

CALIFORNIA STATE UNIVERSITY, CHICO

Department of Recreation, Hospitality, and Parks Management

Standards for Retention, Tenure, and Promotion (RTP): Personnel Policies and Procedures

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SECTION I. INTRODUCTION

The Department of Recreation, Hospitality, and Parks Management Faculty Personnel Policies and Procedures document has been developed in accordance with the [University's Faculty Personnel Policies and Procedures \(FPPP\)](#) and the [Collective Bargaining Agreement Memorandum of Understanding \(CBA\)](#). It outlines standards, policies, and procedures that take into consideration the unique qualities and needs of the Department of Recreation, Hospitality, and Parks Management as a professional program within the college and university.

If any discrepancies exist between the FPPP, CBA, and this document, the FPPP and CBA take precedence.

All faculty members are required to contribute to the development of the Department of Recreation, Hospitality, and Parks Management and its programs. The tasks and duties around these responsibilities will be given significant weight in the personnel evaluation process.

SECTION II. PURPOSES

The Department of Recreation, Hospitality, and Parks Management Personnel Policies and Procedures purposes are:

- A.** To delineate policies and procedures related to the
 1. Retention, tenure and promotion of faculty
 2. Evaluation of part-time and full-time lecturers/faculty
 3. Fifth year evaluation of tenured faculty
 4. Evaluation and recommendation of lecturer faculty for Range Elevation
- B.** To support the programmatic needs and personnel considerations delineated by, and inherent in, the Department's strategic plan at various levels.

SECTION III. ASSUMPTIONS

Mission and Goal of the Department of Recreation, Hospitality, and Parks Management

We create a welcoming community committed to academic excellence that prepares students to lead and serve others in the fields of recreation, hospitality, and parks management. We value choice, civic engagement, community, diversity, globalism, honesty, joy, happiness, and quality of life, knowledge and scholarship, lifelong learning, service, including service-learning opportunities, and sustainability.

The goal of the Department of Recreation, Hospitality, and Parks Management is to prepare liberally educated individuals whose philosophical and practical approaches to the provision of recreation services and facilities are based on the latest methods and techniques. Students learn to be inquisitive and receptive to varying points of view, proficient in a broad range of professional knowledge, skills and abilities, and practiced in multiple modes of communication and interpersonal relations. Graduates will be well prepared to motivate, serve, and lead their diverse communities to help others enrich their lives and work in the fields of recreation, hospitality, and parks management.

- A.** The University's FPPP support the Department of Recreation, Hospitality, and Parks Management's programmatic needs which are based on this mission.

- B. The Department of Recreation, Hospitality, and Parks Management will devote the majority of its resources to the development of the bachelor programs because of the increasing need for employment throughout the region, state, and nation. Admission to the MA program in Recreation Administration is currently suspended but we will support campus interdisciplinary masters' programs when there are benefits to the department faculty or programs.
- C. The recreation, hospitality, and parks management faculty are committed to the spirit and practices of the Affirmative Action Plan/University Strategic Plan. There shall be no discrimination based upon ethnicity, national origin, sexual orientation, religion, gender, physical ability, veteran's status, or age in any personnel action, including recruitment, appointment, teaching performance review, retention, tenure, promotion, the granting of leaves, and/or any disciplinary or grievance action.

SECTION IV. THE PERSONNEL COMMITTEE

- A. **Responsibilities.** The Department of Recreation, Hospitality, and Parks Management Personnel Committee has the responsibility of evaluating faculty candidates for retention, tenure, and promotion. The Personnel Committee is entrusted with the responsibility to:
 - Maintain confidentiality about candidates, evidence, and deliberations.
 - Mentor candidates in the presentation of evidence in the dossier and ensure that the Working Personnel Action File (WPAF) "accurately reflects the full performance record" (FPPP).
 - Understand and apply department standards for retention, tenure, and promotion.
 - Annually review RHPM Personnel Policies and Procedures document for its currency with program needs and consistency with the Faculty Personnel Policies and Procedures (FPPP).
 - Evaluate the quality, quantity (FPPP), and originality of the faculty member's performance based upon documented evidence.
 - Evaluate faculty performance based on Retention, Tenure and Promotion (RTP) procedures.
 - Recommend qualified faculty for appointment, retention, tenure, and promotion.
 - Conduct Fifth-Year Evaluation of Tenured Faculty.
 - Implement Range elevation policies and procedures for lecturer faculty.
 - Implementing procedures for review of the Department Chair.
 - Evaluate a candidate based on the formative or developmental feedback reported in previous performance evaluations prepared by the department chair and/or department personnel committee.
 - Assign specific summary evaluation ratings (Exceed Expectations, Meet Expectations, and Does Not Meet Expectations) for each of three areas (Instruction, Professional Growth and Achievement, and Service that Contributes to the Strategic Plans and Goals of the Department, College, and University as well as the Community (Service)) of faculty performance ([FPPP](#)).
 - Justify evaluation ratings in each of the areas by referencing specific criteria for performance evaluation.
 - Evaluate evidence of candidate contribution to the Strategic Plans and Goals of the Department/Unit, College, and University ([FPPP 8](#)).

