

EVALUATION OF STUDENT SERVICES PROFESSIONALS, ACADEMIC RELATED FAM 652.3

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Purpose and Scope

By providing students special and specific academic services, Student Services Professionals, Academic Related (SSPARs) play a vital role in the mission of the university. This policy sets forth provisions that govern all aspects of the evaluation of SSPARs, a process critical for maintaining and enhancing the quality of SSPARs.

Provisions contained in this document are in accordance with the 1995-97 Memorandum of Understanding (MOU) between the CSU and the CFA as referenced in the CBA. If discrepancy is found between this document and the MOU, the MOU shall prevail.

In this document, the term SSPARs refers to faculty in Unit-Three who are counselors in the Psychological Counseling Center and Student Services Professionals, Academic Related in other areas of the Student Affairs Division.

Policy Statement

The purpose of evaluation is to develop and maintain high quality SSPARs who are intellectually and professionally active and who communicate effectively with students.

The evaluation process is designed to provide constructive guidance to SSPARs in achieving intellectual growth and professional development to ensure the protection of SSPAR, student, and institutional interests.

Overview of Evaluation

1. Types of evaluation

There are two types of evaluation. First is performance review, which is applicable to all probationary SSPARs for purposes of determining retention, tenure, and/or promotion. Tenured SSPARs may request consideration for promotion by completing and submitting appropriate documentation as listed below.

The second type of evaluation is periodic evaluation, which is applicable to all SSPARs not subject to performance review.

2. General provisions of evaluation. Several general provisions apply to both periodic evaluation and performance review.

- a. Only tenured SSPARs, faculty, librarians, and student services administrators may engage in the evaluation of other SSPARs. Evaluation criteria and procedures shall be made available to SSPARs before the evaluation process begins. No changes may be made during the evaluation process.
- b. At all levels of review, before recommendations are forwarded to the next evaluation level, SSPARs shall be given a copy of each recommendation stating in writing the reasons for the recommendation. SSPARs have the right to respond or submit a rebuttal within seven days following receipt of the recommendation. A copy of the response or rebuttal statement shall accompany the Working Personnel Action File (WPAF) and shall be sent to any previous levels of review. Upon request, the SSPAR may be provided an opportunity to discuss the recommendation with the recommending party. This provision shall not require that evaluation timelines be altered.
- c. Personnel recommendations or decisions relating to retention, tenure, promotion, termination, or any other personnel action shall be based primarily on material

contained in the Personnel Action File (PAF). If a personnel recommendation or decision is based on reasons not contained in the PAF, the party making the recommendation or decision shall commit those reasons to writing and this signed statement shall be placed in the Personnel Action File and a copy provided to the SSPAR.

- d. In cases of promotion, evaluation committee members must have a higher rank than those being considered for promotion.
- e. Recommendations shall be confidential.
- f. Timetables for performance review and periodic evaluation are prepared at the beginning of each academic year by the Office of Faculty Affairs and Development and approved by the Faculty Senate. For SSPARs, the timetables shall be prepared in consultation with, and with the approval of, the Vice President for Student Affairs.

3. Evaluation committee: Composition and Functions

a. SSPAR Evaluation Committee

- i. Composition: The SSPAR Evaluation Committee shall be composed of three elected tenured members, one of whom must be at the rank of SSPAR III. The remaining two may be SSPAR III, II or SSPAR I. The committee shall elect its chair who shall hold the rank of SSPAR III or II. No committee member shall participate in deliberations concerning his/her own evaluation or the evaluation of individuals holding higher rank. During the election process, an alternate may be selected to serve in the event of disqualification of a committee member. In the event of insufficient eligible/willing members to serve on the SSPAR Evaluation Committee, the tenured SSPARs shall elect members from other academic discipline(s). Such election shall take place by assembling a panel of eligible members from among whom the necessary members shall be chosen. A member of this committee shall not serve concurrently as a member of the University Evaluation Committee.
- ii. Functions: This committee shall conduct performance review as well as period evaluation of SSPARs at the departmental level.

b. University Evaluation Committee

- i. Composition: The University Evaluation Committee shall be composed of one tenured Professor elected from each College by the tenure-line faculty of the College; one tenured Librarian elected by the tenure-line librarians; and one

tenured SSPAR. Department Chairs or Associate Deans may not serve on this committee. Library Evaluators may serve on this committee but must withdraw whenever a librarian to be evaluated has been evaluated by them. Members shall serve two-year staggered terms. The Committee shall elect its Chair. A member of this committee cannot serve concurrently as a member of a Department, Library, SSPAR or College Evaluation Committee.

