Background statement: The current sections of CAM (342.2 and 344) covering academic promotion and tenure have been out-of-date since 1983—the date of the initial collective bargaining contract. In addition, two other concerns were brought to the attention of the Personnel Policies Committee in recent months:

1. Early promotion and tenure cases are not adequately addressed in the current CAM sections;
2. Academic promotion of administrators is not addressed in CAM.

These CAM sections were considered simultaneously by the committee in order to formulate a coherent policy. The committee recommends the following resolutions be approved concurrently by the Academic Senate.

AS-275-88/PPC

RESOLUTION ON TENURE FOR ACADEMIC EMPLOYEES

WHEREAS, The current CAM 344 is out-of-date; and
WHEREAS, Early tenure is not adequately addressed in the current CAM 344; and
RESOLVED: That the current CAM 344 be deleted; and be it further
RESOLVED: That the attached CAM 344 be added.

Proposed By:
Academic Senate Personnel Policies Committee
January 19, 1988
A. Eligibility

Tenure eligibility shall be governed by the terms of Article 13 of the Memorandum of Understanding (MOU) between the CSU and Unit 3 Faculty.

B. Criteria and Procedures (also consult CAM 341.1.D, E and F)

1. Tenure decisions are considered more critical to the university than promotion decisions. The fact that a probationary faculty member has received early promotion to associate professor is not a guarantee of tenure.

2. Performance reviews for the purpose of award of tenure shall be conducted in accordance with Article 15 of the MOU. Additional school (department) criteria and procedures shall be in accordance with the MOU and shall be approved by the Vice President for Academic Affairs.

3. Applicants for tenure shall submit a resume which indicates evidence supporting the award of tenure. This resume shall include all categories pertinent to tenure consideration, teaching activities and performance, professional growth and achievement, service to the university and community, and any other activities which indicate professional commitment, service, or contribution to the discipline, department, school, university, or community.

To assist applicants in preparing their resumes, the dean of each school shall forward a copy of the Faculty Resume Worksheet (CAM Appendix XII) to each applicant at the beginning of the tenure cycle.

4. Recommendations for tenure are based on the same factors as for promotion (see CAM 342.2.B.4). In addition, special attention shall be given to the applicant's working relationships with colleagues, potential for further professional achievement, and commitment to the department and university. The award of tenure is a major commitment by the university to the applicant and recommendations should substantiate the fact that such an award is advantageous to the university.

5. Department heads/chairs and deans shall use Form 109 (CAM Appendix I) for evaluation of tenure applicants. Department (school) peer review committees shall submit their recommendations in a form that is in accordance with department (school) tenure procedures.

6. Normal Tenure

A tenure award is considered normal if the award is made after the applicant has credit for six (6) years of full-time probationary service (including any credit for prior service granted at the time of appointment, MOU 13.3, 13.4).
7. Early Tenure

a. A tenure award is considered "early" if the award is made prior to the applicant's having credit for six (6) years of full-time probationary service (including any credit for prior service granted at the time of appointment).

b. In addition to meeting department (school) criteria for normal tenure, an applicant for early tenure must provide evidence of outstanding performance in each of the areas of: teaching, professional growth and achievement, and service to the university and community.

c. Tenure awarded by the President at the time of appointment (MOU 13.16) shall be considered as early tenure, and such an award shall be made in accordance with the paragraph above. (CAM 344.1.B.7.b). Candidates for appointment with tenure shall normally be tenured professors at other universities--exceptions to this provision must be carefully documented.

d. In order to receive early tenure, an applicant shall, at a minimum, receive a favorable majority vote from the department peer review committee.
D. Recommendations will be based on job performance, personal relationships, professional ethics, and acceptance and implementation of respective department, school and campuswide objectives. (See Support Staff Employee Performance Evaluation Form, Appendix II.)

344  Permanent Status (Tenure)

344.1 Eligibility

A. A full-time academic employee may be considered for tenure at any time during the probationary period as outlined below.

1. The normal pattern of awarding tenure shall involve the assessment of a faculty member's performance over a period of four successive academic years; for those denied tenure following the fourth probationary year, a fifth year as a terminal notice year shall be awarded.

