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PROPOSAL FOR A NEW SCHEDULE AND STRUCTURE OF PROBATIONARY APPOINTMENT REVIEWS

(Revised Document Following Nov. 9, 2007, Senate Discussion)

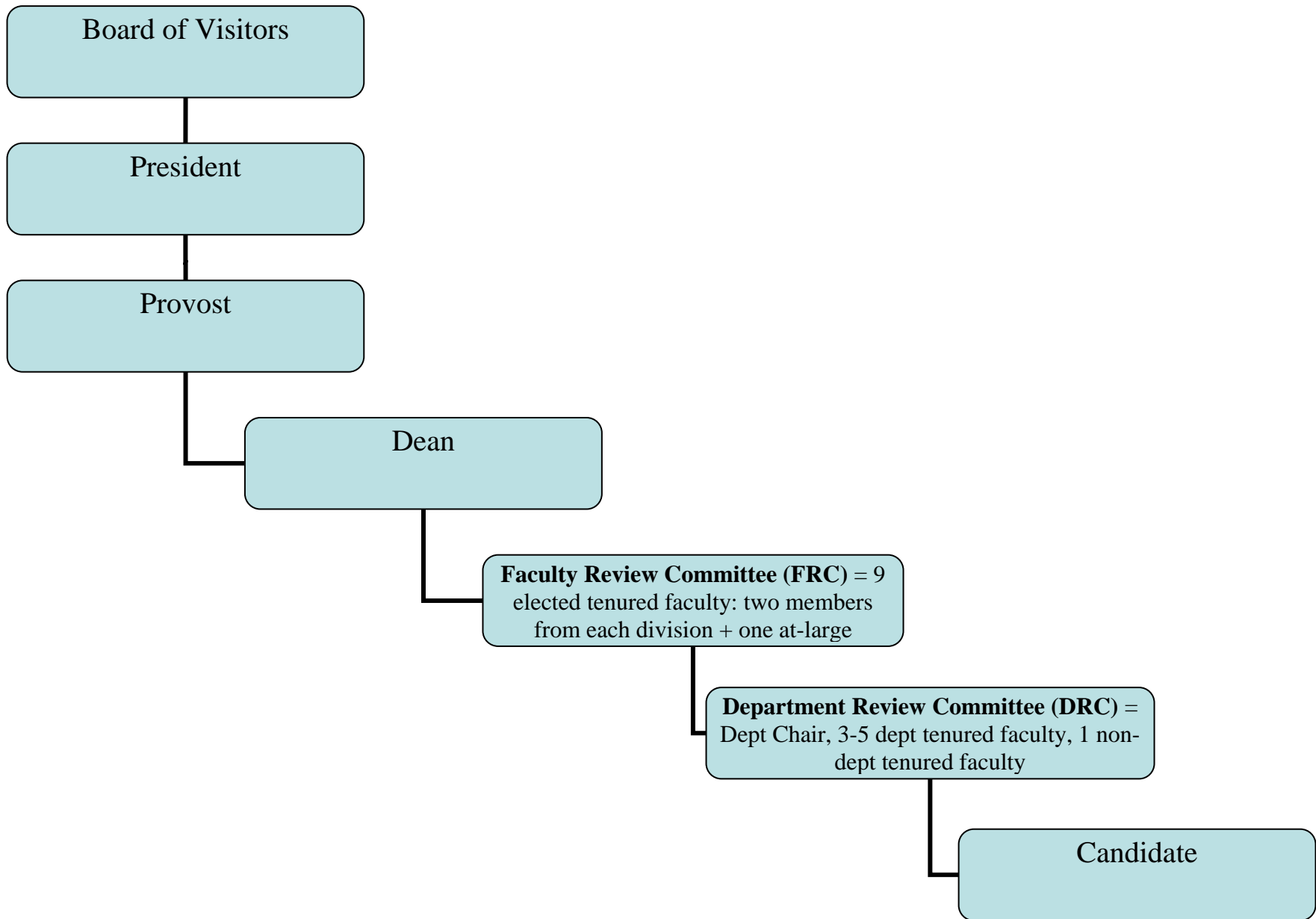
I. **PROPOSED SCHEDULE OF REVIEWS FOR PROBATIONARY APPOINTMENTS** (assumes no credit towards tenure decision; focus is on traditional tenure-track assistant professors)

YEAR	REVIEW EVENT	IMPLICATIONS/RESULT
0	In year of search, tenure-track appointment is made with an initial three-year contract.	Appointment letter specifies that a review for reappointment will be scheduled in the second year.
1	<i>No performance reviews scheduled.</i> Chairs expected to meet with the faculty member in the spring term to provide verbal formative assessment and learn of any concerns. Faculty peer mentor is assigned to faculty.	Spring review eliminated. Rationale is that sufficient evidence of effective transition to CNU cannot be reasonably gathered after a first term of appointment. The review thus requires non-essential use of faculty and administrative time.
2	<i>Reappointment review + annual review scheduled in fall term.</i> Concentrated emphasis on teaching performance.	possible outcomes of review: (1) successful review leads to a new three-year probationary contract for years 3, 4 and 5 starting in fall of third year (3rd year of first probationary appointment is thus annulled); or (2) an unsuccessful review leads to non-reappointment after year 3.
3	<i>Annual Review only.</i>	Terminal year of appointment for faculty whose 2 nd year review was negative. 1 st year of new 3-yr contract for faculty whose 2 nd yr review was positive.
4	<i>Reappointment review + annual review scheduled in fall term.</i> Continuing emphasis on teaching performance plus evidence of a successful scholarly program established with beginning productivity. Beginning University service responsibilities to complement department service roles.	possible outcomes of review: (1) successful review leads to a new three-year probationary contract for years 5, 6 and 7 starting in fall of fifth year (5 th -year of 2nd probationary appointment is thus annulled); or (2) an unsuccessful review leads to non-reappointment after year 5.