- ii. Functions: This committee shall conduct performance review for faculty members at the University level in cases where recommendations from the Department, Department Chair, College and Dean are not unanimous as well as in cases involving non-retention, and denial of tenure or promotion. This committee shall also serve as the higher-level peer review committee for librarians and SSPARs. In addition, the committee shall rank faculty in promotion cases, basing their rankings primarily on previous recommendations and rankings.

4. Instruments of evaluation

- a. SSPAR Activities Report (SSPAR AR) - To be completed by all SSPARs subject to performance review and by probationary and full-time temporary SSPARs subject to periodic evaluation. These shall cover all three areas of evaluation: professional assignment, professional activities and Service to university and/or community and shall reflect the cumulative record since appointment. Supporting documentation must be attached (for example, active participation in professional societies, professional participation as a principal consultant in the area of public service, reprints of speeches or presentations to community groups, etc.) as follows:
 - i. For probationary SSPARs being considered for retention and tenured SSPARs applying for promotion, all supporting documentation since the last performance review.
 - ii. For probationary SSPARs applying for early tenure and/or early promotion, all supporting documentation since appointment.
 - iii. For all others, all supporting documentation since the last performance review.

SSPARs may include professional activities carried out prior to appointment. Pre-employment dates of such activities should be noted. The entire professional experience of the SSPAR should be examined and considered, but primary

consideration shall be given to the professional accomplishments since appointment.

- b. Once each quarter the supervisor of the program to which the SSPAR is assigned will schedule and give campus wide publicity to meetings at which students are given the opportunity to comment on the performance of SSPAR employees. Each quarter at least twelve such hours will be reserved for this purpose. The meetings will be scheduled so that day and evening students will have adequate opportunity to participate. Attending these meetings will be the employee's supervisor and a member of the SSPAR Evaluation Committee. Another committee member will be on call during meeting hours in the event the attending member is the subject of student comments and must be excused from participation. The supervisor and committee members will have five working days to determine if the student comments are of substance, and as a result, should be forwarded to the Personnel Action File of the SSPAR. When such comments are to be forwarded to the Personnel Action File, the supervisor will ask the student author(s) of the comments to provide them in written form in a signed statement. Such statements are included in the Personnel Action File for review and action, However, before such statements are incorporated into the employee Personnel Action File, the student(s) involved will be advised that employees have the right to inspect, review and rebut contents of their Personnel Action File. The schedule of the periodic evaluation and performance review shall not be delayed by this section. Any statements completed pursuant to this section will be promptly included in the Personnel Action File for review at the next level.

5. FILES

- a. The Personnel Action File (PAF)
 - i. A Personnel Action File shall be maintained for each SSPAR.
 - ii. An SSPAR shall have the right to submit additional materials to his/her PAF and shall have the right to submit a written rebuttal to any material in his/her file. Only material identified by source may be placed in the PAF. Identification shall indicate the author, the committee, the campus office, or the name of the officially authorized body generating the material. The SSPAR shall be provided with a copy of any material to be placed in the PAF at least five days prior to the placement.

- iii. An SSPAR shall have the right of access to all material in his/her PAF, exclusive of pre-employment materials, except when the pre-employment materials are used in personnel actions.
- iv. The PAF may be inspected by the SSPAR upon request. A copy of all materials requested shall be provided within fourteen days of the request. If the SSPAR believes that any portion of the file is not accurate, a correction or deletion of those materials may be requested. If the request is denied, the SSPAR shall have seven days to submit the request to the President. Within twenty-one days of the request to the President, the President shall provide to the SSPAR a written response. If the President grants the request, the record shall be corrected or the deletions made, and the SSPAR shall be sent a written statement to that effect. If the President denies the request, the response shall include the reason(s) for denial.
- iv. The PAF shall be held in confidence. Access to an SSPARs file shall be limited to persons with official business. For SSPARs, the Office of the Vice President for Student Services shall log all instances of access to a PAF. This record shall be a part of the file.

b. Working Personnel Action File (WPAF)

- i. The Working Personnel Action File refers to the portion of the Personnel Action File used during the time of periodic evaluation or performance review of an SSPAR. The WPAF shall include where required the following:
 - SSPAR Activities Report reflecting the cumulative record in all areas of evaluation;
 - Responses and rebuttals;
 - All other evaluation materials appropriately included in the PAF;
 - All current and previous summary statements and recommendations resulting from the evaluation process.
- ii. Materials submitted to the WPAF by an SSPAR for evaluation purposes shall be deemed incorporated by reference in the PAF but need not be physically placed in the file. An index of such materials shall be prepared by the SSPAR and submitted with the materials. Such an index shall be permanently placed in the PAF.

