

August 28, 2017

**Southern Connecticut State University**

**PROMOTION AND TENURE PROCEDURES FOR FACULTY**

**INTRODUCTION**

Three precepts shall guide the implementation of this document:

1. All processes and procedures are designed to reflect the spirit of shared governance.
2. Assessments shall be based on the measurements of academic and professional excellence in order to best serve the university community.
3. Faculty rights of due process shall be safeguarded at each step described below.

**PART I - AUTHORIZATION FOR PROCEDURES**

The Faculty Senate, in agreement with the President of the University, establishes these procedures, including the attached Addendum (for coaching faculty) consistent with the Collective Bargaining Agreement<sup>1</sup>, to govern the promotion and tenure processes at Southern Connecticut State University. Due dates in this document represent contractually mandated deadlines as stipulated in the Collective Bargaining Agreement. The dates that apply for the current academic year are those listed in the calendar (Parts V and VI) of this document.

**PART II - STANDARDS FOR PROMOTION AND TENURE**

A. Eligibility

1. Promotion

To be considered for promotion, a faculty member must meet certain minimum eligibility requirements associated with that rank as listed below. See Article 5.3 in Collective Bargaining Agreement for determination of eligibility. In each case, the degree at issue must be from a college or university regionally accredited at the time of the degree. The member must not be on a final appointment.

a. Assistant Professor, Assistant Librarian, or Assistant Counselor

One of the following shall apply.

- 1) An earned doctorate or a terminal degree appropriate to the field,  
or
- 2) At least three (3) years of full-time employment as faculty, counselor, or librarian in a college or university, plus both
  - (a) a master's degree, and
  - (b) an additional full year of study above the master's level,  
or
- 3) Ten (10) years of full-time employment at the rank of Instructor, Staff Librarian, or Staff Counselor,  
or
- 4) Credentials and/or experience substantially comparable to the above.

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<sup>1</sup>"Collective Bargaining Agreement", when used in this document, refers to the Collective Bargaining Agreement between the Connecticut State University American Association of University Professors and the Board of Regents for the Connecticut State Colleges and Universities, August 2016-August 2021

b. Associate Professor, Associate Librarian, or Associate Counselor

1) An earned doctorate or a terminal degree appropriate to the field, plus at least five (5) years of full-time employment as faculty, counselor, or librarian in a college or university at a rank above Instructor,

or

2) Ten (10) years of full-time employment at the rank of Assistant Professor, Assistant Librarian, or Assistant Counselor,

or

3) Credentials and/or experience substantially comparable to the above.

c. Professor, Librarian, or Counselor

1) Earned doctorate or a terminal degree appropriate to the field, plus at least eight (8) years of full-time employment as faculty, counselor or librarian in a college or university, including at least five (5) years at the rank of Associate Professor,

or

2) Ten (10) years of service at the rank of Associate Professor, Associate Librarian, or Associate Counselor,

or

3) Credentials and/or experience substantially comparable to the above.

2. Tenure

Although all full-time tenure-track faculty, librarians, and counseling faculty are eligible for tenure in any year of their probationary period, tenure shall be granted only to those whose high quality of performance and long-term contributions to the University can be established. To be considered for tenure, a candidate must hold an appointment that may be credited towards tenure. Evidence of high quality of load-credit activity, including teaching, administrative responsibilities or other examples of reassigned time, creative activity appropriate to one's field, productive service to the department and university, professional activity, and years in rank shall all be considered before tenure is recommended. See Article 4.11.2.1 in the Collective Bargaining Agreement

B. Criterion

1. Introduction

The fundamental quality to be considered by all who evaluate a candidate shall be academic excellence, as defined by a process of shared governance. Only the categories outlined shall be used to this end and, for all teaching faculty, weighted in the order as described in Part II.B.2 of this document. For non-teaching faculty, see the Collective Bargaining Agreement for categories and weights of evaluation.

Academic excellence shall be the criteria for evaluating and recommending full-time members. Academic excellence shall be determined by the quality of activity within each of the categories listed below, including keeping current in one's field. All individuals and bodies evaluating a member shall weight these categories in the order listed. Any special conditions in the member's letter of appointment or subsequent extensions or modifications of such appointment as provided in Article 4.7 of the Collective Bargaining Agreement shall be considered in the evaluation process. Any special conditions in the member's letter of appointment or subsequent extensions or modifications of such appointment as provided in Article 4.7 of the Collective Bargaining Agreement shall be considered throughout the evaluation process on a case-by-case basis.

2. Categories of Evaluation for Faculty--These categories are listed in descending order of value

a. Load Credit or the Equivalent

This category encompasses one or more of the following for which the member receives load credit or the equivalent: teaching, advising for which load credit is given, chairing a department, directing, conducting research or doing creative activity under research reassigned time, student supervision, or any other function specified in the letter of appointment or subsequent extension of modifications of such appointment (see Article 4.7 of the Collective Bargaining Agreement) or identified in a letter of agreement (see Article 10.4 of the Collective Bargaining Agreement).

b. Creative Activity

This category encompasses creative activity appropriate to one's field, for example delivering papers at professional conferences, production/performance of artistic works, research, grant activity, study, and publication. Although this list is not meant to be exhaustive, it is meant to reflect the potential variety of activities that may be included under Creative Activity. Any of these areas may represent significant creative activity.

c. Productive Service to the Candidate's Department and University

This category encompasses constructive participation in such activities as student organization advisement, departmental meetings and activities, school or university committees, data-gathering, self-study and evaluation, and advising students regarding program planning.

d. Professional Attendance and Participation

This category encompasses attendance and participation in conferences and workshops, membership and service in appropriate professional organizations, and professional activity in the community reflective of professional expertise.

e. Years in Rank (applies only to promotion)

This category reflects years in rank. In determining seniority, sabbatical leaves are included, but leaves without pay, except those for scholarly discipline, are not included. See Article 13.6 in the Collective Bargaining Agreement.

f. Record of Disciplinary Action

This category encompasses the record of any disciplinary action in the member's personnel file at the time of the evaluation. See Article 4.11.9.6 of the Collective Bargaining Agreement

3. Categories of Evaluation for Counseling Faculty--These categories are listed in descending order of value

a. Load Credit Activity--Professional effectiveness in providing counseling in the area appropriate to one's specialty (ies).

