

## 2019-2020 Year-End Committee Report Form

**Committee:** Professional Standards

**Chair:** Kenneth Peter

**Chair-Elect for 2020-2021:**

Kenneth Peter

45562

**Number of Meeting held:** 19

0119

(Please include phone/zip/email if available)

### Items of Business Completed 2019/2020

1. Revised Late Add Guidelines
2. Studied RTP Implementation and issued major report on improving it
3. Research and reissued the archaic but still valid "Banked Time" policy
4. Passed a temporary SOTE exclusion amendment during the COVID pandemic.
5. Assisted the Provost in crafting a memo to guide Faculty Evaluation during COVID
6. Passed a policy recommendation to enable title changes related to the Faculty Affairs reorganization.
7. Rescinded an obsolete policy on evaluation of Unit 4 faculty

### Unfinished Business Items from 2019/2020

1. Revision of Lecturer Policy
- 2.
- 3.

### New Business Items for 2020/2021

- 1.

2.

3.

**Please return to the Office of the Academic Senate (ADM 176/0024) by June 16, 2020.**

D š]vP íôW D Ç òU îîîõ

D îîî

îWîîrðWîî WD

D]vµš • š} š l v Ç ^ š :W Z u v

Wœ • všW < vv šZUWZš œb Ç Z œP]oœU<^švÀšvU, W]o œµu œU o]•

D < U EÇo D}v ÇU Wœ]Ç Z u vU ^ œ Z Z} œ]Pµ îU : u • >

oo š} Kœ œ t îWîî WD

íX %œœœ}À o }( u]vµš • }( %œ]o îõ ~ œP]oo• r %œœœ}À

îX> š 'µ] o]v • ~ ]vš]•v]v (œ}u o •š u š]vP•

x ]• µ••]}v œ •µu Á]šZ ]u%œ}œš v }( (]œ] šž ]œ b]všPr  
u š œ] o•U •µ Z šZ š šZ o š r }uWÁššZ š]œ]šP^ µ

š} (]Pµœ }µš ]u%œ}œš v }œ •]Pv](]ZU šZ( švµ•u]š}œ]  
šZ v ] š š} Æ%œo ]v šZ ]u%œ}œš v}••]}(œšZ u š œ] o

x dZ iµ•š](] š]}v v v}š }v œ}µ•V v ]w ]•Zš œš v •]u%œ  
Æ%œo ]v ~ • ÁZÇ šž Uu š œ] •oÁ]ZÇš]š}ššœ o À ]v š [  
• X

x dZ]• Á}µo Z o%œ(µo š} }šZ v ] šu]šš Á oo • o š r  
u u œ•X < v u vš]}v šZ š }uu]šš u u œ]šÇµoš}µ•  
iµ P šZ %œœœ}œœ] š v ••l<µ o]šÇ }(ššZš uš šu œš o Á]  
œ šZ œ šZ v šZ šµ o u š œ] o• šZ u• oÀ •X

x ]š]}v o ]• µ•• š • ò (µoo Ç œ• š} œÀ µšššZœ]œ•%œœœ  
µ%œ šZ Z ]vX

íXs}š }v •š š u vš (œ}š]u u} U Wb œš • vš ]o œ%À]œ]}u•

x < %œ šZ •š š u všU òrî

x ]• µ••]}v }v u} ](] š]}v• Á]šZ œ •%œ uš všš\_X]P%œp(]š ]vš  
ÁZ šZ œ ^•]Pv](] vš\_ ]• v %œœœ}œœ]œ%œ ššš Áœœ\_ š} µ• X  
oš œv š]À • %œœ}œœ]œšZœ\_Uv}vš}š o •š : šZ •š•šP  
œœ vP u vš }( d Z]vPU Z • œ Z v }œ šX ]v šZ u

ð X^ Æ Z Z š} o À š îWđî %u

x <µ }• š} ^ Æ Z (} Æ o]vPvšv }uu]šš u u ÆX

ñ Xs}š W }uu]šš À}š • š} v }Æ• šZ]• u w}v]•š Æ šÀ]v }š} šZ  
Z À]•}]v• š} šZ îîîî Pµ] o]v •