6. Recommendations. Recommendations shall be made following a thorough review of the WPAF relative to each applicable criterion. All participants who make recommendations shall, in addition, ensure that criteria are applied equally for each SSPAR evaluated. If there are omissions of documentation, information or recommendations in the materials submitted for review, the materials may be returned for amplification. Any such amplification shall be provided in a timely manner.
7. Decision. The President or designee shall receive the WPAF, review its contents and recommendations, and reach a decision. The President's or designee's decision shall be communicated in writing to the faculty member and shall state the reasons for the decision.

Performance Review

1. Definitions
 - a. Performance review. Performance review is the process whereby decisions concerning retention, promotion, and tenure are made. Performance reviews are based upon information obtained from students, peers, and administrators in the manner described below. Upon completion of deliberations at each level of performance review, a copy of the recommendation shall be forwarded to the SSPAR, who may respond in writing within seven days after receipt of the recommendation and/or request a meeting with the recommending party.
 - b. Probation. The normal period of probation shall be six years of credited service or full-time probationary service. A year of service for an SSPAR in an academic year position is three consecutive quarters of employment within an academic year. Any deviation from the normal six-year probationary period shall be the decision of the President or designee, following consideration of recommendations from the SSPAR supervisor, the SSPAR Evaluation Committee, and the University Evaluation Committee.

A probationary SSPAR in the second year of service shall be notified by the President or designee of a final decision on retention no later than February 15. A probationary SSPAR who has served more than two years of probation shall be notified by the President or designee of a final decision on retention or a terminal year appointment no later than June 1.

- c. Tenure. Tenure is the right of an SSPAR to continue permanent employment at the campus except when such employment is voluntarily terminated or terminated by the employer pursuant to the provisions of a collective bargaining agreement or law.

The President or designee may award tenure to an SSPAR after a six-year probationary period. Upon application by a candidate and consideration of positive recommendations from the SSPAR supervisor(s) and evaluation committees, the President or designee may award tenure before the end of the six-year probationary period. Tenure shall be effective at the beginning of the academic year succeeding the year in which tenure is awarded.

- d. Promotion. Promotion is the advancement to a higher rank of a probationary or tenured SSPAR. A probationary SSPAR shall not normally be promoted during probation. A probationary SSPAR shall normally be considered for promotion at the same time he/she is considered for tenure. Probationary SSPARs shall not be promoted beyond the rank of SSPAR II.

A SSPAR in the rank of SSPAR equivalent may be considered for promotion after completing one year of service in rank. Upon application by the candidate and following consideration of positive recommendations from evaluation committees and SSPAR supervisor(s), probationary SSPARs may be promoted to the rank of SSPAR II.

Promotion of a tenured SSPAR shall normally be considered upon reaching the highest step in a rank. If an SSPAR requests in writing to the Vice President for Student Services not to be considered, this provision shall not apply. Upon application, and following consideration of positive recommendations from evaluation committees and SSPAR supervisor(s), an SSPAR may be promoted from any step lower than the top step in the individual's rank.

The President or designee shall notify the SSPAR in writing of the final decision on promotion no later than June 15. Such notification shall include the reasons for approval or denial and shall indicate the effective date of the promotion.

- e. Ranking. All SSPARs recommended for promotion shall be ranked in order of preference. The same criteria will be utilized in ranking that were used in recommendations for promotion.

The SSPAR Evaluation Committee will rank all SSPARs recommended for promotion.

In all instances, ranking for promotion provides a recommendation to the President or designee for action to be taken in the event of inadequate funds. Where SSPARs are not promoted due to lack of funds, they shall be automatically considered recommended for promotion and shall be given first priority when funds for promotion next become available.

2. Participants in performance review

- a. All second, fourth and sixth year probationary SSPARs, tenured SSPARs eligible for promotion, and probationary SSPARs applying for early tenure and/or early promotion. Third and fifth year probationary SSPARs may also be subject to performance review upon notification by the President or designee.
- b. SSPAR supervisor(s)
- c. SSPAR Evaluation Committee
- d. University Evaluation Committee
- e. President or designee

3. Procedures for performance review

The performance review process is composed of a number of steps involving the accumulation of materials to be evaluated and the determination of recommendations at various levels of peer and administrative review.

- a. SSPARs complete SSPAR Activities Report (SSPAR, AR) and submit these to the VPSSO (Vice President, Student Services Office).

Prior to the beginning of the review process, the faculty unit employee subject to review shall be responsible for the identification of materials he/she wishes to be considered and for the submission of such materials as may be accessible to him/her. Evaluating committees and administrators shall be responsible for identifying and providing materials relating to evaluation not provided by the employee.