- Submit a minority report when a committee member does not agree with the majority report.
- Maintain communication with subsequent levels of review throughout the process.
- The Personnel Committee will be available to consult with the Department Chair to review the hiring eligibility of part/full time lecturers (Order of assignments ([CBA Article 12.29](#) & [FPPP 5](#)), and review careful consideration of part/full time lectures ([FPPP 8 & 9](#)).

B. Membership

The Department Chair may be part of the Committee. Tenured faculty members are eligible to serve on the Committee and there must be a minimum of three members. The Committee may be augmented with faculty from other departments in closely related disciplines when necessary. Each spring semester, the Personnel Committee will determine the maximum number of committee members needed for the next AY per number of faculty review/reports.

All tenured faculty members may serve on the Personnel Committee unless they serve on a personnel committee at a different level within the University. Faculty members on leave for any part of the academic year may serve on the Personnel Committee if elected and they make themselves available for all Committee activities and deliberations during the entire review cycle. Faculty members on the Faculty Early Retirement Program (FERP) may serve if elected and the Dean approves, and they are employed during the entire portion of the review cycle for which the committee is responsible.

In promotion considerations, Personnel Committee members must have a higher rank/classification than those being considered for promotion.

C. Procedures for Committee Selection ([FPPP 4](#))

1. The tenured and probationary faculty will elect by majority vote the Personnel Committee members including external members when the number of tenured RHPM faculty eligible to serve on the committee is two or less. Upon receiving their permission, faculty may nominate in writing potential external members.
2. The committee shall elect a chair and a secretary from its membership each academic year.
3. The chair of the Personnel Committee is the individual who will deal with any issues regarding actions of the Personnel Committee or assignment of tasks. Unresolved issues will be handled by the Department Chair.
4. All Personnel Committee meetings shall be in executive session (Personnel Committee members only).
5. Minutes shall include time, place, date of meeting, members present and absent, and action taken. No discussion of deliberations shall be recorded.
6. Faculty under review are responsible for providing the committee with letters from university and community individuals who may write letters that speak to their contributions to the profession, teaching, scholarship, service, and professional growth.
7. The Personnel Committee Chair will assign faculty to conduct classroom visitations of faculty under review and write a report of their observations.
8. Faculty under review may request the Personnel Committee Chair change the faculty assigned to observe their class(es). Faculty under review will submit in writing this request to the Chair of the Personnel Committee. The request and resulting change to another tenured faculty member, if granted, will be reflected in the minutes.

9. Faculty teaching seated classes are required to have Student Feedback on Teaching and Learning (SFOTs) in paper format unless the paper option is not available due to University-wide action. In such instances on-line SFOTs will be required. On-line and field-based classes can use either format if the course schedule or mode of instruction allows in person SFOTs during the administration period.
10. Probationary faculty are encouraged to request additional faculty, such as mentors or master teachers, to observe their class(es) and to submit a written report(s).
11. Tenured or tenure track faculty members will be interviewed by the Personnel Committee and Department Chair prior to their final deliberation on personnel recommendations.
12. Written minutes of the Personnel interviews for faculty under review will be given to the college office to be placed in their PAF.
13. Once recommendations are finalized, faculty shall receive a written report of their strengths as well as any and all areas needing improvement in their performance. The Personnel Committee shall establish minimum acceptable improvement guidelines in their report and recommend means by which to achieve such improvement.
14. Department Chair may participate as a member of the Department *Personnel Committee* when the committee is undertaking a *periodic evaluation* or a *performance review* (FPPP)

D. Regulations

1. Confidentiality is a prerequisite for effective personnel procedures. Any unauthorized discussion of personnel matters, exclusive of policy and procedures, with nonmembers of the Personnel Committee is considered a breach of confidentiality. Any breach of confidentiality will be considered as a violation of professional ethics. In particular, RECOMMENDATIONS from any faculty review process, including PERFORMANCE REVIEWS, PERIODIC EVALUATIONS, and POST-TENURE REVIEWS shall be confidential. Only the affected faculty member, APPROPRIATE ADMINISTRATORS, the President or designee, appropriate staff, and the Personnel Committee members shall have access to written Recommendations.
2. Reports and recommendations shall be submitted to faculty under review only in written form.
3. Reports for probationary faculty shall be submitted electronically to the Personnel Committee Chair who will edit, format, and then submit to the College office.
4. Reports for lecturer faculty shall be submitted electronically to the Personnel Committee Chair who will edit, format, and then submit to the College office.
5. Abstentions and minority votes must be submitted in writing.
6. Personnel Committee members who generally agree with the evaluations or recommendations, but who wish to submit an additional or alternative analysis and/or interpretation, may submit a concurring report.
7. A quorum consisting of a majority of the Personnel Committee must be present to conduct business.
8. No proxies are permitted.

SECTION V. GENERAL PROVISIONS FULL TIME TENURE TRACK FACULTY

A. Terminal Degree

The terminal degree for tenure and promotion in Recreation, Hospitality, and Parks Management is an earned Doctorate in an appropriate field.