x W •• µv v]u}µ•oÇU ôrîrî

ò XZ vP o À š]]v %}o] Ç ]• µ••]]v

x }vš]vµ]vP u u Æ• }( šZ W^ }uu]šš ÁÇçµPZ %ÆÁ{SEI]v  
{( šZ %}o] ÇX

x Z À] Á ]š• u š]]w•îXí šZÆ}µPZ íXđ

x W ] %o Æš] µo Æ šš vš]]v š} • v š Æ • }oµš]]v o vPµ P

x íXî ]v %o Æš] µo Æ Æ (vÆ vo ÆPZ %o |ÆšÁÁ • •šÆµ

x : u • Á]oo }vš]vµ š} Á}ÆI }v • š]]v íXîXí

x > šµÆ Æ }Æ] vš š]]v• Æ ]u%}Æš vš]• v]v()Æ uvš]]v š}

∈Æ vP o À š]]v %}o] Ç• š} šZ u ]Æ šoÇ

x ]• µ••]]v }( ÁZ š š Æu• u Ç u %o%oÆ}%o Æ] š (}Æ

p > šµ µ•đ š]]} • v∈ ZÆšE DÇB ĩP• PÆÇPDA ĩPÇFÇE ÇPÆÁ P

o }vÀ Œ• š}}v }v • šZ š •šŒμ l }Áv š Œu]v o P O  
o À š}}v  
o : u • š} (]v ]v({Œu š}}v}}Ÿ •^Œ ^š vŒŒ o šμŒ Œ

óX&μšμŒ š}}v ]š u•

x < v ]• Œμvv]vP P ]v (}Œ W^ Z ]Œ  
x , Œ <μ •š• %o }%o o š} }u l š} šZ øuu]šš • šZ Ç  
x , • šÁ} ^ ]P\_ P} o•l%oŒ}i š• (}Œ v Æš Ç Œ  
o íî t vš• š} • šZ u] &Œ }u W}o] Ç P} šZŒ}  
f &Z Œ] o Á]šZ o]š•]š{X^ auŒ]šÇ }v WŒ}À}•

3 U R I H V V L R Q D O 6 W D Q G D U G V &  
\$ J H Q G D

0 H H W L Q J \$ X J X V W  
& / \$ 5 .

30

0 L Q X W H V W R E H W D N H Q E \ 6 H D W \$ . H P Q L W ]

& D O O W R 2 U G H U

2. \$ S S U R Y D O R I P L Q X W H V  
D R I O D \ 5 D P D Q

H S G D W H V

U

3

! ÷ ð

D 3 U H V L G H Q W Z L O O K D V " V L J Q H G / D I V H \$ X G J H D P M I Q R G

K D Y H E H H Q I R U Z R Y R G H W G Z K R W K H Q B Z ` U H O / S R Q V L E O H I

0 P p € p 0

3URIHVVLQRQDO 6WDQGDUGV&RPPLWWHH 0LQXWHV

0HHWLQJ \$XJXVW  
&/\$5.

30

0LQXWHV WR EH WDNHQ E\ 6HDW \$ .HPQLW]

3UHVHQW =DFKDU&D%LJLUDU&KLODWDH&DHO .HPQLW] \$QLO .]  
-DPHV /HH 1LGKLD DRGGUD.HQOHWKDQRO 58KDL5LOH\

&DOO WR 2UGHU

\$SSURYDO RI PLQXWH DSDRYHSDZDK QR GLVVHQ

8SGDWHV

D 3UHVVLGHQW KDV VLJQHG /DWH \$GG DPHQGPHQ  
FRPPLWWHH[V VXJJHVWLRQV KDYH EHHQ IRUZ  
3URYRVW ZKR LV QRU LHXSRQW EOHODWH DGG  
JXLGHOLQHV