This category encompasses one or more of the following for which the member receives load credit or the equivalent: counseling, chairing a department, directing, doing research, student supervision, or any other function specified in the letter of appointment or subsequent extension of modifications of such appointment (see Article 4.7 of the Collective Bargaining Agreement) or identified in a letter of agreement (see Article 10.4 of the Collective Bargaining Agreement).

b. Professional Attendance and Participation

This category encompasses attendance and participation in conferences and workshops, membership and service in appropriate professional organizations, and professional activity in the community reflective of professional expertise.

c. Productive Service to the Candidate's Department and University

This category encompasses constructive participation in such activities as student organization advisement, departmental meetings and activities, school or university committees, data-gathering, self-study and evaluation, and advising students regarding program planning.

d. Creative Activity

This category encompasses creative activity appropriate to one's field, such as delivering papers at professional conferences, production/performance of artistic works, conducting research, grant activity, study and publication. Although this list is not meant to be exhaustive, it is meant to reflect the potential variety of activities that may be included under Creative Activity. Any of these areas may represent significant creative activity.

e. Years in Rank (applies only to promotion)

This category reflects years in rank. In determining seniority, leaves without pay or experience gained at other institutions shall not be counted. Time accrued while on sabbatical leave shall be counted.

f. Record of Disciplinary Action

This category encompasses the record of any disciplinary action in the member's personnel file at the time of the evaluation. See Article 4.11.9.6 of the Collective Bargaining Agreement

4. Categories of Evaluation for Librarians--These categories are listed in descending order of value

a. Load Credit Activity--Professional effectiveness in providing librarian services in the area appropriate to one's specialty(ies).

This category encompasses one or more of the following for which the member receives load credit or the equivalent: library services, chairing a department, directing, doing research, student supervision, or any other function specified in the letter of appointment or subsequent extension of modifications of such appointment (see Article 4.7 of the Collective Bargaining Agreement) or identified in a letter of agreement (see Article 10.4 of the Collective Bargaining Agreement).

b. Professional Attendance and Participation

This category encompasses attendance and participation in conferences and workshops, membership and service in appropriate professional organizations, and professional activity in the community reflective of professional expertise.

c. Productive Service to the Candidate's Department and University

This category encompasses constructive participation in such activities as student organization advisement, departmental meetings and activities, school or university committees, data gathering, self-study and evaluation, and advising students regarding program planning.

d. Creative Activity

This category encompasses creative activity appropriate to one's field, such as delivering papers at professional conferences, production/performance of artistic works, conducting research, grant activity, study, and publication. Although this list is not meant to be exhaustive, it is meant to reflect the potential variety of activities that may be included under Creative Activity. Any of these areas may represent significant creative activity.

e. Years in Rank (applies only to promotion)

This category reflects years in rank. In determining seniority, leaves without pay or experience gained at other institutions shall not be counted. Time accrued while on sabbatical leave shall be counted.

f. Record of Disciplinary Action

This category encompasses the record of any disciplinary action in the member's personnel file at the time of the evaluation. See Article 4.11.9.6 of the Collective Bargaining Agreement

### **PART III -- STRUCTURE AND PROCEDURES**

A. Initiation of Evaluation Process

1. Promotion

- a. Each year the Office of Human Resources shall notify all full-time faculty, counseling faculty, librarians, Department Chairpersons, and appropriate Dean/Director in writing that the promotion process has begun.
- b. On the basis of the department personnel data sheet supplied by the Office of Human Resources by September 2 and reviewed by the Department Evaluation Committee (DEC/CFEC) in consultation with each faculty member, the DEC/CFEC shall inform any full-time members of their department who meet the standards specified for promotion (See Part II.A.1).<sup>2</sup> If discrepancies arise regarding eligibility status, the member shall consult with the Office of Human Resources, which shall then make appropriate changes in the member's personnel file and forward the corrected information to the DEC. Members on final appointment shall not be eligible for promotion. Those members who have previously been declared eligible for promotion to a given rank maintain their eligibility but must also reapply. Members who believe they are eligible for promotion as described in Part II.A.1 above, and who wish to apply, shall make written application with supporting evidence to the DEC Chairperson. The members shall so inform the Department Chairperson in writing of their desire to be considered for promotion. In addition, a determination of eligibility for a member shall be initiated by the DEC. A member may withdraw after the commencement of the promotion process and at any time during the promotion process by written notice to the Department Chairperson, DEC Chairperson, the Dean, and the Chair of Promotion and Tenure Committee and shall thereby waive all claims for promotion for that year.
- c. The DEC Chairperson shall inform each member to be evaluated, in writing of the fact and purpose of the evaluation and of the opportunity to submit materials and appear before the DEC. A list of these members shall be forwarded by the DEC to the Office of Human Resources.

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<sup>2</sup> The Counseling Faculty Evaluation Committee (CFEC) serves as Department Evaluation Committee (DEC) for Counseling Faculty. Hereafter where the term DEC is used, it also refers to the CFEC. See Article 7.3.2 of the Collective Bargaining Agreement.

2. Tenure

- a. During his/her sixth year, a non-tenured member shall be notified that a tenure decision is mandatory. The Office of Human Resources shall notify the candidate, the Department Chairperson, and the DEC of those in need of a tenure evaluation. If a non-tenured member so requests, he/she can be evaluated before his/her sixth year by making written notification to the DEC.
- b. The probationary period (full time service prior to the acquisition of tenure) shall not exceed seven years of service in the university, provided that all seven years fall within the same ten-year period, unless otherwise indicated in the Collective Bargaining Agreement (see Article 13.2.3 in the Collective Bargaining Agreement). If service is to continue in the seventh year, tenure or a terminal one-year appointment must be awarded. Up to three years' full-time service in other accredited colleges and universities may be applied toward the probationary period by written agreement of the concerned parties at the time of the member's initial appointment, or not later than the end of the first semester's service. During the first through fifth probationary years, a member's appointment shall be deemed renewed unless written notice of non-renewal is given to the member as indicated in Articles 4.9.1, 4.9.2 and 4.9.3 of the Collective Bargaining Agreement.