- b. A specific deadline before the recommendation is made at the first level of evaluation shall be established by campus policy at which time the Working Personnel Action File is declared complete with respect to documentation of performance for the purpose of evaluation. Insertion of material after the date of

- this declaration must have the approval of the SSPAR Evaluation Committee and shall be limited to items that became accessible after this declaration. Material inserted in this fashion shall be returned to the initial evaluator for review, evaluation and comment before consideration at subsequent levels of review. If, during the review process, the absence of required evaluation documents is discovered, the Working Personnel Action File (WPAF) shall be returned to the level of which the requisite documentation shall have been provided. Such materials shall be provided in a timely manner.
- c. The VPSSO shall assemble the WPAF (which includes the SSPAR, AR) to the SSPAR's supervisor. The Supervisor shall prepare a performance evaluation, discuss its contents with the SSPAR, include it in the WPAF, and forward the evaluation to the VPSSO. The performance evaluation makes recommendation regarding retention, promotion or tenure decisions. The VPSSO shall forward the WPAF to the SSPAR Evaluation Committee for review and recommendations.
 - d. The SSPAR Evaluation Committee shall review the WPAF contents, engage in deliberations and arrive at recommendations. At its discretion, the committee may seek additional information. If information is used in the evaluation process, it is documented and added to the file. At the completion of the process, the committee shall forward the file to the VPSSO.
 - e. The VPSSO submits the WPAF to the University Evaluation Committee for review, recommendations, and rankings in promotion cases.
 - f. The VPSSO submits the WPAF to the President or designee for decision. The Vice President for Student Services may serve as both the designee of the President and the SSPAR supervisor for purposes of reviews and evaluations. In addition to decisions regarding retention, promotion or tenure, the President or designee may notify probationary SSPARs that performance review is required in the third or fifth probationary year. At the completion of the process, the supervisor shall discuss the results of the retention promotion and tenure review with the employee.

Periodic Evaluation

1. Definitions

- a. **Periodic Evaluation:** Periodic evaluation is the process whereby SSPARs who are not subject to performance review are evaluated. Those subject to periodic evaluation include temporary part-time and temporary full-time SSPARs, and first, third and fifth year probationary SSPARs. Third and fifth year SSPARs applying for early tenure and/or early promotion will be subject to performance review and therefore periodic evaluation will not be necessary. Periodic evaluation will also not be necessary for third and fifth year SSPARs subject to performance review as a result of notification by the President or designee.
- b. **Purpose of Periodic evaluation.** The purpose of periodic evaluation for SSPARs is to evaluate professional assignments and where applicable, professional growth and Service to university and/or community. Where necessary, steps may be recommended to improve performance.
- c. **Result of Periodic evaluation.** The result of periodic evaluation is to be a summary statement on the strengths and weaknesses of the SSPAR in the areas of professional assignments, professional growth/activities and Service to university and/or community. This statement may include recommendations for improvement. Upon completion, each summary statement is placed in the PAF and a copy is provided to the SSPAR.

In the case of temporary SSPAR's, the results of periodic evaluation shall be given careful consideration whenever reappointment is considered. For temporary full-time SSPARs, it may be used as the basis for recommending movement to a higher range. Recommendations for movement to a higher range shall only be made in cases where the temporary full-time SSPAR has reached the top step of a range.

2. Procedures for periodic evaluation

- a. **Temporary SSPARs**
 - i. Temporary SSPARs completes an Activities Report forms and submit these to the Vice President, Student Services Office (VPSSO).
 - ii. The VPSSO assembles the Working Personnel Action Files (WPAF) consisting of appropriate evaluations materials, including the current Activities Report, and forwards it to the SSPAR supervisor.
 - iii. The SSPAR supervisor prepares an evaluation based on the WPAF, and forwards it to the VPSSO. The VPSSO forwards the WPAF to the SSPAR Evaluation Committee.

- iv. The SSPAR Evaluation Committee prepares summary evaluations and submits these to the VPSSO.
- b. First, Third, and Fifth Year Probationary SSPARs
- i. First, third, and fifth year SSPARs complete the Activities Report (SSPAR AR) forms and submit these to the Vice President, Student Services Office (VPSSO).
 - ii. The VPSSO assembles the Working Personnel Action Files (WPAF) and forwards it to the SSPAR supervisor.
 - iii. The SSPAR supervisor prepares an evaluation based on the WPAF and forwards it to the VPSSO. The VPSSO shall forward that material to the SSPAR Evaluation Committee.
 - iv. The SSPAR Evaluation Committee shall prepare a current summary statement of its evaluation and submit it to the VPSSO.

Following the completion of the review process, recommending parties shall provide an opportunity for discussion with the SSPAR. This will ensure that the evaluation process is one of growth, maturation and collegiality.