2. The University President may determine to award a fifth probationary year appointment. Should it be considered by the end of that year that more time is still necessary to evaluate the probationary academic employee for tenure purposes, the President may award a final sixth probationary year appointment. For those denied tenure following the fifth or sixth probationary year, a terminal notice year shall be awarded. A probationary academic employee shall not serve more than seven successive full-time years.

3. The University President in special circumstances may award tenure to any probationary academic employee earlier than the normal probationary period when, following an evaluation of the performance of the faculty member at the university, it is found that such early awarding of tenure is advantageous to the institution. Evaluation and recommendation for early tenure under this provision is to be conducted and submitted for consideration only during the candidate's scheduled evaluation cycle for reappointment. (See Appendix V for Schedule of Deadlines.)

4. If an academic employee is initially appointed to the rank of Professor (Principal Instructor or Principal Vocational Instructor), the employee may be considered for tenure during the first year of employment and shall be considered for tenure during the second year of employment. The employee shall be notified not later than December 15 of the second academic year that one of the following actions will be taken: (1) employment will be terminated at the end of the second academic year; (2) tenure will be granted; or (3) the employee is to receive further evaluation and notice by June 1 of that academic year as to whether the employee will be granted tenure or will be granted a terminal notice year.

5. Notification of award or denial of tenure is made in accordance with 5 Cal. Adm. Code 43566 as follows:

a. Notification of all decisions regarding the award or denial of tenure to academic employees shall be in writing and signed by the University President.

b. The notice of intention not to award tenure to an academic employee shall be mailed by certified mail, return receipt requested, to the academic employee's last known address, or the notice may be delivered to the academic employee in person who shall acknowledge receipt of the notice in writing. If such notice is delivered to the academic employee and the employee refuses to acknowledge receipt thereof, the person delivering the notice shall make and file with the University President an affidavit of service thereof, which affidavit shall be regarded as equivalent to acknowledgment of receipt of notice.
c. The awarding of tenure may be accomplished only by notice by the President. Notwithstanding any provision of the Campus Administrative Manual to the contrary, no person shall be deemed to have been awarded tenure because notice is not given or received by the time or in the manner prescribed in the Campus Administrative Manual. Should it occur that no notice is received by the times prescribed in the Campus Administrative Manual, it is the duty of the academic employee concerned to make inquiry to determine the decision of the President, who shall without delay give notice in accordance with this section.

B. Administrative Employees

Administrative employees will be considered for permanent appointment at the time of their third performance evaluation. (See CAM 344.3.)

After serving full time successfully and acceptably for two successive years, and administrative employee becomes a permanent employee on beginning the third year of service subject to reassignment in accordance with Sections 66609 and 89539 of the Education Code.

C. Support Staff Employees

Support staff employees will be considered for permanent appointment at the time of their third performance evaluation. (See CAM 343.3.)

After serving full time successfully and acceptably for one year, a support staff employee becomes a permanent employee on beginning the second year of service.

D. Successive years of service means continuous service unbroken by the separation and subsequent re-employment of the employee. However, under certain circumstances the school dean may determine that a leave without pay for one year or less for an academic employee may count toward the required service for tenure. (See CAM 387.2,F.) As provided in CAM 314.4,B, up to two years of full-time lecturerships may be approved by the school dean as probationary service toward tenure.

344.2 Procedure for According Tenure to Academic Employees (5 Cal. Adm. Code 43560)

A. Each year by October 1 the Director of Personnel Relations will send lists of all academic personnel eligible to be considered for tenure to department heads, the university library director, deans, and vice presidents. (See CAM 344.1)

The processing of evaluations and recommendations for academic personnel (Counselors, Student Affairs Officers, Librarians, and Academic Administrators) under the Dean of Students, the-Executive Vice President, and the Vice President for Academic Affairs is subject to the same procedures and deadlines as outlined in this section. The only exception is that these recommendations of tenure or nontenure are sent for appropriate action to the President by the Dean of Students and the vice presidents. For academic employees serving in academic-administrative assignments, the Administrative Employee Evaluation Form (Appendix III) is used.