B. Procedures

The Department Chair and the Chair of the Personnel Committee shall inform candidates of their need to create and maintain a Dossier ([FPPP definitions](#)) and inform them of the types of material to be included. The Department Chair will also provide candidates with a copy of the CV guidelines and template and discuss its use in retention, tenure and promotion. The Department Chair and the Personnel Committee Chair may assist candidates in making certain their Dossier accurately reflect their full performance record. However, ultimately, it is the candidates' responsibility to include all material favorable to retention, tenure, and/or promotion in their WPAF ([FPPP 8](#)). Candidates should refer to the FPPP 8 to assure that all required documents are submitted. Those documents shall include a copy of the Department's Personnel Policies and Procedures, their CV, an index of all material in any supplemental dossier, a narrative, and data and interpretation.

C. Evaluation ([FPPP 8](#))

Faculty will be evaluated on their teaching effectiveness as a primary consideration for retention, tenure and promotion. Effectiveness in Professional Growth and Achievement and Service that Contributes to the Strategic Plans and Goals of the Department, College, University, and Community are required for tenure and promotion.

1. Instruction

This section includes contributions to the creation and support of innovative, high-quality, student-centered learning environments in the classroom and in the practicum.

As evidence of teaching effectiveness, it is the responsibility of the candidate to submit examples of some combination of the following:

- Formal classroom observations conducted by a faculty member assigned by the Department Personnel Committee Chair
- Audio and /or video tapes or other artifacts of a teaching session submitted by the candidate
- Student Feedback on Teaching and Learning (SFOTs) information/data
- Course syllabi, examinations, and original instructional materials; text selections
- Self-reflection on the teaching process and individual growth
- Samples of student products achieved as a result of instruction
- Samples of assessment instruments, criteria and methodology

AND/OR

- Reports of formal classroom observations by other colleagues
- Reports from colleagues based on team teaching, and guest lectures
- Evidence of the research base being used for each course

Evidence regarding teaching effectiveness should address the specific Department standards for courses to be considered in the evaluation, and other support materials required by the Department. Even though peer evaluations and SFOTs are in the candidate's WPAF, the

candidate may wish to place a table summarizing these evaluations in the dossier, along with their comments and interpretations ([FPPP 8](#))

2. Professional Growth and Achievement

Evidence of professional growth and achievement shall include documentation of involvement in the activities listed below. Growth means movement toward achievement in those areas and is used in retention decisions. Achievements or accomplishments in those areas are used for tenure and promotion decisions. The Department of Recreation, Hospitality, and Parks Management gives recognition to joint and multiple authors.

FPPP 8. Professional Growth and Achievement. The dossier must contain the materials specified by the Department standards. When compiling these materials, the candidate should keep in mind that the quality of these activities is more important than the quantity of activities. The dossier should provide reviewers with the information necessary to make accurate judgments regarding such quality ([FPPP 8](#))

3. Service that contributes to the Strategic Plans and Goals of the Department/Unit, College, University, and Community (also referred to as “Service”).

Faculty under consideration for retention, tenure, and promotion shall be evaluated on their contributions to the Department of Recreation, Hospitality, and Parks Management, the University, the profession, and the community. Evidence of contributions to the Department, College, University, profession, and community shall include an assessment of their scope and breadth in maintaining and improving the quality of university life and the discipline.

“Other materials that would help evaluators assess the candidate’s performance and Service that contributes to the Strategic Plans and Goals of the Department/Unit, College and University and to the Community should be included. When compiling these materials, the candidate should keep in mind that the reviewers will assess the quality as well as the quantity of activities; therefore, this section of the dossier should provide reviewers with the information necessary to make accurate judgments about such quality and quantity. The candidate may add a statement that guides reviewers to the evidence in the dossier that relates to strategic plans and goals. Such activities or achievements may include, but are not limited to, innovations in diversity, sustainability, service learning, civic engagement, and service to the North State.” ([FPPP 8](#))

See FPPP Section 9, 10, or 11, as appropriate, for additional details on recommended/required dossier contents for temporary, full-time lecturer, or probationary faculty.”

SECTION VI. POLICIES FOR RETENTION, TENURE, AND PROMOTION

A. Retention

1. Retention or non-retention of probationary faculty is based on an assessment of their performance. This assessment includes a review of qualifications beyond the terminal degree.
2. A review of the established criteria as indicated in “policies for tenure and promotion” shall be made each year to determine faculty progress towards retention and tenure.

3. Retention shall be reviewed as a progression over the six-year cycle towards achieving the instructional skills, professional growth and development, participation in university service, and the contribution to development and maintenance of the Department of Recreation, Hospitality, and Parks Management.
4. In order to be recommended for retention, faculty must be rated at least “Meets Expectations” in all three areas and show improvement as they progress towards tenure.
By year four, instruction must be at least “Meets Expectations.” If by year four, instruction is not rated as “Meets Expectations” the committee will recommend non-retention barring clearly extenuating circumstances.

B. Accelerated Tenure and Promotion

According to the [FPPP 10.5](#), probationary faculty can make a written request for consideration for accelerated tenure and/or promotion prior to meeting the required years of service. They must meet the requirements of exceptional for promotion and for a special case for tenure, in addition to having a rating of “Exceeds Expectations” in all three areas of evaluation. In considering the uniqueness of special case for accelerated tenure/ promotion, the standard applied is at a much higher level than expectations for “on time” tenure and promotion. The greater the divergence from “normal time in service,” the more evidence is required to determine “Exceeds Expectations” ratings in all three areas of review.