3. Periodic evaluation of tenured SSPARs

a. Purpose

The purpose of periodic evaluation of tenured SSPARs is to assure continuing quality services within the University. The program is designed to maintain excellence in SSPAR performance, professional activity and service to the University and community. This process is intended to be both positive and support.

b. Procedure

- i. Each academic year, tenured SSPARs who are no longer subject to performance review and who have not been reviewed during the previous five (5) year period shall be subject to periodic evaluation. Also subject to periodic evaluation are tenured SSPARs whose previous evaluations resulted in a decision to review prior to the normal five (5) year period.
- ii. During the Fall Quarter of the evaluation year those SSPARs subject to evaluation shall submit to the Vice President, Student Services Office (VPSSO)

- an Activities Report. The report shall be cumulative over the previous five year (5) years or since the last evaluation.
- iii. The following materials shall be assembled into a Working Personnel Action File by the Vice President, Student Services Office.
 - SSPAR Activities Report
 - Other material deemed relevant by the SSPAR
 - iv. The SSPAR Evaluation Committee and SSPAR supervisor shall jointly review the assembled file and prepare a summary report outlining strengths and weaknesses in the SSPAR performance, specifying remedies if any, and indicating when the next review shall take place. A copy of this report shall be given to the SSPAR who shall have the right to submit a written response, which may be a rebuttal.
 - v. The Chair of the Evaluation Committee, the SSPAR supervisor and the SSPAR shall meet to discuss the contents of and any recommendations contained in the report. The report shall then become a part of the Personnel Action File.
- c. *Criteria.* Tenured SSPARs shall be evaluated in the areas of professional assignment, professional activities and service to the University and community. The applicable criteria in evaluating these areas are the same as for SSPARs subject to performance review.
- d. *Exclusion.* Members of the SSPAR Evaluation Committee shall not participate in their own review.
- e. *Delays in review.* Although the MOU Section 15.28 is silent on delays in the review process, the University recognizes that unforeseen emergency situations may arise so that a delay in review is inevitable. Reasons for a delay must be serious and compelling. Requests for a delay in review must be made in writing with specific reasons stated for the delay. These requests must be submitted to the SSPAR supervisor. Delays of no more than one year may be granted except in exceptional circumstances, such as a multiple year leave of absence, when more than one year may be granted, by the SSPAR supervisor in consultation with the SSPAR Evaluation Committee.

Criteria for Performance Review

One of the hallmarks of university excellence is the sound professional balance of its SSPARs. This balance results from a blend of excellent performance of professional assignments, active

and substantive professional activity, and professional service to the University and/or community. These criteria shall be applied to all persons seeking retention, tenure and/or promotion as members of the tenure track faculty.

SSPARs are evaluated in three areas: professional assignments, professional activities, and service to university and/or community.

1. Performance of professional assignments

The primary function of SSPARs at the California State University is the performance of professional assignments. The professional environment and work of SSPARs is different from those of the instructional faculty and librarians because of the special nature of their assignments. The work of SSPARs is varied and involves a wide range of professional assignments mostly outside of the classroom, but related to the academic mission of the University. The factors used in the performance evaluation of SSPARs must reflect these unique elements and responsibilities.

Direct objective evidence of the effectiveness in performing professional assignments is crucial to the overall evaluation process. Effectiveness shall be evaluated by the quality of the performance in the various types of professional assignments. These may include, but are not limited to, psychological services, and special programs and services for students with disabilities.

Those persons involved in the evaluation process shall recognize the existence of differences in the SSPAR assignments. While SSPARs may have a variety of diverse and wide-ranging responsibilities, SSPARs are expected to work effectively in the performance of professional assignments. Evaluation shall be based upon the particular methods used by the SSPAR and whether or not they are likely to produce desired results.

The primary sources for evidence concerning the quality of the performance or professional assignments shall be the SSPAR Activities Report and the SSPAR Supervisor's Report.

The appropriate supervisor(s) in the Division of Student Services and the University Evaluation Committee shall evaluate the performance of professional assignments. They shall also determine if it is appropriate to the SSPARs rank.

Quality of performance of professional assignments shall be evaluated in the following areas:

- a. Commend of professional knowledge. Credentials presented by the SSPAR upon appointment should attest initially to the SSPAR's command of the professional knowledge. However, refinement and change are inherent in any area of knowledge. SSPARs must be familiar with the current knowledge within their areas of expertise and incorporate relevant changes into professional assignments.

- b. Effectiveness in Performance of Professional Assignments.