‡ &KDLU 3HWHU UHYLHZHG WKH PDMRU FK  
WKR VH ZHUH GLVFXVVG ZLWK WKH FRP  
IHHGEDFN WR WKH SURYRVW

‡ 7HDFKLQJ \$FDGHP LF \$VVLJQPHQW

‡ )LUVW 3PD\ 3VKRXOG

‡ 3ODXVLEOH YV SRVVLEOH YV 3QRWHZR  
LPSURYHPPHQW

‡ 3UDWLQJV 3OHYHOV RI DFKLHYHPPHQW

‡ :KHQ WKH ODWH DGG FRPPLWWHH MXGJH  
VWDWHPHQW PDNHV D SODXVLEOH FDVH

‡ 3VHYHUDO 3PDQ\ 3W\SLFDOO\ 3RIW

‡ 7ZR H[WUHPHV XQGHU 56&\$

‡ 6HUYLEFH 3PLJKW SODXVLEO\ VKLIW LV  
FXUUHQW

‡ 'XSOLFDPWH ODVW VHQQWHQFH VXJJHVWLF  
56&\$ 6HUYLEFH

‡ ([DPSOHV VHHP WR EH PRUH FKDOOHQJL  
DYRLG ZKDW PLJKW EH YLHZHG DV UHVW  
ODQJXDJH

E 627( ([FOXVLRQ DPHQGPHQW QRW VLJQHG 5HW  
FRQVXOWDWLRQ ZLWK -RDQQH :ULJKW DQG &D

‡ \$UWLFOH RI WKH &LW LV DW RGGV ZLV  
SURSRVHG SROLF\

‡ 627(V FDQQRW EH WKH VROH PHDQV RI  
HYDOXDWLRQ

‡ /RQJ GLVFXVVLQRQ DERXW VSHFLDO VHV  
‡ 4XHVWLRQ VKRXOG ZH GLYLGH RXW WK  
LVVXH" TXLFN IL[ LQ WKH DPHQGPHQW

WKHQ DGGUHV VSHFLDO VHVVLQRQ HYDO

F 7UDLQLQJ RI 573 &RPPLWWHHV  
‡ 7UDLQLQJ IRU FRPPLWWHHV FRPLQJ  
‡ -DPHV /HH FRXOG VKDUH SUHVHQWDWLR  
G &KDUJLQJ VWDWHPHQW IRU 573 FRPPLWWHHV  
‡ 3ROLF\ UHTXLUHV ERWK FRQILGHQWLDO  
2QJRLQJ SURMHFWV  
D %\$)35 \$OWHUQDWH VWUDWHJ\  
‡ 6WDII %\$)35 ZLWK ~~SRK~~LFKHVHQWO\ H[LV  
\$GMRXUQHGDW



# 3URIHVVLRQDO 6WDQGDUGV & \$JHQGD

0HHWLQJ 6HSW  
&/\$5.

30

0LQXWHV WR EH WDNHQ E\ 6HDW % &KLQ  
&DOO WR 2UGHU

2. \$SSURYDO RI PLQXWHV  
D RI \$XJ .HPQLW]

8SGDWHV

D 7KH 3URYRVW KDG LMXLGHOLQNM \$DWDQFKVGHIOKFN  
RXU DGYLFH ZLWKLVRSOHL EHFOMLFRD&DOOQIRVKDQNV  
VKHSHUGLQJ WKHVH WKURXJK  
E )ROORZLQJ RXU ODQWRFBHRXVQJWK&YBGRFBZOHQGH  
KDG PRYHG WKH ILQDO GHDGOLQHEIRU ODWKLQGGP  
ZRXOG KDYH H[FOXGHGHDODD DDOVLRQSHVWHKDRWDDL  
DFFHSWDQFH LQ ZHGXDUHVWVWIKUIURKLVKZLVSRUHQW  
RXW WR -DPHV ZKRDKDXDUHVWVWIKUIURKLVKZLVSRUHQW

627( ([FOXVLRQ DPHQGPHQW 'HFLGH QH[W VWHS

, KDG D SURGXFWLZHWFRQRVWZWRHLQGLFBVZDG WKBN  
WKDW 627(6 QRW EDNUVERIWHYDQXRDVLDHDCZKR FJKU IFRYDGGF  
6ROXWLRQ DPHQGXDKWLWGHSRKLLCFJWVYDIP \$NHF BX UVOHVU  
UHJXODU DV ZHQRQVZLVSDIFELH 627 HGHVXXEIDBFVJ FMSWL RQ  
DOVR WKDW \$//MYDQXIDVXQV QIDFVXVHLURQVDQGF XQSWFL  
KROLVWLF +RORWVLRQOURQ\627(6VE XVE VCHUWVWQRQLVBIQ  
WHDFKLQJ PDWHULDOV OLNH V\ODEL

%)\$35 6KDOO ZH HQG WKLW UHIHUUDO"

,W VHHPV XQOLNHUHI RUKFD WIDRQWP DMMRIPV W VSHU ZLDOO E  
SURGXFWLYH 5HRVWUWVOM RKDQ\$93)HVDWISGLUQDQVOKRWWK  
SROLFLHV"

\$93)\$ WR 6')\$ 83 \$FD3JHPMLFG 9IQVH IRUR) DFXQWU \$LIDH EWR  
IRU )DFXOW\ \$IIDLJHJ\$RQQHIDV L W5HXRQYLLQJRQRPSHROFLGD