In accordance with [FPPP 10.5.3](#), to qualify for accelerated tenure or promotion to associate professor, the candidate must (1) have been rated exceeds expectations in all three categories of evaluation; (2) demonstrate the likelihood that this high level of performance will continue; and (3) have worked a minimum of one academic year under the conditions similar to the department’s typical full-time assignment.

In accordance with [FPPP 11.1.3](#), to qualify for accelerated promotion to full professor, the candidate must 1) have been rated exceeds expectations in all three categories of evaluation; (2) demonstrate the likelihood that this exceptional level of performance will continue; and (3) clearly demonstrate substantial professional recognition at and beyond the University itself.

C. Tenure and/or Promotion to Associate Professor

1. Faculty will normally possess tenure or be awarded tenure simultaneously with promotion to associate professor.
2. Time in rank, including credit for prior year(s) of service, is normally expected to follow the guidelines of the University FPPP and CBA documents.
3. A minimum rating of “Meets Expectations” in all three areas as described below is required for tenure and/or promotion to associate professor:

INSTRUCTION:

While student evaluations of teaching are an important indicator of effective teaching, many factors can influence these scores. Student Feedback on Teaching and Learning (SFOTs) score ranges listed for all the rating areas below are the desired range of scores for each area, and in some cases, candidates can achieve the rating area without falling in the range listed. Candidates are encouraged to explain why their scores fall outside of the desired range if they believe there are factors that will help those reviewing their file to understand the true quality of their teaching more completely. In general, scores

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should show improvement over time and should be supported by positive comments on the qualitative portion of the SFOTs.

For a “Meets Expectations” rating, the candidate must meet the following criteria:

An overall rating of “Meets Expectations” is the minimal level of achievement for retention and in order to justify the awarding of tenure and/or promotion.

- Average SFOTs for overall score of 3.5 and above (Per CBA, SFOTs ratings cannot count for more than 25% of the overall evaluation of teaching for retention, tenure, promotion purposes)
- Overall effective peer evaluations
- Evidence of having considered student feedback
- Demonstrated currency in the field

The following activities will also be considered in reviewing teaching effectiveness at an “Meets Expectations” level:

- Lead on a course
- Developed a new course
- Redesigned a course
- Facilitated specialized training
- Chaired or supervised thesis, project, or independent study
- Connected research to teaching and practice
- Two or more new course preps in a year

For an “Exceeds Expectations” rating in teaching, the candidate must be able to demonstrate achievement that is substantially above what is expected for a Meets Expectations rating and Average SFOTs for the overall quality of teaching in the class. Peer evaluations should reflect that a majority of items are ranked as “superior”.

PROFESSIONAL GROWTH AND ACHIEVEMENT:

An overall rating of “Meets Expectations” is the minimal level of achievement required for the awarding of tenure and/or promotion. **Professional Growth and Development activities and products shall be relevant to RHPM.**

For a “Meets Expectations” rating, the candidate must meet at least **one** of the following criteria per academic year, and the activity or product shall be related to RHPM:

- Work in progress: manuscripts or ongoing data collection
- Presented at a local/regional conference or meeting
- Submitted an internal grant

AND

The candidate must meet at least **one** of the following criteria, on average per academic year, and the activity or product shall be related to RHPM

Section A

- Author or coauthor of a published book
- Author or coauthor of two published articles in refereed journals
- Author of two published book chapters
- Secured an external grant and author or co-author of an article in a refereed journal
- Secured an external grant and author or co-author of a book chapter

AND

The candidate is required to have a minimum of **five points** from the following criteria (Section B) per academic year, and the activity or product shall be related to RHPM. A minimum of **two** of the following five areas is required for a **Meets Expectations rating per academic year**. Contributions with extraordinary merit may be allocated additional points.

Section B

Area 1. **One** point:

- Presented at a local/regional (multi-state) conference or meeting
- Active in a professional organization
- Presented at poster session at a state, national or international conference
- Work in progress: manuscripts submitted or ongoing data collection
- Reviewed article for a publisher or journal
- RHPM related article in a newspaper or magazine
- Citation/quotation in article in the news media or industry media (excluding press releases)
- Submitted an internal grant (unfunded)

Area 2. **Two** points:

- Accepted or presented a peer reviewed paper at a national or international conference
- Authored a book review
- Member of a journal editorial board
- Secured an internal grant
- Submitted an external grant (unfunded)

Area 3. **Three** points:

- Developed a film or other non-print media that is peer-reviewed or nationally recognized
- Chapter in a book (above the required for adequate)
- Secured an external grant

Area 4. **Four** points:

- Edited a book

- Publication in a peer reviewed journal (above the required for adequate)

Area 5. **Five** points:

- Authored a book (above the required for adequate)

For an “Exceeds Expectations” rating in Professional Growth and Achievement, the candidate must be able to demonstrate achievement that is substantially above what is expected for a Meets Expectations rating.