SSPARs must perform effectively in their areas of responsibility. Effectiveness in performance is demonstrated by professional competence; completing assignments competently, thoroughly, and in a timely manner; performing with minimal direction and supervision; accepting supervision and responding positively to constructive criticism; displaying appropriate initiative and exercising sound judgment; demonstrating effectiveness as a supervisor (if the position involves this role); and demonstrating a thorough working knowledge of the policies and procedures in the area of responsibility.

SSPARs must perform effectively in their working relationships with students both individually and in groups within their areas of responsibility. Effectiveness in performance is demonstrated by receiving favorable evaluations from supervisors, peers, and students regarding effectiveness; and advising, sponsoring or interacting with recognized student groups.

SSPARs must perform effectively in using innovative and creative skills, and having the ability to implement them into productive applications. Effectiveness in performance is demonstrated by initiating change with due consideration of appropriateness, consultation and constraints; accepting negotiated change and assisting in its implementation with the University; and adapting to meet new and different needs within their field.

SSPARs must perform effectively in ability to work with colleagues. Effectiveness in performance is demonstrated by showing an active interest and participating in reconciling differences; showing respect for the opinions of others; sharing knowledge and skills with colleagues; and establishing and maintaining sound

professional relationships with personnel outside of student services and academic related areas.

2. Professional activities

A certain level of professional activity and growth supports the primary mission of the University. Continued professional growth provides a means whereby excellent, up-to-date and enriched academic related professionals benefit the University as a whole.

Evaluation Committees and others involved in performance review recognize that no single method exists whereby SSPARs may demonstrate professional growth. Distinct professional areas assigned to the SSPAR have diverse methods of demonstrating professional growth. Even within the same assignment differences among professional training, presentations, on-going study and classroom instruction exist.

- a. It shall be the sole responsibility of the SSPAR to provide documented evidence of professional activity. Examples of items which may be used are books and articles or evidence indicating their acceptance for publication, proposals, contracts, grants or programs; letters of invitation or appointment, reviews of creative activity written by professionally recognized persons; other appropriate professionally generated materials pertinent to this area of evaluation. This evidence shall be submitted as part of the SSPAR Activities Report.
- b. The SSPAR Supervisor/Evaluation Committee must evaluate each item in the area of professional growth. It must also address the significance of the contribution and the quality of the form in which it is presented, i.e. a publication, a paper or presentation, a work in progress, etc. In addition, if the contribution consists of professional activity such as a consultant ship, participation in professional organization, or grant and award, the committee must assess its significance and clarify the relevance of the format. If the SSPAR Supervisor/Evaluation committee finds any deficiencies in the SSPAR's description of professional growth or has difficulty commenting on any item in the report, the committee shall consult with the SSPAR before preparing an evaluation.
- c. The SSPAR Supervisor/Evaluation Committees shall consider all professional activity materials submitted by the SSPAR. The SSPAR Supervisor/Evaluation Committee shall determine the appropriateness and quality of the professional activities in light of established criteria. The Supervisor/Evaluation shall evaluate the SSPAR's professional growth relative to the SSPAR's academic rank.
- d. The following list of professional activities should be regarded as exemplary in nature and is not meant to be limiting, definitive or prescriptive in its order.

Professionally evaluated work is generally more significant. Some parts of this list are more readily adapted to specific academic areas than others.

- i. Receipt of a fellowship, grant, contract, award, prize or other indication of professional recognition.
- ii. Active participation in seminars, conferences, meetings or other activity leading to professional growth.
- iii. Continuing education, retraining, and the development of new skills to one's current or potential assignment. Evidence of these activities may be taking of courses, earning advanced degrees, or participating in professional conferences, seminars, workshops, institutes, or special programs which lead to systematic updating of knowledge; and consideration of new ideas and information from colleagues and students, and the application of the new ideas and information.
- iv. Presentations at professional meetings dealing with research, investigative activity or creative activity.
- v. Publications, such as books or texts (whole or part thereof), journal periodical or any other type of academically specialized form such as music, script, software, etc. Professionally recognized or refereed publications are generally more significant.
- vi. Creative activity culminating in a public display or performance such as might occur in music, art, drama, poetry reading, etc.
- vii. Active leadership and/or service in recognized professional societies. (This activity may also be relevant to Service to university.)
- viii. Consultant ships, whether paid or unpaid, of a professional nature.
- ix. Editing, reviewing indexing, abstracting, or performing other editorial work for professional or scholarly publications.
- x. Involvement in an on-going study or research program within a related discipline; publication of pertinent studies and research projects; and supporting the study and research of others.
- xi. Involvement in classroom instruction; demonstration of teaching skills with groups of students or colleagues; receiving feedback on improving teaching methods and procedures; and receiving evaluation and constructive criticism by both students and peers.
- xii. Any other item of specific professional activity, such as work in progress, research related to assignment, etc.