B. Each faculty member subject to evaluation shall update his/her personnel file, using the Faculty Resume Worksheet appearing in CAM Appendix XII as a guide. Department heads will evaluate personnel on their respective lists in accordance with CAM 341.1 and will submit by November 1 the names of recommended and non-recommended personnel. (For first year academic employees being considered for tenure, January 17 is the date for this purpose.) In arriving at a recommendation, the department head will consult tenured members of the department faculty and the results of such consultation must be presented in writing to accompany the recommendation. The consultative evaluation signed by the committee chairperson or the committee members, or as individually signed statements, shall include reasons in sufficient detail to validate the recommendations of the consulted

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group. In those instances where the consultative evaluation represents a consensus opinion and is signed by the committee chairperson, the filing of a minority report by committee members whose opinions differ from the views expressed in the majority report is permitted and encouraged. To insure consideration, such a minority report should accompany the majority report at the time it is forwarded to the department head.

C. Recommendations will be based on teaching performance and/or other professional performance, professional growth and achievement, service to university and community, and such other factors as ability to relate with colleagues, initiative, cooperativeness, dependability, and health. (See Faculty Evaluation Form, Appendix I.)

D. To be recommended for tenure the employee must be rated during the final probationary year within one of the top two performance categories listed in Section V of the Faculty Evaluation Form. If the department head recommends nontenure, a written invitation shall be sent to the individual to discuss the decision; if an initial recommendation of nontenure is made by the school dean, the individual shall be invited, in writing, to discuss the decision with the dean in the presence of the department head.

E. School deans, division heads or directors will submit their evaluations and recommendations to the appropriate Vice President or Dean of Students by November 15 for second year personnel; December 5 for personnel with three or more years of probationary service; and January 31 for first year academic employees.

F. The Vice President for Academic Affairs will submit to the chairperson of the Personnel Review Committee of the Academic Senate by November 19 or December 10 respectively, a list of all nonrecommended personnel for review by the Committee. (February 9 is the date to be used for this purpose for first year faculty who are being considered for tenure.) At the request of the Chairperson of the Personnel Review Committee, a sampling of positive recommendations will be provided. In addition, a list of those individuals who have been recommended for extended probationary periods (with the exception of those where there is no disagreement between recommending levels) will be submitted to the Personnel Review Committee Chairperson.

G. The Chairperson of the Personnel Review Committee of the Academic Senate will report the results of its review and recommendations to the appropriate Vice President or Dean of Students by December 1 for second year personnel; January 15 for personnel with three or more years of probationary service; February 19 for first year academic employees. The Chairperson will forward to each school dean a copy of that portion of the report pertaining to personnel within their appropriate school.

H. The appropriate Vice President or Dean of Students will forward his/her recommendations to the University President.

I. The University President will notify all academic employees:

1. Who are reappointed for the following year with tenure
2. Who are not granted tenure and whose reappointment for the following year constitutes another probationary year appointment
3. Who are not granted tenure and whose reappointment for the following year constitutes a terminal notice year appointment
4. Who are not granted tenure and whose employment is to be terminated at the close of the current year

J. Twelve-month academic employees are subject to the same tenure provisions and notice dates as academic year employees.
The above referenced resolution has been reviewed. It is my pleasure to approve the proposal with the understanding that the following modifications will be incorporated into the final text. Appended is the final text for CAM 344, with revisions noted, which will become effective July 1, 1988. It is my understanding that the Personnel Policies Committee is considering additional language in CAM to cover tenure of librarians.

1. 344.B3, second paragraph, has been modified so that it will be compatible with recently revised 342.2B.2, as follows:

In preparing resumes, applicants are encouraged to utilize the Faculty Resume Worksheet (CAM Appendix XII) as a guide.

2. 344.B5 -- The current language in CAM 344.2D has been added as the second paragraph to this section:

To be recommended for tenure the employee must be rated during the final probationary year within one of the top two performance categories listed in Section V of the Faculty Evaluation Form.

3. 344.B6, second line, and 344.B7.a, second line, for clarity, "academic years" needs to replace "years."

