

Personnel Task Force Recommendations

PROFESSIONAL

Professional Faculty Orientation

1. Human Resources conduct campus-wide orientations jointly with UUP at regular intervals throughout the year to ensure that new employees receive information regarding procedures and expectations.

Performance Program

2. Timely orientations, as noted above, would make the professional faculty aware of the process for developing a performance program early enough to have the first one done properly.
3. Training for professional faculty and their supervisors on how to develop the performance program would not only help insure that programs are properly done and updated as appropriate, but contribute to improved communication and foster trust between the employee and the supervisor, and with the institution.

Reappointment

4. Training is needed for employees and their supervisors to insure that procedures are understood and applied consistently across campus. All policies must be implemented with consistency.
5. A peer mentoring system would provide valuable support and assistance and help keep employees and supervisors on course as they negotiate their way through the process to permanent appointment.
6. Guidelines regarding the procedures for evaluation, including Human Resource's role in the process, need to be provided in a clear manner, and made readily available.
7. Human Resources should continue to provide training for employees regarding preparation of dossiers, beginning the process as early as possible so the employee can gather appropriate materials throughout each three-year period.

Permanent Appointment

8. The contract [Appendix A-28 (MOU) V.A.(2.)(b)] calls for annual evaluations "once each year during the length of the employee's appointment." This would be the annual report submitted to the supervisor, for the supervisor's comment/evaluation. The extensive three year evaluation is not a contractual mandate after permanent appointment.
9. Suggestions were made to conduct annual evaluations through the annual report, consistent with academic faculty. The extensive evaluation would only be done when a promotion is being requested. The annual report would also serve for DSI.

10. Continual training and mentoring for supervisors and employees after permanent appointment will be necessary to effectively fulfill the purposes of the evaluation as outlined in the contract [Appendix A-28 (MOU) III.A.].

Promotion and Salary Increase

11. Discussion of promotion should be integral to the annual review process.

Comp Time

12. A standardized process should be developed to ensure that both employees and supervisors track this properly and employees receive that to which they are entitled.

ACADEMIC

Academic Faculty Orientation

13. All orientations should include presentations by the provost, UUP, Human Resources, the central committee chairs, and other faculty representatives. Departments should have tenured representatives at this orientation to contribute or clarify information.
14. Departments should create specific baseline expectations for performance related to the nature of research/teaching/service in the area, and communicate this information regularly to the parties mentioned in recommendation thirteen to assist in orientation.
15. Additional information sessions should be conducted to refresh new and continuing candidates for reappointment, tenure, and promotion.
16. Departments should actively orient and mentor new faculty. This process should be regularized across departments/schools.

Dossier Preparation

17. Representative bodies of each school develop regularized school-wide orientation-workshop-info sessions re dossier prep.
18. Central committees should participate in some form of give and take or get oriented by departmental reps regarding the divergent specific nature of dossiers for each department.

Mentoring & Evaluation

19. Chairs should be formally oriented to mentor candidates about college-wide expectations for reappointment and tenure.
20. Chairs and deans should communicate expectations specifically and clearly and should do so throughout the years of a candidate's approach to continuing appointment both in meetings with candidates and in formal letters for reappointment.
21. The candidate may wish additionally to be mentored by another faculty member either within or outside the department; the candidate should choose this mentor if s/he wishes to do so. Mentoring at this level must vary according to the needs and wishes of the individual candidate. Such mentoring may include counseling and development of the candidate's goals for teaching and research, reading drafts of scholarship in progress, assistance in finding appropriate journals or outlets for dissemination of the work, and/or peer review of teaching.
22. Mentoring should include regular observation of teaching by the chair and by other peers or mentors; observation letters should be specific and should be followed up with meetings between the candidate and the mentor or evaluator to discuss the candidate's teaching, especially to discuss areas of concern; and observation letters should be included in the dossier.

External Evaluations

23. Given the significance of the evaluative process during the tenure and promotions review processes, this should be clarified and codified so that the process is conducted consistently across all departments, schools, and colleges of the university. The anecdotal changes should become part of the published guidelines and deans should ensure that the process is being conducted fairly and consistently by all department chairs.
24. There should be clarification regarding the contents and control of dossiers sent to external evaluators. While there should be extensive consultation between faculty members and department chairs, the dossier prepared by the faculty member should not be edited or altered by a chair or dean before it is sent to an external evaluator.
25. The current letter to external evaluators explains the review process, but does not include information regarding the teaching load and service expectations for faculty members at SUNY New Paltz. This information should be clearly and consistently included in the letter of invitation/explanation sent to evaluators. Faculty should have access to the solicitation letter's contents.

Personnel Files

26. Human Resources should insure that employees are aware of how to access their personnel files.
27. Human Resources should contact the employee whenever they add an item to the folder.
28. The folder should contain copies, with the candidate retaining the originals.

Qualified Rank

29. The criteria and procedures related to qualified rank should be specified, including the conditions under which more than one year of departure from the tenure track may be granted. We further recommend that if a faculty member is granted qualified rank, the department chair, dean and provost make explicit what must be accomplished during the period of qualified rank.