3URIHVVLRQDO 6WLEOQDIURQXQLSPHUVFHOVWVH \$93)\$ DV  
KDYLQJ YDULRXV QVRDQVRLQQL,RSORSPVHFBQWVWVLRQWLVRX



D 7UDLQLQJ RI 573 &RPPLWWHHV"  
E &KDUJLQJ VWDWHPHQW IRU 573 FRPPLWWHHV"

,V VXH ZLWK SROLF\ ODQJXDJH RQ 627( <sup>3</sup>QRUPV '  
:H DUH UHDFKLQJ WRPHI SREXOWZ KDWK HD<sup>3</sup>QRLQJ' ZH WRZ627  
VFRUHV DERYH W XKHVLQGLUHFHQMUVDODDHT RQVWKRQ  
GRHV RQ DQ\ RWKHUV 7KLV LV WKH VFDOH

YHU\ HIIHFMLWBYH HWVHRPHIHWDIYHF WLYHQH YHU\  
LQHIIHFWLYH

:KDW WKLW PHDQZKLV DUKDWDIWFQWYHR'YWHDEKH<sup>3</sup>UVEF  
VWXGHQWV FRXOGEHQGMREHGLQWHQDROFWKH SEDRERWRIRV  
WHDFKLQJ IDOOLQJ EHZRZ WKH <sup>3</sup>QRUP '

6ROXWLRQ 6KRXOG UELHDPHQ 6WDKRG D&USWHSRQW\ WK  
GHVFULSWRU RI RDLVHQGLQDMMHDFKLVZKMQJLQLVKIH<sup>3</sup>QROU  
MXGJHG HIIHFWLYH E\ VWXGHQWV''

\$GMRXUQ

3 U R I H V V L R Q D O 6 W D Q G D U G V 3 6  
0 L Q X W H V

0 H H W L Q J 6 H S W  
& O D U N + D O O  
3 0

0 L Q X W H V W D N H Q E \ 6 H D W % & K L Q

3 U H V H Q W = D F K D U & D P L U L O D U & K L Q D O W H S Y H O . H P Q L W J \$ Q L O . .  
- D P H V / H H M R L Q H G O D W H Q S P D 1 1 L G K L K R Q G D W U . H S K D L W 6 K D C  
5 R V H 5 L O H \

& D O O W R 2 U G H U S P

2. \$ S S U R Y D O R I P L Q X W H V  
\$ R I \$ X J . H P Q L W J <sup>2</sup> D S S U R Y H G

8 S G D W H V  
\$ 7 K H 3 U R Y R V W K D V L G / V X H C H A D V K L \$ B G M L K H D W B G W K  
V X J J H V W L R Q V I U R P Q B L F Z L D C K W L P S H O I Z H W F D W L R Q L W J K B  
V K H S K H U G L Q J W K H V H W K U R X J K  
% ) R O O R Z L Q J R X U O D Q W F B H R K L V Q J W K D Y W S P K B C F D Z O H Q G H  
K D G P R Y H G W K H I L Q D O G H D G O L Q H E I R W O D W K L D G T V P

LLBHWHU LQYLWHV DQGGEDBNJKMRWRB6BQWRSRVHG D

%RDUG RI \$FDGHPLF )UHHGRP DQG 3BRIHVVLQRQDO 5HVS  
\$ 'LVFXVVLQRQ RI ZKHWHKHU WROHROGWRQLP SOXHW & RZRL  
L %RDUG QRZ KDV PHEHUV IURP  
LL'XH WR UHFHQW YHWRHV RI SURSRVHHV % \$3)5 SF  
XQOLNHO\ WKDW DQ\ PDMRU UHIRUP ZILROUWHRI  
SURGXFWLYH  
% ORWLRQ WR FORVH UHIHUUDO 5LOHLHV 6HFRQG &DU  
XQDQLP/RXIVDEVHQW IRU YRWH

1HHG WR UHVROYHWLXVXHQHQRHQRVMOQEDDQVLYHQFHLWKSURJH  
D FKDQJH LQ XQLYHUVLW\ SRVLWLROQWURBR)DFXQD\$FDS  
\$93)\$ DQG LQVWDOOEVORSHUR)DFXQWL\$IBHUVRQOHO  
6')\$ 83