4. 344.B7.c should be addressed as a separate topic in 344.B8. In addition, the paragraph should end with the wording from the collective bargaining agreement and be changed to read:

5. 8. Tenure Upon Appointment

Tenure awarded by the President as the time of appointment (MOU-13.16) shall be considered as early tenure, and such an award shall be made in accordance with the paragraph above (CAM 344.1B.7b). Candidates for appointment with tenure shall normally be tenured professors at other universities—exceptions to this provision must be carefully documented. The President may award tenure to any individual, including one whose appointment and assignment is in an administrative position, at the time of appointment. Appointments with tenure shall be made only after an evaluation and recommendation by the appropriate department.
5. 344.B7.d should now become 344.B7.c and in the first line, the word "shall" has been changed to "should" in order to preserve flexibility accorded the President and provided for in the collective bargaining contract.

As in the case with the resolution on promotion, I concur with the revisions with the exception of language that limits the current authority and delegation of responsibility to the President from the Board of Trustees (Title 5).

Please express my appreciation to the members of Personnel Policy Committee for the proposals to revise the promotion and tenure policies in CAM.
A. Eligibility

Tenure eligibility shall be governed by the terms of Article 13 of the Memorandum of Understanding (MOU) between CSU and Unit 3 Faculty.

B. Criteria and Procedures (also consult CAM 341.1.D, E and F)

1. Tenure decisions are considered more critical to the university than promotion decisions. The fact that a probationary faculty member has received early promotion to associate professor is not a guarantee of tenure.

2. Performance reviews for the purpose of award of tenure shall be conducted in accordance with Article 15 of the MOU. Additional school (department) criteria and procedures shall be in accordance with the MOU and shall be approved by the Vice President for Academic Affairs.

3. Applicants for tenure shall submit a resume which indicates evidence supporting the award of tenure. This resume shall include all categories pertinent to tenure consideration, teaching activities and performance, professional growth and achievement, service to the university and community, and any other activities which indicate professional commitment, service, or contribution to the discipline, department, school, university, or community.

To assist applicants in preparing their resumes, the dean of each school shall forward a copy of the Faculty Resume Worksheet (CAM Appendix XII) to each applicant at the beginning of the tenure cycle.

In preparing resumes, applicants are encouraged to utilize the Faculty Resume Worksheet (CAM Appendix XII) as a guide.

4. Recommendations for tenure are based on the same factors as for promotion (see CAM 342.2.B.4). In addition, special attention shall be given to the applicant's working relationships with colleagues, potential for further professional achievement, and commitment to the department and university. The award of tenure is a major commitment by the university to the applicant and recommendations should substantiate the fact that such an award is advantageous to the university.

5. Department head/chairs and deans shall use Form 109 (CAM Appendix I) for evaluation of tenure applicants. Department (school) peer review committees shall submit their recommendations in a form that is in accordance with department (school) tenure procedures.

To be recommended for tenure the employee must be rated during the final probationary year within one of the top two performance categories listed in Section V of the Faculty Evaluation Form.
6. **Normal Tenure**

A tenure award is considered normal if the award is made after the applicant has credit for six (6) academic years of full-time probationary service (including any credit for prior service granted at the time of appointment, MOU 13.3, 13.4).

7. **Early Tenure**

a. A tenure award is considered "early if the award is made prior to the applicant's having credit for six (6) academic years of full-time probationary service (including any credit for prior service granted at the time of appointment).

b. In addition to meeting department (school) criteria for normal tenure, an applicant for early tenure must provide evidence of outstanding performance in each of the areas of teaching, professional growth and achievement, and service to the university and community.

c. Tenure awarded by the President at the time of appointment (MOU 13.16) shall be considered as early tenure, and such an award shall be made in accordance with the paragraph above (CAM 344.1.B.7.b). Candidates for appointment with tenure shall normally be tenured professors at other universities—exceptions to this provision must be carefully documented.

d. In order to receive early tenure, an applicant should, at a minimum, receive a favorable majority vote from the department peer review committee.