SERVICE THAT CONTRIBUTES TO THE STRATEGIC PLANS AND GOALS OF THE DEPARTMENT/UNIT, COLLEGE, UNIVERSITY, AND COMMUNITY (ALSO REFERRED TO AS “SERVICE”):

An overall rating of “Meets Expectations” is the minimal level of achievement for retention and to justify the awarding of tenure and/or promotion. **To receive a rating of Meets Expectations**, individuals must meet all of the following criteria per academic year:

- Attend and participate in Department meetings/events
- Serve on at least one Department committee for at least one year
- Be actively engaged in providing advising to their assigned advisees
- Demonstrate a willingness to work collaboratively and productively with department colleagues, including completing assignments in a timely fashion (If this standard is met at a satisfactory level, the Department need not address it in the RTP report and recommendations.)

AND

- Demonstrate active participation in faculty meetings and on committees, which could include at least **one** of the following activities:
 - Serve on College committee(s)
 - Work on project(s)
 - Develop or revise policy
 - Write or revise report(s)
 - Complete a report/document related to accreditation or a similar process
 - Staff tables at various events such as admitted student preview day/recruitment/lobby days
 - Other activities that demonstrate engagement and active participation

AND

- Serve on at least one University or community-based Committee

AND

At least **three** of the following additional activities per academic year:

- Advisor or co-advisor of a student organization
- Serve on a RHPM related community or professional board
- Involve students in the University or community effort outside of a class assignment
- Hold an appointment or be an officer in a RHPM related organization
- Contribute to Department or College outcome assessment development and evaluation
- Demonstrate additional contributions to the Strategic Plan of the University
- Serve as chair of a Department of RHPM or CME committee
- Give guest lectures
- Provide trainings
- Chair an independent study, thesis project, or serve on more than one master's thesis committee
- Provide RHPM expertise to organizations, agencies, clients, communities and/or groups
- Speak at community events/meetings
- Other activities that the individual can demonstrate that provides a service to students, the department, the college, the university, or community

To receive a rating of “Exceeds Expectations” individuals must be able to demonstrate achievement that is substantially above what is expected for a ‘Meets Expectations’ rating.

D. Promotion to Full Professor

1. Clear evidence of teaching effectiveness as well as demonstrated achievement and potential for growth in all three areas of evaluation are required.
 - a. Instruction: Positive SFTOS scores (see scores for an “Meets Expectations” rating for tenure/promotion to Associate Professor), positive peer evaluations, and evidence of involvement in the curriculum development process and/or individual course development are required.
 - b. Professional Growth and Achievement: Faculty will have demonstrated substantial professional growth, achievement, and recognition at and/or beyond the University itself. At a minimum this includes a record of achievement beyond that required for tenure and promotion to Associate Professor.
 - c. Service that contributes to the strategic plans and goals of the department/unit, college, university, and community (also referred to as “service”).
 - d. Faculty must demonstrate at least an effective record of other contributions to the University and Community, meeting the requirements noted above for tenure and promotion to Associate Professor, plus a demonstrated record of increasing leadership at some level in the University, community or profession. The Department recognizes that not all service activities are equal in terms of workload, and will evaluate the quality, duration and effectiveness of the service given.
2. To some extent, exceptional performance in one area of review may compensate for lesser contributions in other areas of review.
3. The Personnel Committee will take note of the normal time in rank as one criterion.

SECTION VII. EVALUATION OF TENURED FACULTY

For the purpose of maintaining and improving a tenured faculty member's effectiveness, tenured faculty shall be subject to periodic evaluations at intervals no greater than 5 years. Please refer to [FPPP 11](#) and data gathering details in [FPPP 8](#).

A. Committee Membership

1. The Committee for the evaluation of tenured faculty shall be selected from the Department Personnel committee and shall be elected according to the guidelines in the [FPPP 11](#).
2. Faculty members from outside the Department, but in closely related disciplines, may serve on the committee.

B. Procedures

1. Candidates under review will submit current curriculum vitae and all pertinent data for the evaluation of teaching and currency in the field, scholarship and creativity, contributions to the Department of Recreation, Hospitality, and Parks Management and its programs, and service to the University by the deadline established during the review cycle year. Please see [FPPP 11](#) for further information.
2. Other responsibilities identified in the [CBA](#) and deemed relevant to the position should also be evaluated.
3. After assessing the data but prior to writing the report, the committee shall interview candidates to clarify any unresolved questions. The report from the Department Personnel Committee shall be completed and forwarded to the Dean in accordance with the CSU FPPP.
4. The Committee Chair and the Dean will meet with the faculty under review to discuss the faculty member's performance.
5. The Dean may initiate additional evaluations of tenured faculty can be initiated by the Dean per [FPPP 11](#).

SECTION VIII. HIRING AND EVALUATION OF LECTURER FACULTY: LECTURER FACULTY

A. Hiring

The Department of Recreation, Hospitality, and Parks Management maintains the following criteria as the basis for employment in a temporary position. Additionally, the Department will comply with university policies of Affirmative Action. All lecturer hiring is anticipated to be in direct response to probationary or tenured faculty on leave, released time, assignment elsewhere in the University, or the lack of qualified tenure track or tenured faculty to fill an anticipated vacancy.

The Department Chair will consult with Option Coordinators regarding hiring lecturer faculty for their respective options. The order of assignments of available work is based on [CBA 12](#) & [FPPP 5.2](#).