Composition & Roles of Committees: Compliance

30. All parties should regularly consult the By Laws to insure that procedures are followed.
31. The personnel review process should be implemented in a way that ensures that specific individuals impact the process only once. For instance, faculty members should not serve on both a departmental committee and a central committee in the same year and no individual should be involved in the review process in more than one role.
32. Central personnel committees and subcommittees should provide timely, specific, and detailed formative feedback regarding performance. The subcommittees' and central committees' letters should be available to the candidates and other individuals and groups participating in the process. These same letters also should be retained in the

faculty governance office and made available to subsequent committees as part of the review process.

33. Greater attention to protecting and maintaining confidentiality in all aspects of the personnel review process needs to be established and enforced. Procedures need to be established addressing:
 - a. Maintaining files and relevant records in a secure location within the faculty governance office.
 - b. Candidates' dossiers should be kept in offices or cabinets that can be locked, but not in public view.
 - c. Providing access to files to committee members and candidates.
 - d. Amending files.
 - e. Ensuring that the deliberations of the central personnel committees and subcommittees remain confidential.
 - f. Reporting and dealing with violations of confidentiality.
34. Service on central personnel committees would only be open to full time tenured faculty who are not chairs or associate deans. The issue of non-tenured faculty serving on departmental subcommittees needs further discussion.
35. Exceptions to a review process, as delineated in the By Laws, should be reviewed and mutually agreed upon by all relevant parties.

Composition & Roles of Committees: Clarifying Advocacy & Evaluation

36. There should be a university-wide deadline for the submission to the department chair of faculty dossiers for reappointment, continuing appointment, and promotion. Once the dossiers are received by the chair, they are forwarded to the subcommittee or committee of the whole. From here on the role of department committees and chairs is evaluative.
37. The departmental subcommittee should serve to evaluate the dossier and write a clear letter to that effect, while a separate advisory/mentoring body is established to guide the candidate in the compilation of the dossier, to proofread or recommend changes etc.

Composition & Roles: Workload

38. The central personnel committees should be reorganized so that one committee is charged with promotion, reappointment, and tenure. The other central committee would deal solely with discretionary salary increases. The names of the committees should be changed to reflect these responsibilities.
39. The tenure and promotion to associate professor decisions should be made simultaneously by the same central committee so that faculty who are recommended for tenure are also recommended to receive a promotion.
40. This committee also would be charged with reviewing promotion to full professor. These reviews should take place during the fall semester to even out the workload.

41. The work of the committee that reviews Discretionary Salary Increases should be simplified and staggered in some way to be determined in the future.
42. The faculty should establish incentives for faculty service on personnel committees. Possible options include reassigned time, discretionary salary increases, and extra service payments.

Consistency

43. The Structures and Procedures document should be revised to include policies not currently spelled out, including the selection of external evaluators for candidates and recourse to qualified rank status.

Oversight

44. Faculty review, policies, procedures, and practices should be overseen by a full professor or librarian clearly charged with the responsibility for guiding and coordinating the activities of central personnel and subcommittees in order to ensure fair and equitable treatment for all. The person would receive reassigned time and the responsibilities would include:
 - a. Orienting faculty on the process;
 - b. Fostering continuity and communication between and among the various committees and persons involved in the process;
 - c. Addressing confidentiality, privacy, record keeping, and conflict of interest;
 - d. Facilitating the review process so that evaluation is focused on substantive issues related to the five Board of Trustees criteria (Board of Trustees Policies, Article XII, Title B.2.);
 - e. Seeing that the process is followed as specified in the Faculty Bylaws and the Structures and Procedures.

Thoughts on DSI

45. The application for DSI should consist of a section in the faculty annual report to be filled out in the event someone wishes to apply for DSI.
 - a. A folder should be created on Blackboard, one for each faculty member.
 - b. In addition to the customary dossier/folder that is created as part of a DSI application, the following documents should be submitted electronically:
 - i. annual report with DSI section complete
 - ii. SEIs supplied by Institutional Research
 - iii. recommendation from the departmental subcommittee
 - iv. recommendation from the chair
 - v. recommendation from the dean
 - vi. recommendation from the central committee
 - c. The departmental subcommittee should continue to use the traditional dossier as the basis of its deliberations, with its report placed in the dossier as well as filed electronically.

- d. The chairs, deans, central committee members and provost should have the option of either reviewing the electronic submissions or the original dossier as seems appropriate.

Implementation & Reporting

46. The Personnel Task Force recommends that this report be accepted by the Academic and Professional Faculty, and that the Executive Committee be responsible for following up on implementation of these recommendations and regular reporting on progress towards implementing these recommendations. We recommend that the Executive Committee work with relevant governance bodies and other offices as needed to make necessary changes to the Faculty By-Laws, the *Structures and Procedures*, and the Faculty Handbook. We also recommend that the Executive Committee, Human Resources, UUP, and the Provost work out a schedule for timely and regular reporting on progress towards implementing the recommendations in this report.