B. Faculty Member's Role in the Evaluation Process

1. When a faculty member is informed by the DEC of the fact and purpose of the evaluation, the member shall expeditiously meet with the Office of Human Resources for the purpose of examining his/her personnel file. If the candidate has a concern about materials in his/her file, the candidate shall meet with a representative of the Provost.<sup>3</sup> The member and the representative of the Provost should agree on materials pertinent to the evaluation in order that copies may be prepared for the DEC. In the event agreement is not possible, the matter shall be decided by the Provost or his/her designee. The member may then prepare rebuttal materials for presentation to the DEC with other materials. The Office of Human Resources shall have copies prepared of materials selected from the personnel file. These copies shall then be forwarded to the DEC. The letter of transmittal shall list the materials forwarded.
2. All candidates shall include in their file a copy of their original letter of appointment and any subsequent modifications. See III H. 1 for Contents of the File. If candidates do not have the original letter of appointment, they must obtain a copy from the Office of Human Resources. See Article 4.7 of the Collective Bargaining Agreement.
3. Each candidate to be evaluated shall submit a file. See III H 1. a. for details of what must be included.
4. Each candidate may also include supporting letters from colleagues inside or outside of his/her department. The candidate shall not include any letters of recommendation specifically addressing the promotion or tenure process, other than the official letters mandated by promotion and tenure procedures, from any person who has a formal role in the process, i.e. Chair, Dean of the member's school, Provost, President, members of the Department Evaluation Committee, and members of the University Promotion and Tenure Committee.
5. The DEC shall afford the candidate an opportunity to appear personally before it prior to the DEC recommendations.
6. The candidate shall have an opportunity to examine his/her file at each stage of the evaluation process, i.e. after the DEC, Chair, and Dean have each completed their letters of evaluation. At each of these

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<sup>3</sup> For Counseling Faculty, Coaches and Athletic Trainers, the appropriate Vice President serves this function. Hereafter where the term Provost is used, it should be interpreted to mean "Provost or appropriate Vice-President."

times, the candidate shall be allowed to place in the file a written response and/or any additional materials supporting his/her application.

7. Each candidate shall have an opportunity to appear personally before representatives of the Promotion and Tenure Committee prior to its recommendation.
8. A candidate who withdraws his/her application after the commencement of the promotion or tenure process shall be deemed to have waived all claims for that year.

C. Department Role in the Evaluation Process

1. Procedures

- a. The DEC shall conduct evaluations as scheduled by the Collective Bargaining Agreement and the Promotion and Tenure Procedures for Faculty document. The DEC shall also conduct evaluations as requested by the Department Chairperson. The evaluations shall be in writing and shall contain supporting reasons for each category of evaluation.
- b. By the dates specified in Part V (the Calendar) of this Document, the DEC Chairperson shall inform in writing each full-time member to be evaluated of (1) the fact and purpose of the evaluation, (2) the opportunity to submit materials to the DEC, and (3) the opportunity to appear personally before the DEC prior to the DEC's recommendation.
- c. The Office of Human Resources shall make available to the DEC the personnel files of those members to be evaluated, subject to the provisions of Article 4.14.2 of the Collective Bargaining Agreement.
- d. If a member does not meet the requirements for promotion (see Part II.A) and has applied to the DEC to be declared eligible (see Part III.A.1.b), the DEC shall consider the supporting materials submitted and determine whether or not the member has substantially comparable qualifications. If the DEC determines the member is eligible for consideration, it shall inform the member, Department Chair, Provost, and President in writing with supporting reasons and with the member's documentation. Any decision resulting in a positive recommendation shall go to the President for final judgment. The President, in consultation with the DEC or its designee, shall make the final university judgment within 5 days. If the DEC determines that the member is not eligible, it shall so inform the member in writing by October 1 and return the submitted materials; the promotion application shall then not proceed.
- e. Any special conditions in the candidate's letter of appointment, or subsequent extensions or modifications of such appointment as provided under Article 4.7 of the Collective Bargaining Agreement, shall be considered in the evaluation process for promotion and/or tenure.
- f. In making its peer evaluations for promotion and tenure, the DEC shall consider all materials supplied by the candidate and may solicit additional information pertinent to the categories of evaluation. Any information not provided by the candidate shall be in writing, signed, and made available to the candidate at least four days prior to the submission of the DEC's letter of evaluation. Peer review through observation of load credit activity shall be a part of evaluations. For full-time candidates engaged in classroom teaching, the DEC shall obtain and use the data from a written student survey instrument. (See Article 4.11.8 of the Collective Bargaining Agreement) For full-time members engaged in other duties, the DEC shall seek and use appropriate information regarding all elements of the candidate's duties.
- g. All recommendations on promotion and tenure shall be in writing, with supporting reasons, addressing each of the categories of evaluation(see II.B.2.), and shall conclude with one of the following sentences that shall be presented verbatim and with no other language included: "In conclusion we recommend this candidate for \_\_\_\_\_" (insert promotion or tenure, as appropriate) or "In conclusion we do not recommend this candidate for \_\_\_\_\_" (insert promotion or tenure, as

appropriate). Nowhere else in the letter shall reference to the recommendation be made. This evaluation shall reflect the DEC's professional judgment and opinion, as well as factual information. A copy of all recommendations, including supporting reasons, shall immediately be sent to the candidate. The DEC shall transmit its recommendation to the appropriate Dean, together with all materials submitted to and considered by the DEC. Applications for both promotion and tenure require separate letters, one letter for promotion and one letter for tenure. The letter of transmittal shall list the materials forwarded. Prior to transmitting the file to the appropriate Dean, the DEC shall afford the candidate an opportunity to examine his/her file for accuracy and completeness in the presence of a DEC member, and add any additional material to the file supporting the application for promotion or tenure. The candidate shall be allowed four (4) calendar days to provide a written response to the evaluation before the date when the DEC must forward the file to the Dean. The written response shall be signed by the candidate and presented directly to the Dean in a sealed envelope by the dates specified in Parts IV and V. The Dean shall then place the response in the file.

- h. If the candidate is being evaluated for promotion on the basis of substantial comparability (see Part III.C.1.d), the DEC recommendation shall identify this fact, shall state the credentials and/or experience used to determine that substantial comparability standards were met, and shall give the rationale for the decision.
- i. Each recommendation shall be signed by all members of the DEC. A DEC member may attach a signed minority report to indicate the following:
  - 1) The report may agree with the Committee's evaluation but consider the recommendation too weak;
  - 2) The report may agree with the Committee's evaluation but consider the recommendation too strong;
  - 3) The report may agree with the evaluation of the Committee for reasons other than those offered by the Committee recommendation;
  - 4) The report may disagree with the Committee's evaluation.

If a DEC member elects to write a minority report, it shall be signed and appended to the Committee report. A copy of the DEC's recommendations, including supporting reasons and any minority reports, shall be sent to the candidate upon issuance and a copy shall be placed in the member's personnel file.