1. Candidates seeking to teach RHPM courses must possess either a master's degree in a closely related discipline and have at least two years professional experience, or have extensive professional experience in a related field

2. Disciplinary specialties, skills, and flexibility that coincide with current and future needs of the undergraduate and graduate programs as outlined by the Department of Recreation, Hospitality, and Parks Management will be considered.
3. Evidence of an ability to communicate effectively orally and in writing is essential.
4. Potential for and commitment to professional RHPM activities and professional growth is expected of temporary faculty.
5. Evidence of the human relations skills necessary to work effectively with students and colleagues is essential.
6. Placement in the temporary pool will be based on applicants' resume, application, and satisfactorily meeting the minimum requirements. The application process is open year-round. See [CBA 12](#), [FPPP 5.2](#) for further information.

B. Procedures

The Department Chair and the Chair of the Personnel Committee shall inform candidates of their need to create and maintain a Dossier ([FPPP definitions](#)) and inform them of the types of material to be included. The Department Chair or the Personnel Committee Chair will also provide lecturer faculty with a copy of the CV guidelines and discuss its use in evaluation. In addition, the Department Chair or the Personnel Committee Chair shall inform the lecturer faculty of their rights and responsibility, health benefits, sick leave, pension plans, and department policies on advancement and evaluation ([FPPP 5](#)).

The Department Chair and the Personnel Committee Chair will assist lecturer faculty in making certain their Dossier accurately reflect their full performance record. However, ultimately, it is the lecturer's faculty's responsibility to include all materials favorable to their evaluation in their WPAF ([FPPP 7](#)). Lecturer faculty should refer to the [FPPP](#) to assure that all required documents are submitted. Those documents shall include a copy of the Department's standards, their CV, an index of all material in any supplemental dossier, a narrative, and support material. All relevant evidence or documentation in a dossier needs to be prepared following the directions in Appendix I

1. Each *temporary* faculty member ineligible for nor currently holding a three-year appointment will undergo an annual review for the initial two personnel cycles of their appointment, followed by biennial rather than annual reviews. This requirement may be waived for *temporary* faculty who are in their first semester of employment as described in [CBA Article 15](#). At the discretion of the Personnel Committee, Department Chair, or upon the candidate's petition, a review may be scheduled in a year succeeding an annual or biennial review. The evaluation shall consider the faculty member's work performance since the individual's initial date of appointment or since the last evaluation, whichever is more recent ([FPPP 9](#)).
2. All lecturer faculty members eligible for an initial three-year appointment pursuant to [CBA Article 12](#) shall be evaluated in the academic year preceding the issuance of the initial three-year appointment. The evaluation shall consider the faculty member's cumulative work performance during the entire six or more years of consecutive service on the same campus that make up the qualifying period for the initial three-year appointment ([FPPP 9](#)).
3. When the Appropriate Administrator determines, based on the personnel action file, that an eligible lecturer faculty member has performed in a satisfactory manner, and absent documented serious conduct problems, an initial three-year appointment shall be offered. Otherwise, an initial

three-year appointment shall not be offered and the reasons for this determination shall be reduced to writing by the Appropriate Administrator and placed in the personnel action file ([FPPP 9](#)).

4. All lecturer faculty members holding three-year appointments and eligible for subsequent reappointment pursuant to [CBA Articles 12 and 15](#), shall be evaluated in the third year of their appointment and may be evaluated more frequently upon the request of either the employee or the President (or designee). The evaluation shall consider the faculty member's cumulative work performance during the entire preceding three-year period ([FPPP 9.1.4.d](#)).
5. When the Appropriate Administrator determines, based on the personnel action file, that a lecturer faculty member already holding a three-year appointment has performed in a satisfactory manner, and absent documented serious conduct problems, a subsequent three-year appointment shall be offered as long as there is sufficient work. Otherwise, a subsequent three-year appointment shall not be offered and the reasons for this determination shall be reduced to writing by the Appropriate Administrator and placed in the personnel action file ([FPPP 9.1.4.e](#)).

C. Evaluation

The Department of Recreation, Hospitality, and Parks Management maintains the following criteria as the basis for evaluation for a lecturer position and follows the guidelines established in the [CBA 15.23- 15.27](#) and [FPPP 9.1](#).

1. All lecturer faculty members will undergo an annual review and classroom observation for the initial two personnel cycles, followed by biennial reviews. At the discretion of the Personnel Committee, Department Chair, or upon the candidates' petitions, a review may be scheduled in a year succeeding an annual or biennial review.
2. All lecturer faculty members will participate in the normal Student Feedback on Teaching and Learning (SFOTs) process for all classes taught.
3. At the beginning of each personnel cycle or semester of appointment and in accordance with [FPPP 9.1.2.d](#), the Personnel Committee shall notify lecturer faculty of their responsibility to (a) update their Dossier and their curriculum vita, each academic year they are employed, and (b) submit these documents annually to the Department of RHPM for review by the Department Personnel Committee, regardless of whether they are scheduled for review during that cycle.
4. No later than 14 days after the first day of instruction of the academic term, the Department Chair and the Chair of the Personnel Committee shall review with faculty the criteria for evaluation and for the classroom visitation that will take place prior to the 11th week of the first semester of their appointment each academic year or semester of appointment.
5. Lecturer faculty have a responsibility to review materials in their personnel action files and provide supplementary materials for their evaluations in the Temporary Faculty Dossier. The dossier must be uploaded by the designated fall or spring evaluation date.
6. The Department Personnel Committee shall submit reports to the candidates and to the Department Chair. The Department Chair shall concur, with or without comments, or not concur, with comments. The Department Chair shall transmit the report and their comments, if any, to the candidate and the Dean for review and entry into the personnel action file. The report shall contain a written evaluation of teaching effectiveness and a statement addressing whether the teaching performance is satisfactory.
7. The Department Chair and the Personnel Committee Chair will assist lecturer faculty in making certain the dossier reflects accurately the full performance record. However, it is the lecturer

faculty's responsibility to see that all materials favorable to continued consideration for employment, or range elevation are included in their file.