8. **Tenure Upon Appointment**

Candidates for appointment with tenure shall normally be tenured professors at other universities—exceptions to this provision must be carefully documented. The President may award tenure to any individual, including one whose appointment and assignment is in an administrative position, at the time of appointment. Appointments with tenure shall be made only after an evaluation and recommendation by the appropriate department.
Memorandum

To: Jan Pieper
    Malcolm Wilson

Date: March 14, 1988

From: Michael H. Suess, Associate Director
       Personnel and Employee Relations

File No.: 
Copies: 

Subject: Academic Senate Resolutions: on Promotion (AS 274-88/PPC) and Tenure (AS-275-88/PPC)

1. 342.2.A, last sentence:

This would prevent the promotion of MPP employees in the Academic Specialist classification. We have had two relatively recent experiences—Mark Cooper and Dennis Nulman—who were at the Associate Professor levels when they went into the MPP. That tracking classification limited them to Administrator II level and as they approached the salary ceiling of Administrator II and/or they reached the point where they would have been considered for promotion had they remained in a teaching position, they decided to apply for reclassification/promotion. After numerous phone calls to the Chancellor's Office we were advised to consult with the faculty from the incumbent's department as one step in the decision process. The faculty refused to make a recommendation because the incumbents had not recently taught.

Another option is to use the tracking classification of Administrative Program Specialist which is at the Administrator III level and make it a University policy not to advance junior faculty in rank while they are in the MPP. The President may wish to adhere informally to this practice without being bound to having it as a written policy in CAM. We should keep in mind that the Chancellor's Office has been considering the discontinuance of the Administrative Program Specialist tracking class and if they do then we would be hard pressed to identify another appropriate classification for Associate Deans. In other words, we lose flexibility.

Recommendation: Delete last sentence of 342.2.A with explanation that President intends to accommodate the suggestion by the Academic Senate when possible, but is reluctant to make it a formal policy because it will reduce his flexibility and would intrude into the position classification process.

2. 342.2.B.2, second paragraph:

This creates a procedural step of requiring the Dean to send a copy of the Faculty Resume Worksheet to each candidate. Currently, CAM encourages candidates to utilize the Worksheet as a guide. A problem with the proposed revision is that if one of the Deans does not send the Worksheet to a candidate, then the candidate can grieve the procedural violation.
Recommendation: Continue current practice. Change paragraph to read:

In preparing resumes, applicants are encouraged to utilize the Faculty Resume Worksheet (CAM Appendix XII) as a guide.

3. 342.2.8.4. Suggest it be modified to read:

Promotion in rank is in no way not automatic and is granted only in recognition of competency teaching competency, professional performance, and meritorious service during the period in rank. The application of criteria will be more rigorous for promotion to Professor than to Associate Professor. Recommendations for promotion of individuals are based on the exhibition of merit and ability in each of the following four factors and their subordinate sub-factors:

4. 342.2.8 -- The following provisions that are currently in CAM need to be retained in the revision, and the subsequent paragraphs renumbered.

5. Possession of the doctorate or other designated terminal degree from an accredited institution is normally required for promotion.

Deans will evaluate the administrative responsibilities of department heads/chairs.

6. Department heads/chairs...

7. Normal Promotion...

8. Early Promotion....

5. 342.2.8.7.9.b:

Although the introductory paragraph (342.2.A) states that tenure is required for promotion to professor, it is suggested that the requirement be emphasized in this paragraph.

Recommendation: 343.2.B.7.9.b, add the word tenure after the word "eligible" in second line.

6. 342.2.B.7.9.c:

It may be helpful at the end of the paragraph to add: "The Candidate must demonstrate exceptionally meritorious performance" as a qualification.
AS-275-88/PPC

1. 344.B.3, second paragraph, should be deleted and replaced with wording recommended in item 2, above (Academic Promotions).

2. 344.B.5 -- Add the following wording which is currently CAM 344.2.D as second paragraph:

   To be recommended for tenure the employee must be rated during the final probationary year within one of the top two performance categories listed in Section V of the Faculty Evaluation Form.

3. 344.B.6, second line, and 344.B.7.a, second line, add the word "academic" after "(6)".

4. 344.B.7.d, first line, change the word "shall" to "should" in order to preserve flexibility for the President as provided by the MOU.