

3.3. Faculty and staff recruitment, workload, incentive, and evaluation practices are aligned with institutional purposes and educational objectives. Evaluation processes are systematic, include appropriate peer review, and, for instructional faculty and other teaching staff, involve consideration of evidence of teaching effectiveness, including student evaluations of instruction.

[Faculty Affairs](#) is located within the Office of the Provost and Vice President for Academic Affairs and provides for the human resources needs of the University's academic personnel. Information for prospective faculty (i.e. CSU salary schedule, collective bargaining agreement, relocation resources), current faculty (i.e. faculty early retirement program, RTP, sabbaticals), and academic student employees is readily available on the Faculty Affairs webpage.

Faculty Affairs personnel make every effort to recruit and retain quality faculty in order to fulfill the University's mission. All available tenure-track, temporary (lecturer), and coaching positions are accessible via SSU's [website](#) as well as advertised in the Chronicle of Higher Education and discipline-specific websites and hard-copy documents. [Human Services](#) is responsible for advertising and filling available staff employment openings.

Each academic department, in close collaboration with Faculty Affairs, is responsible for initiating and completing the hiring process for new faculty. On April 26 and May 2, 2006 departments were invited to attend a meeting regarding the faculty search process. The Vice Provost for Academic Affairs led the meeting and covered the following items: (1) Search Schedule; (2) Recruitment Strategies; (3) Advertising; (4) Search and Screen Guidelines; and (5) Developing a Position Opportunity Announcement. Search committees are strongly encouraged to meet with the Vice Provost for Academic Affairs early on in the search process to receive guidance on the above areas and on any other concerns the committee may have.

Instructional responsibilities of faculty extend beyond the classroom and include activities such as preparation for class, evaluation of student performance, office hours, graduate thesis supervision, field work supervision, advising students, syllabus preparation, research of subject matter and instructional methodology. The assignment workload of a faculty member is guided by provisions within the [Collective Bargaining Agreement](#). When making assignment workload decisions, consideration may be given in a variety of areas, such as, graduate instruction, distance learning, laboratory courses, sports, student teacher supervision, supervision of field work, thesis supervision, or service on CSU or SSU committees. In addition to their specialized functions, assignments to Librarians, Coaches and Counselors may include teaching, student advising, supervision of student interns, and service on committees

All SSU faculty are systematically evaluated on their teaching, scholarship, and service performances via the Retention, Tenure, and Promotion process. The "[blue paper](#)" procedures, criteria, and standards for RTP are available on-line and discussed with new and veteran faculty at regular RTP workshops held throughout the year. As part of the annual RTP evaluation process for probationary faculty, several items are included in the candidate's document, such as: current curriculum vitae, the candidate's self-assessment of teaching, current peer classroom observations, current student evaluations of teaching effectiveness (SETE) and a departmental RTP committee evaluation document. The departmental RTP evaluation document includes:

- an overview or introduction
- an evaluation of the candidate's teaching effectiveness
- an evaluation of the candidate's scholarship, research and creative achievements
- an evaluation of the candidate's service to the University
- an evaluation of the candidate's public service and service to the community
- a concluding summary of the candidate's overall performance

Depending on the candidate's probationary year, he/she is peer evaluated at three levels: the department, school, and university. At each level of review, the candidate is given the opportunity to respond, or rebut, and request a meeting with the reviewing committee.

With regard to the peer observations of teaching, the candidate is observed at least once by two separate reviewers during each review cycle. Peer observers complete a written evaluation of the candidate and later discuss his/her report. Regarding the student evaluations, the candidate is asked to be anonymously reviewed in at least two separate classes that are representative of the teaching assignment. SSU's standard evaluation forms (SETE) generate both quantitative and qualitative information. Because SETE data can be somewhat voluminous depending upon the class size, the RTP committees request that only representative samples of the SETEs be included in the RTP document.

All RTP reviews and recommendations are kept in the candidate's [Personnel Action File](#) which is the official faculty personnel file and is located in Faculty Affairs Office. Annual evaluations of staff/non-faculty employees are held one time per year.