- j. Department members serving on the DEC shall not write any independent recommendations for a candidate in their own department, other than a minority report as stipulated in III.C.3.i.4. above.
- k. A copy of the DEC evaluation and recommendation shall be forwarded directly to the Office of Human Resources and shall be placed in the candidate's personnel file.
- l. DEC members shall always treat as confidential the evaluative information submitted and considered, as well as the DEC's deliberation and votes. Such confidentiality shall not apply to disclosures concerning procedures in a formal hearing by a Grievance Committee. Any communication between the candidate and a DEC member about the file or the DEC recommendation shall occur only in the context of a DEC meeting.
- m. The DEC may establish and follow any additional procedures it deems reasonable, provided such procedures do not contravene procedures specified in this or other university documents.
- n. Any materials generated by the DEC shall be kept and secured in the DEC files for one year after the final decision. Such materials shall be available only for a formal hearing by a Grievance Committee. If a grievance is in progress, the file shall be kept until the grievance is adjudicated.



- o. The DEC shall be responsible for the security of the candidates' files while they are in its possession. See III. H. 2.

D. Department Chairperson's Role in the Evaluation Process

1. The Department Chairperson shall conduct evaluations as scheduled by the Collective Bargaining Agreement and the Promotion and Tenure Procedures for Faculty document. In no case, however, shall a Chairperson being considered for promotion participate in the promotion evaluation process; nor shall one being considered for tenure participate in the tenure evaluation process. The Department Chairperson shall initiate all evaluations as specified in Parts III.A.3.a and III.A.4.a above. Chairpersons scheduled for evaluations shall not provide written evaluations for themselves.
2. The Department Chairperson's evaluation on promotion and tenure shall be independent of the DEC evaluation. Any evaluation based on material not in the file shall be documented and shall not include hearsay. Any information not provided by the candidate shall be in writing, signed, and made available to the candidate at least four days prior to the submission of the Chair's letter of evaluation. All recommendations on promotion and tenure shall be in writing, with supporting reasons, addressing each of the categories of evaluation (see II.B.2), and shall conclude with one of the following sentences that shall be presented verbatim and with no other language included: "In conclusion I recommend this candidate for \_\_\_\_\_" (insert promotion or tenure, as appropriate) or "In conclusion I do not recommend this candidate for \_\_\_\_\_" (insert promotion or tenure, as appropriate). Nowhere else in the letter shall reference to the recommendation be made. Applications for both promotion and tenure require separate letters, one letter for promotion and one letter for tenure. These evaluations shall reflect the Chairperson's professional judgment and opinion, as well as factual information. A copy of all recommendations, including supporting reasons, shall immediately be sent to the candidate. The candidate shall be allowed four (4) calendar days to provide a written response to the evaluation before the date when the Chair shall forward his/her recommendations to the Dean. The written response shall be signed by the candidate and presented directly to the Dean in a sealed envelope by the dates specified in Part V. The Dean shall then place the response in the file. The Chairperson shall transmit his/her recommendations on promotion and tenure to the appropriate Dean, together with any materials not made available to the DEC. The letter of transmittal shall list the materials forwarded. The Department Chairperson's evaluation shall not be transmitted to the DEC.
3. Any special conditions in the candidate's letter of appointment, or subsequent extensions or modifications of such appointment as provided under Article 4.7 of the Collective Bargaining Agreement, shall be considered in the evaluation process for promotion and/or tenure.
4. A copy of the Department Chairperson's evaluation and recommendation shall be forwarded directly to the Office of Human Resources and shall be placed in the candidate's personnel file.
5. The Chair shall be responsible for the security of the candidates' files while they are in his/her possession. See III. H. 2.

E. Appropriate<sup>4</sup> Dean's Role in the Evaluation Process

1. The appropriate Dean shall receive promotion and tenure recommendations from Department Evaluation Committees and Department Chairpersons, together with all submitted materials. The appropriate Dean shall maintain an individual promotion or tenure file for each candidate that shall include all materials received. After reviewing and considering each candidate's file, the appropriate Dean shall make a recommendation based primarily on that material. This evaluation shall reflect the Dean's professional judgment and opinion, as well as factual information. Any evaluation based on

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<sup>4</sup> Interpretation-(1) Teaching Faculty-Dean of candidate's Academic School; (2) Counseling Faculty-Director of Counseling Services;(3) Library Faculty-Library Director; (4) Coaches-Athletic Director

material not in the file shall be documented and shall not include hearsay. Any information not provided by the candidate shall be in writing, signed, and made available to the candidate at least four days prior to the submission of the Dean's letter of evaluation. All recommendations on promotion and tenure shall be in writing, with supporting reasons, and shall conclude with one of the following sentences that shall be presented verbatim and with no other language included: "In conclusion I recommend this candidate for \_\_\_\_\_" (insert promotion or tenure, as appropriate) or "In conclusion I do not recommend this candidate for \_\_\_\_\_" (insert promotion or tenure, as appropriate). Nowhere else in the letter shall reference to the recommendation be made. Applications for both promotion and tenure require separate letters, one letter for promotion and one letter for tenure. The recommendation, along with the candidate's file, shall be transmitted to the Promotion and Tenure Committee. The candidate shall be allowed four (4) calendar days to provide a written response to the evaluation before the date when the Dean must forward the file to the Promotion and Tenure Committee. The written response shall be signed by the candidate and presented directly to the Promotion and Tenure Committee in a sealed envelope by the dates specified in Part V. The Promotion and Tenure Committee shall then place the response in the file. A copy of the appropriate Dean's recommendation shall be placed in the candidate's personnel file.

2. All official evaluations (those of the DEC, the Chairperson, and the appropriate Dean) shall be placed into the candidate's file by the appropriate Dean prior to the Dean's transference of the files to the Promotion and Tenure Committee, so that one complete file shall be transferred.

#### F. Promotion and Tenure Committee's Role in the Evaluation Process

##### 1. Purpose of the Committee

The purpose of the Promotion and Tenure Committee is to evaluate candidates for promotion and tenure and to make recommendations, according to principles of shared governance and in an advisory capacity to the Provost, regarding the granting of promotion and tenure to candidates in accordance with this document.

