

GRADUATE SCHOOL OF MANAGEMENT  
Assessment of Non-Senate Faculty (NSF)

**General Provisions**

1. GSM NSF appointments are made on the basis of the academic year with additional appointments for instructors who teach during the summer.
2. The GSM assessment process is governed by the contract between the University of California and the International Union, United Automobile, Aerospace and Agricultural Implement Workers of America (UAW).
3. Guidance regarding instructor qualification standards at the professional school is also provided by the accrediting body, the Association for the Advancement of Collegiate Schools of Business (AACSB).

**Pre-Six Appointments**

Lecturers with fewer than 18 quarters of service are referred to as “pre-six” appointments.

1. Prior to each academic year, the Associate Dean for Instruction will identify departmental need for lecturers, based on anticipated enrollment, course offerings, and workloads of Senate faculty.
2. The GSM Faculty Recruitment Committee will perform a preliminary screening of all applicants based on the following materials: candidate’s curriculum vita, past student evaluations, and a tentative syllabus for the course. The candidate can also choose to submit additional items, such as a teaching statement.
3. The GSM Faculty Recruitment Committee may recommend 1-2 candidates to the Associate Dean. The Committee evaluation should take into consideration:
  - a. the candidate’s command of the subject matter and continued growth in mastering new topics
  - b. the candidate’s qualification to teach the proposed content as presented in the course syllabus
  - c. the ability to organize and present course materials
  - d. the ability to awaken in students an awareness of the importance of the subject matter
  - e. the initial academic preparation, as well as continuing academic and professional engagement of the NSF (per AACSB standards)
  - f. the appropriate proportion of each instructor type as dictated by AACSB accreditation standards
  - g. any additional selection criteria as provided in the search plan.
4. The GSM Faculty Recruitment Committee will classify the instructor (scholarly academic, practice academic, scholarly practitioner or instructional practitioner) according to AACSB accreditation standard 15 of the 2013 Business Accreditation Standards.
5. AcOpP sends the candidate’s syllabus to the Committee on Courses. The Committee on Courses will review the syllabus and make recommendations regarding the course content in relation to the overall curriculum design for the GSM academic programs.

6. The Associate Dean for Instruction makes the final approval of the candidate, and ensures that the Committee on Courses recommendations regarding the course syllabus are appropriately implemented by the candidate prior to hire.

**Rehiring of NSF**

1. Prior to each academic year, the Associate Dean for Instruction will identify departmental need for lecturers, based on anticipated enrollment, course offerings, and workloads of Senate faculty.
2. Course evaluations for the NSF will be assembled by AcOpP staff at the end of the term in which the lecturer teaches. A summary of lecturer performance will be provided to the Associate Dean for Instruction for use in the Associate Dean’s decision to rehire a lecturer.
3. The Associate Dean for Instruction may elect to a) rehire the lecturer for the same course, b) not rehire the lecturer, or c) require the lecturer to participate in professional development before being rehired.
  - a. If professional development is required for reappointment, a written description of required development activities and deadline for such activities must be delivered to the NSF.
  - b. If the lecturer is not rehired, the file will be sent to the Faculty Review Committee for review.

**Merit Increase Reviews**

1. The Associate Dean for Instruction will notify the lecturer of the merit review. Merit reviews will occur in the sixth, tenth, and fourteenth quarters of appointment. An additional merit review will occur in the eighteenth quarter, coinciding with the Continuing Appointment Excellence Review process. While such reviews are scheduled at regular intervals, merit increases are based on academic attainment, experience and performance, and are not automatic.
2. The candidate will be asked to provide:
  - a. A self-evaluation of their teaching objectives and performance
  - b. Documentation that might assist in the review (i.e. curricular innovations, development of new instructional material, syllabi, handouts, creative or innovative teaching techniques, research and/or publications)
3. The Committee on Faculty Recruitment will evaluate all of the materials to determine the candidate’s instructional performance based on the following items:
  - a. the candidate’s command of the subject matter and continued growth in mastering new topics
  - b. the ability to organize and present course material
  - c. the variety of demands placed on the instructor, given the teaching level
  - d. the total performance of the NSF
4. The Committee on Faculty Recruitment may recommend to the Associate Dean for Instruction that the lecturer receive a merit increase on the following schedule:

Quarter of Review	Steps on lecturer salary scale that may be awarded to candidate
6	0-1
10	0-2; the candidate may only receive a 2-step increase if s/he has not received a merit increase in the past
14	0-1
18*	6% increase per Article 22 of MOU

\*and at least once every three years, thereafter

5. In consultation with the Dean and Senior Assistant Dean of Strategy and Finance, the Associate Dean for Instruction will make a final decision on the merit increase.

### **Initial Continuing Appointment/Excellence Review**

Prior to 18 quarters of service in a single department, NSF are eligible for consideration for a Continuing Appointment and merit review. These appointments are ongoing and can only be terminated through layoff (due to lack of need for courses) or formal dismissal for cause. All continuing appointments will be preceded by the determination that there is a) an instructional need, and b) the individual under consideration meets the standard of excellence as a lecturer.

1. During the candidate's 15<sup>th</sup> quarter, the Associate Dean for Instruction will notify the candidate of the continuing appointment excellence review that will occur throughout the 18<sup>th</sup> quarter.
2. The Associate Dean for Instruction will determine if there is a departmental need for courses to be taught by the NSF in an area in which a) the NSF is qualified to teach, and b) a continuing appointee is not already anticipated to teach. If no need exists, the Associate Dean for Instruction will notify the NSF in writing.
3. The Associate Dean for Academic Personnel will select an ad hoc committee that consists of two members, one of which must be a Senate faculty member and the other could be an NSF member. The members selected should be knowledgeable in the candidate's field. The membership of the ad hoc committee is not confidential.
4. The candidate's instructional performance will be evaluated by reviewing:
  - a. student evaluations
  - b. assessment by former students who have achieved notable success
  - c. assessments by other members of the department, and other appropriate faculty members
  - d. an assessment resulting from classroom visitations
  - e. all materials submitted by the candidate for review (including items listed below)
5. To assist in the evaluation, the candidate may provide the following items:
  - a. a self-evaluation statement of teaching objectives and performance
  - b. letters of assessment from individuals with expertise in the candidate's field
  - c. documentation related to: pedagogical or curricular innovations; development of new instructional materials; and the introduction of innovative or creative teaching techniques;
  - d. research and publications in the candidate's subject matter discipline, or in other pertinent areas
  - e. Names of persons who, for reasons set forth in writing by the Candidate, might not objectively evaluate the Candidate's qualifications and performance (optional, but if provided, must be included in file).
  - f. Written comments that shall be included in the review file.
6. The evidence in sections 4 and 5 above will be evaluated to ensure that the candidate demonstrates such qualities as:
  - a. command of the subject matter and continued growth in mastering new topics
  - b. ability to organize and present course materials
  - c. ability to awaken in students an awareness of the importance of the subject matter

- d. ability to arouse curiosity in beginning students and to stimulate advanced students to do creative work.
7. After these materials are reviewed by the committee; committee members submit their reports to the Associate Dean for Academic Personnel; the Associate Dean for Academic Personnel will draft the departmental letter prior to the faculty meeting and faculty voting.
8. The Associate Dean for Academic Personnel calls a faculty meeting to review the candidate's materials and discuss the continuing appointment prior to faculty voting. Both Senate and Academic Federation members shall be invited to this meeting.
9. Once the faculty have voted (both Senate and Federation members are eligible to vote), the Associate Dean for Academic Personnel will finalize the departmental letter and submit to the Dean.
10. The Dean will make a recommendation.
11. All review materials are forwarded to the VP-AA, who makes the final decision.