8. Lecturer faculty personnel files shall be completed and officially due in time for the University Review Cycle. The Chair of the Department Personnel Committee and the faculty member under review must both sign off that the file is complete.

D. Criteria

Lecturer faculty will be evaluated according to the professional standards of the disciplines in which they are appointed and as defined by the Department/Unit as appropriate to their work assignments.

1. Teaching effectiveness shall be the primary criterion for evaluating all temporary faculty regardless of their time-base. Three criteria will be to use evaluate teaching effectiveness: 1) peer evaluations, 2) Student Feedback on Teaching and Learning (SFOTs), and 3) supplemental evidence.

Evaluations of teaching performance, for those who teach. SFOTs shall be used but shall not weigh excessively in the overall evaluation of teaching performance and shall not be used to determine a candidate's knowledge of their discipline. Consequently, it is in the candidate's best interests to carefully provide supplemental evidence in a manner that allows evaluators to accurately assess teaching performance. The candidate must diligently provide meaningful evidence of teaching performance consistent with the candidate's Range classification and teaching responsibilities. At least one classroom visit resulting in a peer evaluation of teaching performance shall take place each review year.

2. Other Activities, including Professional Growth and Achievement

Temporary faculty in exclusively instructional assignments are evaluated only on their teaching assignments.

Evaluation of performance related to any other work assignment(s), besides teaching, as applicable. As there is no common basis for evaluating non-teaching work assignments, non-teaching assignments will be specified in the appointment letter along with clear expectations for satisfactory performance of these assignments. If the candidate receives release time, they must provide supporting evidence of achievement related to non-teaching work ([FPPP 9.1.2.c.3](#)).

- a. Evaluation of any activities by the faculty member that support currency appropriate to the individual's appointment. Activities supporting currency in the discipline are defined by the Department/Unit. A variety of means may be used to support currency, including, but not limited to, continued education, research (broadly defined, including applied research in education), scholarship, and other creative and professional activities. Expectations for activities supporting currency must be consistent with the candidate's Range classification and responsibilities ([FPPP 9.1.2.c.4](#)).

- b. Evaluation of any other activities or achievements related to the individual's work assignment(s) that provide a positive contribution to the University. Such activities or achievements may include, but are not limited to, innovations in diversity, sustainability, service learning, and civic engagement ([FPPP 9.1.2.c.45](#)).

- c. The chair of the Department/Unit Personnel Committee shall notify the lecturer faculty at the beginning of each personnel cycle that it is the responsibility of the faculty member to update their personnel file and supporting materials on an annual basis regardless of whether the faculty member is scheduled for review during that cycle ([FPPP 9.1.2.d](#)).

SECTION IX: APPENDICES

Appendix I: Lecturer Faculty Dossier

You are asked to submit an updated Dossier each year when being reviewed, so that the Personnel Committee can write your Periodic Evaluation Report. The Personnel Committee requests that you submit the following information in your dossier. After you have developed your first dossier, you can then update information that is relevant since your LAST report. Please note that “updated” and “current” means all elements of the Dossier (including the CV) include the most recent teaching and/or professional experiences that are to be considered in evaluations since the last review date to the dossier due date.

The report is made up of the following areas and to aid the committee in performing evaluations, all lecturers are asked to provide specific information needed, as noted below.

1. The Temporary Faculty Dossier should contain the following items per [FPPP 8.1.3.2](#):
 - ◆ A copy of the Department RTP Standards
 - ◆ An updated curriculum vita/resume
 - ◆ A narrative
 - A philosophy of teaching statement
 - A statement of your teaching effectiveness
 - A summary of SFOTs (both quantitative scores and qualitative comments)
 - The overall means across the main areas of evaluation (A-I) for each course.
 - The candidate may want to calculate an Overall Mean for certain areas across semesters for the same class.
 - A brief summary of written comments, indicating themes, both positive and any concerns or problems voiced by students.
 - A statement reflecting SFOT scores and comments, specifically noting strengths and weakness areas, as well as including specific plans for improvements in weaker areas.
 - Submit SFOT results for the classes taught since the last report; however, candidate can also include past SFOT results if desired.
 - Peer evaluation report(s)
 - The candidate should include the following in the dossier (see current [FPPP](#)) as needed and relevant (be judicious), all items should be current and updated for the courses they are currently teaching or taught since the candidates’ last report:
 - Syllabi for each course taught
 - 1-2 assignments, grading rubrics, or PPT presentations for each course taught
 - Copies of current course material
 - Sample graded tests
 - Samples of evaluated student papers and/or projects
 - Descriptions of student-centered learning activities, and/or student outcome assessment plans, materials and results