##### 2. Structure of the Committee

- a. There shall be a single Promotion and Tenure Committee for all faculty (including supervisors of student teachers), library faculty, and counseling faculty, hereafter referred to collectively as "faculty".
- b. The Committee shall consist of fifteen members elected by the faculty.
- c. Committee members who anticipate they will have to be absent from a significant portion of the Committee deliberations shall step down for the entire process. Individuals repeatedly absent, or neglecting their duties without an excuse deemed adequate by the Committee, shall step down. If the person chooses not to step down, the Committee shall call for a vote by secret written ballot for the individual's removal for the remainder of his/her term. A vote of two-thirds of the Committee shall result in the expulsion of the individual.
- d. Alternates
  - 1) There shall be nine alternate members elected by the faculty.
  - 2) Alternates shall take the place of voting members:
    - when a voting member is applying for promotion that year;
    - when a voting member resigns or is removed by vote. See III. F. 2. c;
    - under other circumstances, such as prolonged illness, as evaluated and determined by the Committee.

- 3) Alternates shall be eligible to become voting members in the order in which their terms expire, and on the basis of the total number of votes received.
  - 4) When replacing a voting member, alternates serve for the period specified by the Committee but no later than the end of a year's term. Permanent vacancies shall be filled not by alternates but by elections for committee members.
- e. At no time shall the number of voting members (including alternates serving as members) exceed fifteen.
  - f. Each year, the Committee shall elect from its members an individual to serve as Chair. The Chair must hold the rank of Professor.
3. Eligibility for Membership on the Committee
- a. Any faculty member shall be eligible to serve on the Committee provided he or she is tenured, has the rank of Associate or above (or the equivalent for library faculty and counseling faculty), and has completed a minimum of six years on the faculty at a college or university, at least three of which must be at Southern Connecticut State University. However, faculty serving in administrative positions outside of their department and receiving load credit or compensation are not eligible.
  - b. At no time shall more than two members from any one department or division be elected as regular or alternate members of the Committee. For the purposes of this document, "department" means traditional departments and divisions within which there are no distinct departments.
  - c. No person who has a formal evaluative role at any level of the promotion and tenure process in a particular year shall serve as a member or alternate on the Committee (e.g., Department Chairpersons, division directors, DEC members, and Deans).
  - d. A Faculty member shall not write letters of recommendation or support for candidates after that member is elected to or begins serving on the Committee.
  - e. No person shall serve as an elected member of the Committee in any academic year in which he or she applies for promotion.
  - f. Committee members shall always treat as confidential the evaluative information submitted and considered, as well as the Committee's deliberation and votes. Such confidentiality does not apply to disclosures concerning procedures in a formal hearing by a Grievance Committee. Any communication between the candidate and a Committee member, other than the Committee Chair or his/her designee, about the candidate's file shall occur only in the context of a Committee interview.
4. Elections of Members of the Committee
- a. The Elections Committee of the Faculty Senate shall conduct the faculty elections for the Committee.
  - b. Each Spring, elections shall be held for five regular members and two alternate members for three-year terms. At the same time, elections shall also be held for two- or one-year terms to fill any existing vacancies in unexpired terms.
  - c. All terms shall begin September 1 and expire August 31.
  - d. All Committee members shall hold the rank of Associate Professor (or above) at the beginning of their term.

5. Recall of Committee Members and Alternates
  - a. Any member or alternate of this Committee may be recalled by a majority vote of the faculty on a referendum.
  - b. Such a referendum shall be conducted by the Elections Committee of the Faculty Senate upon receipt of a petition to that effect bearing the signatures of at least 10 percent of the faculty.
6. Procedures of the Committee
  - a. The Committee shall meet in September to outline the dates and procedures for the upcoming year and to elect a Chair from its members at the rank of Professor. The Chair of the Senate Elections Committee shall be present to conduct this election, which shall be determined by a majority vote. A quorum shall be required for the Committee Chair election to be valid. If a quorum is not present at the first meeting, a second meeting shall be scheduled within two weeks.
  - b. Committee members, when not meeting as a Committee, shall treat as confidential both the information in any candidate's file and the Committee's deliberations and votes. Confidentiality shall also apply to Committee members who resign or whose terms expire. Such confidentiality shall not apply to discussions of the Committee's standard operating procedures or statistical reports. Nor shall such confidentiality be applied to, or invoked with regard to, information deemed essential by the President's Grievance Committee, the University Grievance Arbitration Committee, and/or an outside arbitrator as outlined in the Collective Bargaining Agreement (Part III.H).
  - c. The candidate shall be given an opportunity to have an interview with the Committee prior to its decision. A minimum of five members shall be scheduled to be present at the interview. If fewer than three members are present, the interview shall be rescheduled.
  - d. Candidate interviews shall take place during the first week of the Spring semester. Interviews for January candidates shall be handled on an ad-hoc basis.
  - e. The Committee shall examine and discuss each candidate's file separately. The Committee may solicit additional information about the candidate only from the candidate. Any special conditions in the candidate's letter of appointment, or subsequent extensions or modifications of such appointment as provided under Article 4.7 of the Collective Bargaining Agreement, shall be considered in the evaluation process for promotion or tenure. (See Part III.H.8 - Addition of Materials after Sealing of the File.) The Committee shall not accept information other than that which is in the file or which the Committee solicits according to III.H.4.a, III.H.4.b, III.H.5, and III.H.8.
  - f. No Committee member shall discuss any particular files or any particular deliberations with candidates outside of regular Committee meetings. However, the Chair of the Committee (or his/her designee) may be authorized by the Committee to respond to a candidate's questions about his/her own file.
  - g. After all information on a candidate has been received, and after full discussion and deliberation, the Committee shall proceed with the decision-making process. Committee members from a candidate's department are allowed to vote on that candidate, but must recuse themselves from any discussion or comment on the candidate or the candidate's file in any context for the entirety of the candidacy year, including that candidate's interview, deliberations by the Committee (including reconsiderations and meeting with the Provost) and appeals to the President. A secret ballot shall be used for each final decision affecting a candidate. No proxy votes shall be allowed in any of the procedures with respect to a candidate being recommended or not recommended. This shall not preclude an absent member from giving the chairperson a specific written vote on the first ballot.

