promotion to Associate Professor. An early promotion to Associate professor shall require a score of at least 85.
 4. Early Promotion to Professor. An early promotion to Professor shall require a score of at least 90.

III. The Portfolio

The Portfolio consists of two parts, the file itself and the appendix, and represents a cumulative record of the faculty member's performance at CSUF. See UPS 210.00 for required inclusions and the format of the Portfolio. When a candidate has "Prior Service Credit," the Portfolio shall also include data and materials generated during the period for which service credit is granted.

The following are important points for inclusion in the Portfolio:

- A. Include in the Portfolio a) a table of contents of the Portfolio, b) a copy of department standards, c) a blank copy of the student opinion form(s) used for evaluation, d) a table of contents of the appendix, e) an up-to-date and complete vita, f) statistical summaries of student opinions from all classes taught at CSUF during the past four years, g) statistical summaries of grade distributions from all classes taught at CSUF during the past four years, h) teaching assignments for each semester covered by the review, i) narratives which shall contain (1) Prospectus prepared in year one and (2) a concise self-assessment of

accomplishments in each of the three areas of performance, and j) other acceptable evidence suggested by UPS 210 and the department guidelines.

- B. The file must be organized in such a way that there is a section dealing with each of the three criteria. Each of the three sections should be subdivided by years of service.
- C. Include in the appendix bulky materials, i.e. filled-in student opinion forms and reprints of manuscripts, etc.
- D. Any material identified by source may be placed in the Portfolio including, but not limited to, signed statements from students, other faculty members, or other persons. Identification shall indicate the author, and/or the committee, the campus office, or the name of the officially authorized body generating the material.
- E. A faculty member will be evaluated on what is in the Portfolio after the faculty member has reviewed it with the Department Chair and added any desired material. The file should be considered closed when the faculty member turns it in and the chair certifies that it is complete. Material that becomes available after the file is closed may only be added as provided for in UPS 210. For those faculty who have approved Prospectus, progress toward retention, tenure, and promotion will be measured against expectations stated in UPS 210.00 and Department Personnel Standards.

IV. Criteria For Retention, Tenure and/or Promotion

- A. Teaching Performance. The following factors will be used in evaluating teaching performance. The percentages in each category will serve as a guide to both the DPC and the faculty member by indicating the relative weight to be placed on each category. The faculty member's explanations in the narrative will also be considered by the DPC in arriving at a final rating for each category.

- 1. Student Evaluations 40-50 %

Trends in student evaluations summary statistics and written student comments will be taken into consideration. The faculty member's overall rating will be averaged for classes taught during their years at CSUF. The faculty average rating will be compared with the average department or cluster rating for the same period.

As a general guideline, student evaluations of teaching performance will be interpreted as follows:

3.5 - 4.0	Excellent
3.2 - 3.49	Good
2.9 - 3.19	Acceptable
2.6 - 2.89	Marginally Acceptable
<2.6	Unacceptable

2. Statistical Summaries of Grade Distributions **15-20%**

Grades in each course offering will be compared with departmental guidelines for the course. If the GPA of every course taught during their years at CSUF falls within the departmental guidelines for that course, the faculty member will receive the total points for this category. In other cases, a proportionately appropriate rating will be made; for example, if 9 of 10 distributions meet the guidelines, the faculty member will be awarded 9/10 (90%) of the total points for this category. Honors courses and graduate students' grades enrolled in 400 level courses are exempt from following these guidelines.

Grades should be distributed within the range and not clustered at either endpoint of the range without compelling justification.

Reasonable variations in grade distributions are as follows:

<u>Course</u>	<u>Low</u>	<u>High</u>
200 level	2.0	2.7
300 level	2.0	2.8
400 level	2.1	2.9
449	2.2	3.0
500 level	3.0	3.7

3. Course Files **25-30%**

The following will be evaluated for each course taught: syllabus/course outline demonstrating currency in the discipline, project/paper assignments, class handouts/packages, reading assignments, computer assignments, and tests. The Committee **may seek** an evaluation of this material by the cluster via its coordinator and take such evaluation into consideration in evaluating the quality and suitability of the material.

4. Innovations Relating to Teaching **0-10%**

Development of new courses and programs, new instructional material, and new approaches to teaching courses.

5. Other Material and Criteria **0-10%**

Evidence of the following items made available by the Committee will be subjectively evaluated, in total, under this category:

- a. Mastery of teaching multiple subjects and/or in multiple cluster areas
- b. Awards received for teaching excellence.
- c. Written request for instructional materials from other instructors, former students, and business people are an indication of quality.
- d. Letters of appreciation or approval from business people, visiting faculty members and visiting students.
- e. Use by other faculty members of handouts, course outlines and other original materials.

- f. Signed comments from individual students submitted on their own initiative.
- g. Reports on unpaid public lectures given and not counted as service.
- h. Course coordination.
- i. Correspondence with other instructors on developing the discipline.
- j. Preparation of example course files.
- k. Visiting other classroom presentations.
- l. Team teaching or exchanges.
- m. Completion of self-study courses in business fields.
- n. Support of Independent Study.

B. Scholarly and Creative Activity. The primary evidence of scholarly and creative activity, as well as the requirement for tenure is publication or acceptance of blind, peer-reviewed journal articles.