\$ 3URIHVVLQRQDO 6WLEOHDURQXQLSPHUVFHOVWVWKH \$93)\$  
DV KDYLQJ YDULRXV UROHV LQ LPSOHPHQWDWLRQ  
L ,Q PRVW FDUWV LQVXHV WKH 6')\$ 83 VKRXC  
RYHU WKLV UROH  
LL,Q D IHZ FDV Policy Formulation Interpretation WKH 3URYRV  
RU WKH 3URYRVKXGHWLNQRYHU D UROH  
LL\$ VLJQLILFDQW LVWVXKDWKDW IDU WRPVWRPHWKXQ  
WDVN LQ TXHVWLROD WIKRFXCEXWHLWVSLDIESRUWD  
LVVXHV EHNHSW RQ DFDGHPLF VLGLGRI QKWK  
83

% 5HFRPPHQQGHGDVSRQWLRQSRZHUHQJ WKH 6HQDWH F  
FKDQJH DOO LQVWDOORH6')\$18WZHL\$83DQLRQW RMKH[W  
LGHQWLI\ LQ WKH SROLF\ DV 33URYRVW RU GHVLJQ  
L 6WDUW ZLWK OLVWLRQVZKHUHS\$93HISFLSRPHQWLF  
PDNH GHFLVLRQ RI ZKHWHKHU WR FKDQJH  
LL3HWHU ZLOO VWDUW SURFHVV IRU QH[W PHHWL

5HYLHZLQJ WKH 573 SROLFLHV

\$ 7KH 573 SROLF\ VSHFL 36 DVROS UHHLVXGLFSROQLFUH7KLLH  
UHYLHZ QHGGV WR VWDUW ZLWKLQ D \HDU  
L )RU WKH UHYLHZQZHGOWHDG GQIDGLVWHRQZKLFIS  
PDNH XS WKH EXONURIHQWVHVFHQDHFVFX UHFH  
HVSHFLDOO\ UHOPHWHGE XWR 5XVVRXWFR LGDWDZ W  
LL2XWFRPH GDWD WKIDQVFRXQJYELHXQLQKQXGH KI  
VSHFLDO UHYLHZV ZHUH<sup>W</sup>FRQPSUHHLVIGV KRUZHPEQLV  
GRQH UDWHV IRUXGLOO RHWVORFHVSLXQPH WILROU  
KRZ GR IDFXOW\ GR DIFURRVVDVWIKUHYHIBBIVWKRZKD  
UDWLQJV DW DOOWOHMEQV & RQSDHWRPHBQWYHUVLV  
3UHVLGHQW IRU DHDHVRRIWDFKWKKURPHIQW FRPS  
SURPRWLRQ UDWHV FRPSDULQJ ROG WR QHZ 57  
LLB6 ZLOO FRQWLQXH WR LGHQWLI\ DQG DGGUHV

% +RZ FDQ ZH REWDVLRQWKDQRQIRRXPVONDU REW WXVW V  
ORRNLQJ EDFN PXOWLSOH \HDUV ORQJLWXGLQDO C  
C. Lee requested brief proposal for type and amount of data needed for review as he  
will need to figure out administrative needs for collecting such data  
' &RQFHUQ ZDV UDLVHG DERXW GLIILFXODV\ULRPGHLMRE  
RI OHDGHUVKLS QKIDQJHPRYLQJFKRUDHQRGWRURKHE GR  
RYHUDUFKLQJ LVVXHV WKDW DIIHFW SURFHVV

)RUPDW \*XLGH 573 'RVVLHU  
\$ /HH SURYLGHG 3:KDWLGRHVZKLVUJXRGLQISRQHFDUHV  
3IRUPDW JXLGH '

% S15-7 (5.4.5.1)The AVP for Faculty Affairs consultation with the Professional  
Standards Committee shall produce and maintain a format guide for the dossier.  
Before implementation, the format guide must be approved by the AVP for  
Faculty Affairs, the Professional Standards Committee, and by the University  
RTP Committee. The guide will specify the organizational structure of the  
dossier, will summarize all required materials, will specify its format, the length  
and types of appropriate documentation, required statements or narratives by the  
candidate, and any other required characteristics.

& 'LVFXVLRQ DERXWWR RQ ZRUGDWBYH VWDWHPHQWV  
L7KHUH LVRIWHQ PLVXQGHUSWDWGDWZRU  
OLPLW  
6WDWHPHQWV DQGLJRWKHLQIRRUFDW\LVXQDFDQ  
WKURXJKRXW WKRQGWRVWKUH LQDRGGWLDU  
LL4XHVWLRQ ZDV UDKRKGZEHPKHUHZLVOKHVKMWU  
ZRUGFRXQW  
\$OORZLQJ ORQJHUWWZRUHPOHWDG\LSWVXVH\QIR  
ZRUGV VHPV WR EH D UHVQRQDEOH OH  
HIIHFWLYH DQG VXFFLQFW VWDWHPHQW

iii. PS agreed that there should be more clarity in the instructions, stating  
that a 2000 word limit is suggested/ recommended and including a brief  
description of the purpose of the statement/narrative to give the reader  
some direction

iv.i v . 2 T 2 1 u 0 5 7 0 0 0 3 > ] T r l T f







# 3URIHVVLQRQDO 6WDQGDUGV & \$JHQGD

0HHWLQJ 6HSW  
&/\$5.