- h. Each Committee member shall be afforded a reasonable opportunity (as determined by the Committee) to cast a ballot.
- i. At any stage, the Committee may reconsider and/or revote on an individual candidate. (See suggested guidelines in Part IV).
- j. Candidates for tenure shall be either recommended or not recommended. The Committee's notification of its decisions shall be made as follows:
  - 1. The candidate shall receive a letter with the decision to recommend or not to recommend, accompanied by the Promotion and Tenure Committee final vote totals (yes/no/abstain). A decision of "not recommend" shall include a summary evaluative statement and explanation.
  - 2. The Provost shall receive a list of those recommended and not recommended, both listed in alphabetical order, accompanied by the Promotion and Tenure Committee final totals (yes/no/abstain) without any further evaluative elaboration.
- k. With regard to candidates for promotion, the Committee's recommendations to the candidate and the Provost shall include the following respectively:
  - 1. The candidate shall receive a letter with the decision to recommend or not to recommend, accompanied by the Promotion and Tenure Committee final vote totals (yes/no/abstain). A decision of "not recommend" shall include a summary evaluative statement and explanation.
  - 2. The Provost shall receive a list of those recommended and not recommended, both listed in alphabetical order, accompanied by the Promotion and Tenure Committee final vote totals (yes/no/abstain), without any further evaluative elaboration.
- l. At any point after the Committee recommendation, but before the end of the semester, the candidate shall be allowed to request a meeting with the Chair of the Committee or his/her designee to discuss the recommendation.
- m. The Committee shall be allowed to establish and follow any additional procedures it deems reasonable, provided such procedures do not contravene procedures specified in this document or the Collective Bargaining Agreement. A written record of all additional procedures used by the Committee shall be kept, and a written report of these procedures shall be given annually (in the spring of the year) to the Faculty Senate and to the Provost and the President of the University.
- n. The Committee shall be responsible for the security of the candidates' files while they are in its possession. See III. H. 3.

G. Provost's Role in the Evaluation Process

- 1. The final action of the Committee on all candidates shall be forwarded to the Provost, who, in consultation with the President, shall be responsible for making the final recommendation to the Board of Regents. The Provost shall send a copy of his/her recommendation to the candidate.
- 2. A Provost who disagrees with the recommendation of the Promotion and Tenure Committee and denies tenure after completion of the candidate's sixth (6<sup>th</sup>) year of service shall provide the candidate and the Committee with a written explanation. A Provost who disagrees with the recommendation of the Committee and recommends tenure shall provide the Committee with an explanation. The Provost's explanation shall be held in confidence by the Committee, subject to applicable statutes.

3. If the Provost disagrees with two (2) of the three (3) evaluative entities (DEC, Dean, and Promotion and Tenure Committee) and denies tenure in the penultimate year of service, the President shall review and may alter the Provost's decision prior to the date the Board announces its tenure actions.

## H. University Promotion and Tenure Files

### 1. Contents of the File

A candidate's promotion or tenure file shall include all of the following material, as stipulated in parts III.H.1.a and, if applicable, III.B.4. Items in Section "a" below are the responsibility of the candidate, and failure to include them may negatively affect the Promotion and Tenure Committee's assessment of the candidate. Items in Section "b" below are the responsibility of the evaluators, and any omission of these items shall not be prejudicial to the candidate, as noted in III.H. 4. b, below.

#### a. Candidate's Responsibility

1. A copy of the original letter of appointment from the University President provided by the candidate and, if applicable, any subsequent applications or modifications.  
(see III.B.2)
2. Candidate information sheet
3. Copies of syllabi (applies to teaching faculty only)
4. Evidence of all primary load credit activity, including non-teaching activity
5. Physical documentation of creative activity (photocopied articles, papers, images, etc.) and the dates of all activities and/or publications
6. Copies of university-tabulated Student Opinion Surveys, if available; if not, some evidence of written student evaluations
7. Dates of activities in the first four categories (see II.B.2)
8. During a year in which a candidate is applying for both promotion and tenure, only one file is required.
9. The contents of the primary file shall not exceed one 3-inch loose-leaf binder. Supplemental information may be placed in a second binder or some other organized format. Files exceeding three (3) inches shall be returned to the candidate for editing.

#### b. Evaluative Bodies' Responsibility

1. DEC: written evaluation and recommendation
2. Department Chairperson: written evaluation and recommendation
3. Dean/Director of candidate's school: written evaluation and recommendation
4. Promotion and Tenure Committee: written evaluation and recommendation
5. Provost: written evaluation and recommendation

2. Movement of the File

Once the candidate has submitted his/her file to the DEC, the evaluation process shall begin with individual evaluations by the DEC and the Department Chairperson. Those evaluations shall be added to the file, which shall then be forwarded to the appropriate Dean. After reading the file, the Dean shall add his or her written evaluation to the file and shall forward the complete file to the Promotion and Tenure Committee.

3. Security of the Files

At each stage of the promotion and tenure process, the individual or committee conducting the evaluation shall be responsible for insuring the security of the files and for the handling of the files in accordance with procedures outlined in this document.

4. Incomplete Files

- a. If required evaluative materials cited in Part III.H.1.a. are not in the candidate's file, the Promotion and Tenure Committee shall consider the file incomplete. Such an incomplete file may negatively affect the Committee's evaluation of the candidate.
- b. Failure of the candidate's DEC, Chairperson, or Dean to submit materials in accordance with Part III.H.1.b, however, shall not prejudice the candidate's application for promotion or tenure. As the only person to see all evaluative materials, and thus to note omissions, the Dean shall attempt to obtain and include such omitted materials before the file is sealed.

5. Entries into Promotion and Tenure Files

Only authorized persons may make entries into a candidate's file. Authorized persons are the candidate, and his/her Dean, Department Chairperson, and DEC or its equivalent. All additional materials entered by anyone other than the candidate shall be listed as enclosures on the evaluations written by the DEC, the Department Chairperson, and the appropriate Dean. Any information not provided by the candidate must be in writing, signed, and made available to the candidate a minimum of four (4) calendar days prior to the submission of the file to the next step in the evaluation process.

6. Candidate's Examination of the File before Sealing

- a. Before the file is transmitted to the appropriate Dean, the DEC shall afford the candidate an opportunity to examine his/her file for accuracy and completeness in the presence of a member of the DEC. At this time the candidate shall be allowed to place in the file a written response and/or any additional material in support of his/her application for promotion or tenure.
- b. After the file has been forwarded to the Promotion and Tenure Committee by the appropriate Dean, the candidate shall have an opportunity to examine the file for accuracy and completeness before its sealing. At this point in the process, only the candidate and members of the Promotion and Tenure Committee shall examine the promotion and tenure file.
- c. At any time up to this point in the process, candidates shall be allowed to obtain copies of items in their files.