5	<i>Annual Review only.</i>	Terminal year of appointment for faculty whose 4 th -year review was negative. 1 st year of 2nd 3-yr contract for faculty whose 4 th -yr review was positive.
6	<i>Annual review + tenure/promotion review scheduled in fall term. The tenure/promotion review is summative and indexed to criteria published in the <u>University Handbook</u> and the EVAL 4.</i>	Possible outcomes of review: (1) a successful review leads to promotion with tenure the following fall term. (2) An unsuccessful review leads to non-reappointment after year 7.
7	<i>Annual Review only. Faculty member begins his or her tenured associate professorship.</i>	Terminal year of appointment for faculty whose tenure/promotion review was negative.

II. PROPOSED STAGES OF REAPPOINTMENT AND TENURE/PROMOTION REVIEWS (the process of the Annual Reviews will be unchanged)

See flow chart on next page.



III. DETAILS, RATIONALE, RAMIFICATIONS

- a. The proposal restructures the review process for probationary faculty but does not alter evaluation criteria. The purpose of the proposal is to make a cumbersome process more efficient but not to adjust performance expectations.
- b. The new procedure is proposed to commence in the 2008-09 academic year and be reflected in the University Handbook. The University will not maintain two schedules; thus there will be no “grandfathering in” of prior practices.
- c. For assistant professors, the tenure and promotion review will occur at the same time and as part of a single process. The University will no longer separate the two reviews or maintain distinct criteria. This is the one area of meaningful change for evaluation criteria. Some candidates may have been planning to go up for tenure or promotion separately. There are sound reasons to make this change, however, and delay would merely exacerbate the problems of keeping the reviews separate. CNU can no longer justify separate criteria.
- d. The DRC, replacing the Peer Group, allows for greater departmental focus in the review and a more measured use of faculty time.
- e. The DRC will be organized by the Chair and Vice Provost with candidate input.
 - i. When the number of tenured faculty in a department is four or less, it is expected that all such members will serve on the DRC. When the number is greater than four, the Chair will work with the Vice Provost to determine the DRC membership.
 - ii. Departments can approach the review process in a number of ways. They can create a review committee that is expected to follow the candidate through the tenure/promotion reviews, or they can create a standing DRC for all reviews that year in the department.
 - iii. The member of the DRC that is not a member of the department is to be selected in the following process. The candidate generates a list of at least four faculty members who are in the candidate’s division but not in the candidate’s department. The Chair consults with the Vice Provost on the priority order for choosing the non-department member. Consensus is to be sought but the Vice Provost’s decision carries forward (since he or she has the broader University viewpoint, which is the purpose of the non departmental person serving on the DRC). The Vice Provost contacts the faculty in the order of approved preference; the candidate is not allowed to approach colleagues to serve on his/her DRC. While non-departmental DRC members ideally are chosen from within the department’s academic division, the Vice Provost can approve a faculty member outside the division when circumstances warrant and with the permission of the candidate. In the event that no members of the candidate’s generated list is able or willing to serve, the candidate will be asked to generate more nominees until a DRC member is appointed (thus identification of outside members must always begin with the candidate’s nomination).
- f. The new FRC distributes the work load (more members), expands faculty governance (no members selected by the Provost), and positions the committee more centrally in the process. The at-large member of the FRC will vote whenever a candidate is a

member of an FRC member's department in lieu of that departmental colleague. (If the candidate belongs to a department to which the at-large member and other FRC members belong, in no instances can an FRC member vote—the voting membership is reduced accordingly.)

- g.** The review structure more coherently stages the faculty and administrative roles in the process. The existing faculty/administration/faculty/administration staging can cause the high-level faculty review (FRC) to occur in response to an administrative (Dean's) review rather than to the department-level review. This confusion weakens the capacity of the faculty to communicate its standards, both among itself and with the administration.
- h.** The shift of the Dean review to occur after the FRC review better integrates the administrative functions and maximizes administrative knowledge of candidacies.
- i.** The new schedule allows for more concentrated and higher quality reviews at all stages of the review process.
- j.** The possibility of formative review information being relayed to the candidate at the 2nd and 4th year reviews (the 6th-year review is summative) is opened up through the reduction of reviews conducted each year.
- k.** The proposed streamlined schedule adjusts for the anticipated higher volume of reviews over the next 15 years. The institution is thus being proactive in identifying needs for adaptive change. This proposal is, indeed, the result of many conversations the Provost has had with faculty during the current term, which involved comment on the undue workload and professional stress associated with what should be a more routine University process. The Provost agrees that yearly probationary reviews are excessive and are not warranted to maintain a fair probation period. The current workload is anticipated to grow as CNU's faculty becomes younger through a wave of anticipated retirements and the planned expansion of the faculty to accommodate the shift to a 4:3 teaching load.
- l.** The proposed process is less confusing than the current system and more in line with best practices. It can be more easily communicated to applicants, new chairs, and new committee members.

In conclusion, the proposed plan's efficiencies would satisfy the requirements of a fair reappointment and tenure/promotion process (fair for both candidate and institution) while generating substantially more time in Academic Affairs (faculty and staff) for other responsibilities and opportunities.