1. Blind peer-reviewed journal articles and peer reviewed books **60-100%**

An average of one high quality blind peer-reviewed journal article per year indicative of continuous research activity will receive a 'Good' rating for this category. However, adjustments to the points will be made in consideration of the following: sole/first/co-authorship; books subjected to peer review; quality of the journals; and evidence of contribution to the discipline or of superior quality; for example, the number of times cited. Faculty are responsible for submitting documentation regarding the quality of the outlets in which they are publishing including, for instance, information about journal impact factor, rankings, editorial board and so on.

2. Other publications **0-10%**

Editorially reviewed articles
 Articles without peer or editorial review
 Textbooks
 Book chapters

3. Scholarly/Creative activity receiving support **0-20%**

Institutional support in the form of research grants, particularly research grants funded by sources outside the university.

4. Other **0-30%**

Papers published in Proceedings. These may vary in editorial scrutiny. An explanation of the importance, competitiveness, and prestige of the Proceedings should be provided, if relevant to the assessment of those papers.
 Citations of the faculty member's work by others.
 Book chapters.
 Published cases.
 Presentations at regional, national, or international levels

C. Professional, University and Community Service.

The following factors will be used in evaluating professional and service activities. These factors are listed such that Sections 1 and 2 are most heavily weighted with others receiving equal weight. The faculty member's explanation in the narrative will be considered by the DPC. Excellent performance in one area can compensate for low performance in another.

1. Contributions to the Larger Professional Community.
 - a. Committee work or offices held at state, regional, national and international levels.
 - b. Participation in regional, national, or international meetings and institutes.
 - c. Reviewing manuscripts, journals, or texts.
2. Departmental Service.
 - a. Attendance at meetings.
 - b. Service on department committees.
 - c. Activity coordinators or representatives.
 - d. Area and course coordinators.
 - e. Advisor to student groups.
3. Local Activity.
 - a. Offices held in local chapters.
 - b. Extension, editorial or liaison work.
 - c. Memberships and participation in organizations which advance management or its related disciplines.
 - d. Sponsoring of student admission into local chapters.
 - e. Serving as resource person for professional organization or government agency.
4. College Service.
 - a. Senate membership and attendance.
 - b. Senate committee membership and activity.
 - c. Attendance at awards ceremonies, open houses and other activities which support student activities.
 - d. Serving as College representative in University affairs.
 - e. Serving on committees for other departments.
 - f. Presentations and addresses to MCBE groups.
 - g. Serving as a mentor.
5. Service to the University.
 - a. Member, Academic Senate.
 - b. Member, Academic Senate committee or ad hoc group.
 - c. Member, University committee or ad hoc group
 - d. Sponsoring or serving as faculty advisor for a recognized student organization.

e. Presentations and addresses to University groups.

6. Service to Community.

- a. Lectures, talks and addresses to community, business and government organizations.
- b. Sponsorship of and advisement to community, business and government organizations.
- c. Membership and activity in community, business or government organizations.
- d. Service to other universities; for example, dissertation committee member, advisor/consultant.

V. Personnel Committee.

A. The department's tenured and tenure track faculty shall elect by secret ballot its personnel committee by not later than the end of the second week of the fall semester. The Committee shall consist of three tenured faculty members with at least one alternate, who shall also be tenured. No person shall serve on the personnel committee when that person will be on any type of leave during the year of service. An associate professor cannot be a peer reviewer of a request for promotion to full professor.

B. The alternate member will serve when: (1) a regular member's file is being reviewed by the committee; (2) a faculty member being reviewed requests the alternate serve because the faculty member has filed a grievance which involves the regular member; (3) the regular member is ill or incapacitated; or (4) the regular member disqualifies himself/herself from the reviewing process due to a potential conflict of interest.

VI. Each probationary faculty member will be assigned a mentor who will provide active support and guidance during the year the Prospectus is prepared.

Approved by the department - September 28, 1995

Amended and approved by the Management Department - March 14, 1996

Amended and approved by the Management Department - November 10, 1998

Amended and approved by the Management Department – April 20, 1999

Amended and approved by the Management Department – April 23, 2003

Sec V changes approved by the Management Department – May 18, 2009

Sec V changes approved by the Faculty Personnel Committee—Oct 9, 2009

Amended and approved by the Management Department - March 6, 2015

EXHIBIT 1

ASSIGNMENT OF WEIGHTS Candidate Name _____

The Three Basic Criteria:

Weight

Teaching

Scholarly & Creative

Professional, University & Community Service

EXHIBIT 2

CANDIDATE _____ DATE _____

DEPARTMENT PERSONNEL COMMITTEE MEMBER EVALUATION: SUMMARY

Teaching Performance - _____%

Excellent Good Acceptable Marginally Acceptable Unacceptable

COMMENTS:

Scholarly and Creative Activity - _____%

Excellent Good Acceptable Marginally Acceptable Unacceptable

COMMENTS:

Professional, University and Community Service - _____%

Excellent Good Acceptable Marginally Acceptable Unacceptable

COMMENTS:

Weighted average score =

EXHIBIT 3

CANDIDATE _____

DATE _____

DEPARTMENT PERSONNEL COMMITTEE MEMBER EVALUATION: BREAKDOWN OF SCORES

Dimension	Weight	Score	Points
Teaching			
Student Evaluations			
Grade Distributions			
Course Files			
Innovations			
Other Materials			
<i>Total Score – Teaching</i>			
Research			
Refereed Pubs			
Other Activity			
<i>Total Score – Research</i>			
Service			
<i>Total Score - Service</i>			
Total Score (Overall)			