7. Sealing of the File

- a. Sealing of files shall take place on the last two weekdays of fall examination week. For tenure candidates starting in January, sealing of files shall take place on the first working weekday following November 13. Candidates shall be notified of the time and place for sealing of files by public notice at least two weeks prior to the sealing of files. During the designated period, the

candidate shall have the option to examine his/her file in the presence of the Chairperson of the Committee, or a designee, and to seal it with a seal on which the candidate has signed his/her name. During this time a candidate who plans to provide rebuttal material shall so inform the Chairperson of the Committee, or a designee, of his/her intent to do so and shall provide the rebuttal material by the date designated by the Committee.

- b. A candidate unable to be present to seal his/her file shall be allowed to designate in writing another person to perform this task.
- c. In the event that the candidate fails to seal the file by the close of the sealing period, the file shall be considered sealed.
- d. After the file is sealed, the seal will be broken only in the presence of the Committee. A record (the name of the person and the date) shall be made on the front of the file each time the file is examined.

#### 8. Addition of Materials after the Sealing of the File

- a. In situations where the Committee believes the file is incomplete, as described in III H.4.a and III.H.4 b (Incomplete Files), it shall be allowed to seek from any source the missing written information pertinent to the evaluation process.
- b. If such evidence is submitted, the candidate shall automatically receive a copy of the additional material. Any such material introduced at this time shall be acknowledged by signature of the candidate and the candidate shall be given the opportunity to add written rebuttal.
- c. If a candidate has appropriate information not previously available, the candidate (or his/her designee, attested to in writing) shall be allowed to insert it into his/her file, in the presence of the Chairperson of the Committee or the Chairperson's designee.

#### 9. Disposition of the Files after Use by the Committee

- a. After the Committee makes its recommendations, it reseals the files. The Provost shall then have access to the files.
- b. After making recommendations to the Board of Regents, the Provost shall reseal the files he/she examined.
- c. In the event that no grievance has been filed regarding a candidate's promotion and/or tenure or regarding the file, the file shall be made available to the candidate at the end of six months after the Provost sends his/her letter, unless the candidate requests in writing to obtain it sooner.
- d. In the event that a grievance is filed by a candidate, two copies of the file shall be made in the presence of the candidate and the Provost or Provost's designee. The file shall then be resealed, and the copies given to the candidate and to the Provost or Provost's designee.

### I. Grievance Procedures

Any faculty member who thinks that the prescribed procedures and obligations have in some way been violated with respect to this document shall be allowed to initiate grievance procedures as specified in the Collective Bargaining Agreement.



**PART IV -- PROCEDURES FOR  
THE PROMOTION AND TENURE COMMITTEE**

A. Promotion

1. In the deliberations, candidates for promotion shall be grouped according to the rank being sought and each group shall be considered separately by the Committee.
2. In applying the evaluation criterion in each category to candidates in a given rank, each Committee member shall have in mind a standard of performance for that rank. Standards of performance shall vary for different ranks. Committee discussions of standards of performance for various ranks need not produce consensus. Ultimately, each Committee member shall formulate his/her own standards that, although they may differ from others', shall guide him/her in voting whether to recommend.
3. After discussion and deliberation on a given candidate are completed, each Committee member shall assign the candidate an integer on a ten-point rating scale for each evaluation category, except for category 5 where 1 point is given for every year of service beyond five years up to a maximum of 15 points. (See Part IV.C below). The integers should measure, as accurately as possible, the candidate's performance in each of the evaluative categories.
4. The ballot cast by a Committee member for each candidate shall consist of the integers, in order, assigned to each of the evaluation categories.

B. Tenure

1. All candidates for tenure shall be considered as a single group.
2. After discussion and deliberation on a given candidate are completed, each Committee member shall assign the candidate an integer on the rating scale for each evaluative category. (See Part IV.C below). The integers should measure, as accurately as possible, the candidate's performance in each of the evaluative categories.
3. The ballot cast by a Committee member for each candidate shall consist of the integers, in order, assigned each of the evaluative categories.

C. Computing and Interpreting Ballots

1. It shall be the responsibility of the Committee Chairperson to compute or to have computed the results of the balloting and to record these results.
2. The average in each of the evaluative categories, i.e., quality of teaching or professional competence (load credit or the equivalent), creative activity, productive service to the department and University, professional attendance and participation, years of service, and record of any disciplinary action in the member's personnel file at the time of the evaluation shall be computed. Prior to computing these averages for each candidate, the Committee shall eliminate one highest and one lowest score for each of the four evaluative categories.
3. The total of these weighted averages shall be computed as follows<sup>5</sup>:

Quality of Teaching or Professional Competence  
(load credit or the equivalent) ----- average is multiplied by 10

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<sup>5</sup> For non-teaching faculty, see weights and categories of evaluation as specified in the Collective Bargaining Agreement.

Creative Activity -----average is multiplied by 5  
Productive Service to the Department  
and University -----average is multiplied by 4  
Professional Attendance and Participation-----average is multiplied by 2  
Years in Rank ----- rating is multiplied by 1  
Record of Disciplinary Action-----rating is multiplied by ?

D. Determination of the Final Recommendations

The Committee shall use the total weighted average to produce initial rankings, but is not obliged to determine the order of candidates by numerical methods. The use of this method shall assist in, but need not determine, the final recommendations, which should be determined by the deliberations of the Committee. (Refer to "Procedures of the Committee," Part III.F.6)

## PART V -- PROMOTION AND TENURE CALENDAR

When different, the dates for Mandatory Tenure Candidates Starting in January are in brackets. “All early tenure consideration follows the timetable for August appointments.” See article 4, Table 1.

The due dates in this calendar reflect changes made pursuant to the Collective Bargaining Agreement when stated dates fell on weekends or holidays.