- Description/evidence of curriculum and program development (e.g., new courses and programs).
- (Based on individual contract) Performance in Non-Teaching Work Assignments. Address any work details specified in job description or appointment letter and/or provide evidence of performance in any area of work assignment other than teaching.
- (Optional) Currency in the Field & Professional Activity: (please list any activities that are applicable)
 - Presentations made
 - Publications
 - Workshops/Conferences attended
 - Other activities to maintain currency and knowledge
 - Professional organization membership
 - Community involvement
- (Optional) Service that contributes to the Strategic Plans and Goals of the Department/Unit, College, University, and Community - please list departmental or university activities participated in besides current classes that represent positive assistance to the department or university.

Appendix II: Classroom Visitation Summary Form

• **Note to Department Personnel Committee:**

Please attach this form to the DEPARTMENT CLASSROOM VISITATION FORM.

The Department obtains signatures and provides a copy of the Classroom Visitation Summary to the faculty member visited. The Classroom Visitation Summary must be submitted to the personnel file (via College Office) before the file has been closed.

COLLEGE OF COMMUNICATION AND EDUCATION

CLASSROOM VISITATION SUMMARY

FACULTY MEMBER

VISITED/OBSERVED: _____

DEPT: RHPM

COURSE # AND TITLE _____

INSTRUCTIONAL MODE AND # OF STUDENTS : _____

CLASSROOM VISITATION DATE: _____ **AND TIME:** _____

VISITATION MADE BY: _____

Visitor/Observer's Name

Signature

I HAVE READ THE ATTACHED CLASSROOM VISITATION SUMMARY AND UNDERSTAND THAT IT WILL BE PLACED IN MY PERSONNEL FILE.

Signature

Date

Distribution:

Department provides copy to faculty member being reviewed

Original copy is attached to this form and submitted to the College office for personnel file.

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white

Appendix III: Peer Teaching Report

PEER TEACHING REPORT

Name of faculty member being reviewed: _____

Reviewer's name: _____ Rank: _____

Course # and title: _____

Observed at: _____

I. In order to provide a context for your subsequent and more particular evaluations and comments, please give a brief (2-3 sentence) **description of the content and activities** for the instructional period observed.

II. A. How would you rate the **organization** of the instructor? (Was the objective for the class session clear? Was the material well organized? Did the class flow logically and smoothly to cover the topic?)

Ineffective Minimal Adequate Effective Superior

Comments:

B. How would you rate the **preparation** of the instructor? (Were materials ready at the beginning of class? Were materials prepared to support the topic? Were summary or concluding statements made?)

Ineffective Minimal Adequate Effective Superior

Comments:

C. How would you rate instructor's **time management** in the class? (Was the instructor punctual? Did the class begin and end on time? Was significant educational information covered? Was the significance of the information explained? Were materials and illustrations used to help students understand and remember the material?)

Ineffective Minimal Adequate Effective Superior

Comments:

III. How would you rate the instructor's **ability to create a classroom atmosphere that is conducive to learning?**

Ineffective Minimal Adequate Effective Superior

Comments:

IV. How would you rate the instructor's presentation for:

A. **Clarity**

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Comments:

B. **Delivery**

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Comments:

C. Interaction between the students and the instructor based on:

1. **Frequency of interaction.**

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Comments:

2. **Encouragement of understanding** by the instructor.

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Comments:

3. **Integration of interaction** into the lecture.

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Comments:

V. **Communication skills** (verbal and visual presentation; participator activities).

Ineffective Minimal Adequate Effective Superior

Comments:

VI. Based on my observations of this instructor on this particular day, **I judge the instructor's teaching to be:**

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Comments:

Reviewer's signature _____ Date submitted ____

Faculty member being reviewed: I have received a copy of this document and understand that it will be placed in my Personnel file.

Printed name: _____ Signed: _____ Date: _____



Department/Program Standards Approval Sheet

Process:

- a) Department or program votes; if approved, Department Chair/Director submits to College Dean for review.
- b) College Dean reviews, consults with Department Chair/Director regarding questions/ issues, then forwards Dean reviewed Word document to Faculty Affairs and Success via email for review.
- c) Faculty Affairs and Success reviews for compliance with CBA/FPPP, consults with the Dean and Department Chair/Director as needed, then forwards Department/Program Standards to Provost for review and approval;
- d) Provost reviews and approves, recommending changes if necessary, then returns document to Faculty Affairs and Success.
- e) If not approved, Faculty Affairs and Success forwards requested changes for revision and re-submission to Dean and Department Chair/Director.
- f) If approved, Faculty Affairs and Success adds *Provost Designee Approved Date* footer to the document and:
 - a. Routes this approval sheet with approved Department/Program Standards for signatures via Adobe Sign,
 - b. Uploads document to Faculty Affairs and Success Standards website, and
 - c. Informs Dean and Department Chair/Director of approval with link to Faculty Affairs and Success website location.

Chair/Director Approval: *Young Da* Date: May 7, 2024

Dean Review: *Angela Trotheway* Date: May 8, 2024

Provost/Designee Approval: *Mahalley D. Allen* Date: May 8, 2024