3. Service to university and/or community

In addition to demonstrated effectiveness in performance of professional assignments and continued professional activity, SSPARs must also participate in professionally related service to the University and/or community.

Service to university and/or community SSPARs are uniquely qualified to contribute to the mission of the University in a variety of ways, such as participating in institutional governance, evaluating the professional performance of their colleagues, sponsoring student organizations, etc. Service community related to the mission of the University brings recognition not only to the University but to the SSPARs as well. Service should be consistent with the professional abilities, expertise and leadership qualities of the SSPAR and should foster an intellectual relationship with the off-campus community. The term "community" may refer to local, regional, state, national or international entities.

Service to the University and/or community shall be demonstrated by documented evidence submitted with the SSPAR Activities Report. The following list provides examples only and must not be construed as limiting, definitive or prescriptive in its order.

- a. Active participation in service to and/or governance of the SSPAR's department, the campus and/or University System.
- b. Active participation at all levels of the University and the University System with emphasis on the department and the division levels while at the SSPAR I rank.
- c. Authorship of documents, reports, or other materials pertinent to the University's mission or operation.
- d. Advisor or sponsor to student groups on campus.
- e. Active participation in program, Department, Division campus and/or University-wide Advisory Groups.
- f. Specialized service, either elected or appointed. If a SSPAR is given release time to perform such a service, this shall not be considered in evaluating the quality of such service. However, having received released time may be considered when evaluating the quantity of such service.
- g. Lectures, speeches, talks, presentations and/or displays given to schools, community groups, or the University community.
- h. Consultant ships to service community groups.
- i. Services at local, state and Federal Government level.
- j. Active participation and/or office holding in civic, educational, service, or humanitarian groups.
- k. Judge at science fairs, art shows, music contests, etc., educational marathons, officiating at sporting events, or similar activity.

- l. Media presentations such as interviews, articles, speeches, or other presentations in newspapers, magazines, radio, television, or film.
- m. Participation in educational equity programs and activities.
- n. Other items related to Service to university and/or community.

Service to university and/or community. The SSPAR shall describe and provide documentation for Service to university and/or community. Evidence may include, but shall not be limited to, letters of invitation, memoranda documenting service, programs, membership lists, and other appropriate items. This evidence shall be attached to the SSPAR Activities Report.

The SSPAR supervisor(s) and the University Evaluation Committees shall evaluate the nature of the service to the University and/or community. They shall also determine if it is appropriate to the SSPAR's rank.

Rating System for and its Application to Performance Review

The SSPAR supervisor(s) and University Evaluation Committees shall apply the established criteria to the performance of an SSPAR relative to that SSPAR's academic rank. The following ratings shall be used:

Superior. This rating reflects exceptional performance in an area of evaluation.

Competent. This rating reflects satisfactory performance in an area of evaluation.

Inadequate. This rating clearly indicates unacceptable performance in an area of evaluation.

1. General provisions

- a. To be reappointed for the third, fourth, fifth, and sixth years of the probationary period, the SSPAR must be judged at least COMPETENT in professional assignments, professional growth, and service at current rank.
- b. To be promoted, the SSPAR must be judged SUPERIOR in professional assignments, professional growth, or service at the level of the academic rank to which promotion is sought. A rating of at least COMPETENT must be received in each of the other two areas.
- c. To be awarded tenure, the SSPAR must be judged at the level at which he or she was appointed to the tenure track and be found SUPERIOR in professional assignments, professional growth, or service and at least COMPETENT in the other two areas.
- d. SSPARs requesting early promotion are judged by the same standards according to rank as SSPARs considered at the end of the normal probationary period.

- e. SSPARs requesting early tenure shall meet the same standards according to rank as SSPARs considered at the end of the normal probationary period. In addition, SSPARs requesting early tenure shall have demonstrated a sustained record of involvement and achievement, on this campus or elsewhere, indicative of a commitment to continued professional performance in professional assignment, professional growth and service to the University.
- f. Since the criteria for early promotion and early tenure are not identical, an SSPAR may be granted promotion, tenure, or both promotion and tenure.
- g. In progressing through the levels of SSPAR I, II and III, an increasingly rigorous application of the criteria for SUPERIOR shall be applied.

2. Competency and superiority in the area of professional assignments

- a. *At the rank of SSPAR I:* During years two and three of the probationary period, the COMPETENT SSPAR at the rank of SSPAR I must demonstrate command of professional knowledge. Strong indications of developing abilities must be demonstrated in the other professional assignment criteria.

During subsequent years, competence in the appropriate professional assignments criteria must be evident.