- August 28            The Office of Human Resources shall notify all members, Department Chairpersons, appropriate Dean(s) and Department Evaluation Committees that the promotion and tenure process has begun. (See Part III.A.1.a.)
- Sept. 6             The DEC shall inform any full-time members of the department who meet the standards specified for promotion (see III.A.1.b).
- Sept. 6             Non-tenured members in their sixth year shall be notified that a tenure decision is mandatory. The Office of Human Resources shall notify the candidate, the Chairperson, and the DEC of those in need of a tenure evaluation.
- Sept. 8             Non-tenured members prior to their sixth year who wish to be evaluated for tenure shall notify the DEC in writing (see III.A.2.a).
- Sept. 8             All members wishing to be considered for promotion shall make written application to the Department Chairperson and to the DEC (see III.A.1.b). Supporting evidence shall be included only with the notice to the DEC if promotion is being sought under the provision that he/she has credentials and/or experience substantially comparable to the listed standards (see II.A.1).
- Sept. 15            Candidates seeking equivalent eligibility for promotion shall be informed of the DEC’s decision.
- Members to be evaluated should expeditiously meet with the Office of Human Resources for the purpose of examining his/her personnel file. (see III.B.5)
- Sept. 15            The Office of Human Resources shall make available to the DEC the  
[Sept. 8]            personnel file of those members to be evaluated subject to the provisions of Article 4.14.2 of the Collective Bargaining Agreement and Part III.C.2.f of this document.
- Sept. 15            The DEC chairperson shall inform in writing each member to be evaluated of (1) the fact and  
[Sept. 8]            purpose of the evaluation, (2) the opportunity to submit materials, and (3) the opportunity to appear personally before the DEC prior to the making of its recommendation.
- Oct. 13             Candidates shall submit their promotion and tenure files to the DEC Chairperson or his/her  
[Oct. 10]            designee.
- Oct. 17             The DEC shall forward the candidates’ promotion and tenure files to the Department  
[Oct. 12]            Chairperson.
- Oct. 24             The Department Chairperson shall forward the candidates’ files to the DEC.  
[Oct. 18]
- Nov. 6              The Department Chairperson and DEC will each transmit a copy of their written recommendations  
[Oct.27]            with supporting reasons to the member, who shall be allowed to append comments within four days.
- Nov. 10             The DEC shall transmit a copy of its written recommendations with supporting  
[Oct.31]            reasons to Office of Human Resources and to the appropriate Dean/Director, together with all materials submitted to and considered by the DEC, subject to Article 4.11.11 of the Collective Bargaining Agreement.

- Nov. 10  
[Oct. 31] The Department Chairperson shall forward to the Office of Human Resources and to the appropriate Dean/Director separate written evaluations of the candidates.
- Dec. 8  
[Nov. 7] The Dean/Director shall review and consider all of the material submitted and make a written recommendation. The recommendation shall be submitted to the member who may append comments within four days.
- Dec. 11  
[Nov. 8] The Dean/Director shall transmit all submitted material to the Promotion and Tenure Committee, and to the Office of Human Resources subject to Article 4.11.12 of the Collective Bargaining Agreement.
- Dec. 14, 15  
[Nov. 14] Candidates shall seal their files.
- Mar. 5  
[Nov. 21] The Promotion and Tenure Committee shall make a recommendation to the Provost after considering all previously submitted material and recommendations. The Promotion and Tenure Committee recommendation of the member shall be sent to the member at the time of issuance.
- April 13  
[Nov. 30] The Provost shall inform the candidate and shall make recommendation to the Board, subject to Article 4.11.14 of the Collective Bargaining Agreement.
- May 15/31  
[Dec. 31] The Board shall announce its action, subject to Article 4.11.15 of the Collective Bargaining Agreement, on or before May 15 for promotion and on or before May 31 [Dec 31] for tenure.

## **PART VI -- INTERPRETATION, AMENDMENT, IMPLEMENTATION, AND REVIEW**

### **A. Interpretation and Implementation**

This section may not be invoked with respect to the interpretation and/or implementation of any item of the Collective Bargaining Agreement. If an issue develops concerning interpretation and/or implementation of this document, whether initiated by the Senate, a faculty member, or any member of the administration, a binding decision on such an issue shall be made

1. by agreement between the President of the University and a majority of the Executive Committee of the Faculty Senate, or, failing to obtain agreement on an issue by this method,
2. by a committee consisting of one member selected by the Senate Executive Committee, another by the President of the University, and a third selected by the other two members. A two-thirds vote shall decide an issue.

### **B. Amendment**

This Document may be amended by a two-thirds vote of the Faculty Senate, with the concurrence of the President of the University.

- C. This Document shall take effect after adoption by a majority of faculty voting, in a faculty-wide referendum, and by the President of the University.

### **D. Review of this Document**

This Document shall be reviewed by the Faculty Senate at the end of every three years after its initial adoption.

## ADDENDUM (NEW \*)

Language in the Collective Bargaining Agreement regarding the status of coaches and trainers shall govern their hiring and evaluation in CSU. Pursuant to a supplemental agreement between the Board of Trustees and CSU-AAUP, this language shall apply only to coaches and not to trainers at SCSU. This new language necessitates some modest modification of local procedures, which shall affect relatively few individuals. The following modifications of the document shall apply to any coach who satisfies the definition in Article 6.1 of the CBA:

1. Throughout the document, any references to "the (appropriate) Dean(s)" shall be construed to refer to or include the Athletic Director; for members holding 12-month rather than 10-month appointments, any reference to a semester shall be construed to refer to a half-year.
2. Part II.A.2, B.2, C.2: The criteria for evaluation of coaching shall be as stated in Article 6.8 of the Collective Bargaining Agreement, with the categories enumerated in Article 6.8.1 - 6.8.5 weighted in the order presented; for those who have received load credit for teaching, their teaching shall be evaluated pursuant to the existing language of the document, with a relative weight in the highest category proportional to the fraction of load credit assigned to teaching.
3. Part III.F.2.a: Full-time coaches and trainers shall be included in the term "faculty".

In addition, the following modifications of the document shall apply only to any coach who (1) was hired on or after January 1, 1994, or (2) was hired prior to January 1, 1994, is untenured, and has elected pursuant to Article 6.2.3 of the CBA to change his/her status to the non-tenure track:

4. Throughout the document, any reference to tenure, probationary appointment, probationary period, or professional assessment shall not apply.
5. Part II.A.1: The minimum conditions for promotion shall be those stated in Article 6.3 of the Collective Bargaining Agreement.
6. Part II.C.1: Each person who holds a term appointment shall be eligible for evaluation for renewal of appointment.
7. Part III.A.3.b: Each full-time member in the first year of appointment shall receive written evaluation of performance during the second semester (half-year) of service after completing a full semester (half-year) of service in accordance with the schedule specified in Part VI. Thereafter, there shall be an annual written evaluation.

(\* NEW LANGUAGE- See 2007, "Collective Bargaining Agreement", Article 6 for specific details regarding coaches and athletic trainers.)

Faculty Senate approved: May 2017