- b. *At the rank of SSPAR II:* The COMPETENT SSPAR at the rank of SSPAR II must demonstrate proficiency in the appropriate professional assignments criteria.
- c. *At the rank of SSPAR III:* The COMPETENT SSPAR at the rank of SSPAR III must demonstrate proficiency in the appropriate professional assignments criteria and demonstrate a record of involvement and achievement indicative of a commitment to continue professional performance of professional assignments.
- d. *Superiority in the Area of Professional Assignments:* To be considered SUPERIOR in the area of professional assignments, the SSPAR must meet the requirements set forth above for COMPETENT appropriate to rank. In addition to this, the SSPAR must meet at least one of the following additional criteria:
 - i. A preponderance of evidence demonstrating excellence in professional assignments as indicated in the SSPAR Activities Report.
 - ii. A record of distinction for some aspect of professional assignments at or beyond the University.

3. Competency and superiority in the area of professional activities

- a. *At the rank of SSPAR I:* During years two and three of the probationary period, the COMPETENT SSPAR at the rank of SSPAR I must demonstrate involvement in professional activities. In subsequent years, continued active involvement in and successful completion of professional activities should be evident (see Chapter 4, Section II.B.4. for examples of professional activities).
- b. *At the rank of SSPAR II:* The COMPETENT SSPAR at the rank of SSPAR II must demonstrate a record of active involvement in and successful accomplishment of professional activities. Successful accomplishment at this level normally requires that some complete work be professionally evaluated (see Chapter 4, Section II.B.4. for examples of professional activities).
- c. *At the rank of SSPAR III:* The COMPETENT SSPAR at the rank of SSPAR III must demonstrate a record of successful accomplishment and recognition in professional activities (see Chapter 4, Section II.B.4. for examples of professional activities).
- d. *Superiority in the Area of Professional Growth:* To be considered SUPERIOR in the area of professional growth the SSPAR must meet the requirement set forth above for COMPETENT appropriate to rank. In addition to this, the SSPAR must also have attained recognition beyond the University in research, investigative activity and/or creative activity.

4. Competency and superiority in the area of service to university and/or community

- a. *At the rank of SSPAR I:* The COMPETENT SSPAR should demonstrate a developing level of participation particularly at the department and division levels within the area of service. (See Chapter 4, Section II.C.1. for examples of service activities.) For the purpose of awarding tenure, the COMPETENT SSPAR must demonstrate significant participation in the area of service.
- b. *At the rank of SSPAR iii:* The COMPETENT SSPAR at this rank must demonstrate significant participation in the area of service. For a SSPAR hired at this rank, a COMPETENT rating may be assigned for demonstrating sufficient progress towards achieving this standard by their third probationary year.

- c. *At the rank of SSPAR III:* In addition to significant participation in service activities, the COMPETENT SSP.AR is expected to provide effective leadership in some of these activities. For a SSPAR hired at this rank, a COMPETENT rating may be assigned for demonstrating sufficient progress towards achieving this standard by their third probationary year.
- d. *Superiority in the Area of Service:* A rating of SUPERIOR in this area is awarded for exceptional service that has been clearly documented as to quantity and quality. To be considered SUPERIOR in the area of service, the SSPAR must meet the qualifications set forth above for COMPETENT appropriate to academic rank. In addition, the SSPAR must demonstrate unusual effectiveness or performance as a contributor or leader in the University, the off-campus community, or a combination of both.

Criteria for Periodic evaluation

1. Temporary full-time SSPARs

Temporary full-time SSPARs shall be evaluated in the areas of professional assignments, professional growth, and service to the University and/or community, as specified in their contracts. The applicable criteria are the same as for SSPARs subject to performance review.

To be recommended for movement to a higher range, temporary full-time SSPARs shall maintain a rating of SUPERIOR in professional assignments and a rating of at least COMPETENT in the applicable criterion area(s) as specified in their contracts.

2. Temporary part-time SSPARs

Temporary part-time SSPARs shall only be evaluated in the area of professional assignments. The applicable criteria in evaluating this area are the same as for SSPARs subject to performance review.

To be reappointed, the temporary part-time SSPAR must be judged COMPETENT in professional assignments.

3. First, third and fifth year probationary SSPARs

First, Third and Fifth year probationary SSPARs shall be evaluated in the area of professional assignments, professional growth, and service to the University and/or

community. The applicable criteria in evaluating those areas are the same as for SSPARs subject to performance review.

Approvals

Approved by the Faculty Senate on February 18, 2020

Signed by the President on March 24, 2020

History

First created: 1996 by Faculty Affairs Committee

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Q2S-updated: 2020 by Faculty Affairs Committee