30

0LQXWHV WR EH WDNHQ E\ 6HDW & +H  
&DOO WR 2UGHU

2. \$SSURYDO RI PLQXWHV  
D RI 6HS &KLQ

8SGDWHV

D 3UHVVLGHQW 3DS DJFLDQWU DLVHGHGWMZGRDMWKKXHV ZLQVHK Z&K  
WKH 3UHVVLGHQW H V G HQLZJ HF DWRH JRFQVBM I B F XQVDF VL  
7KH VFRQG ZDV RWKHL SIRQJ IDE V @ E WVKDQWWD DPHQ XPEH  
/HFWXUHUV ZLWKF WK UHIV MHUQ DFVLCZVUDQ R WDIGFWKDV  
SROLF\ FKDQJHV PLJKW EH QHHGHG  
E , KDYH FRQIHUUH @ ZLHWK LOYDUQ &XUWLLR XU 6RQEHDR  
UHJDUGLQJ WKHUISUHTW B QWRQL RIL QOKH V6Z H(QG D K N VZ  
PHHWLQJ RI 36 EXD FKL D @ MHWRRK BUWW ZLRV K Sg (V T Q F

0WLQJ UDFè WR (V

0À`00€

,Q DGGLWLRQ ZH VKRXOG GLVFXVV ZKDW

# 3URIHV VLRQDO 6WDQG DUGV & 0LQXWHV

0HHWLQJ 6HSW  
&/\$5.

30

0LQXWHV WDNHQ E\ 6HDW & +H

&DOO WR 2UGHU DW SP

3UHVHQWV UHDFKDKH Q%CHAV&BDJ&KGGH - &VDHYOH QHPQLWJ] \$G  
.XPDU -DPHV /HH 1HQ QHWRKGBWHU BKBL5LOBKDQQRQ :

\$EVHQWV 1LGKL 0DKHQGUD

2. \$SSURYDO RI PLQXWHV  
D RI 6HS &KLQ ± DSSURYHG

8SGDWHV

D 3UHVVLGHQW 3DS DJFLXQWU DLVHCHGWMZRDW/KXHV ZLQVHK Z&K  
WKH 3UHVVLGHQW \$MUGB VQJZI FDRVHBBMOR\ RIFSKODVFW  
7KH VFRQG ZDV RWKHL SRQJ IDE V&E WVKDQW DPHQXREW  
ZLWK WKUHDHFWHD DIFRHDMDKHLR QGQVZDW QSRVHL F\ FKD  
PD\ EH QHHGHG 7WRRQ VDLHU VZKH SRWKH VGLPJUHH D  
FRPPLWPHQW LWQWDKHH VS UVRH PVDLLQVQDNOGSUIDFWOFH R  
XQOLNHO\ WR SXUVX MCGH\$ WKRIZFXWVWKQWH573 SRO  
GHSDUWPHQWV VXUFXKDDWHQXUXLQHCKEHLGFSRFGHFODR  
DFWLYLWLHV WR EDUFRBM MKHU 5GG\$ ZHCKIRYHQXIQDWH  
UHFHLYHG WKH KH VQXEPVLVQJL RQH SDWVCPFHQZVHJSUBMIG  
WKHP FRPPHQWV VBEVH\QBURW,VDWVQZLQ\ DRYHWKDFW  
FDQ LPSURYH WKH FRPPLWPHQW RI RVKH QHFMGXWRU  
FRQLQXH WR LP SDRVLR DXQGIDK&DRVQXURKB DQOOWA  
WUDFN IDFXOW\

E .HQ KDV FRQIHUUHQ ZHWKLYDQ &KDWLURRU 6FRUEF HUEC  
UHJDUGLQJ WKHUISUHTW BQWRQL RL QAKHUGFD? @/ OVRQISZZ

G 6XPPDU\ RI WKLVQWVUPTRPE R B SVD L XCE FLEVRXLV GG R V V L  
, QWHUIDFH L V V X HFR Q M W L Q X H B F X P Q Q W U Q O L R W H R I F R Q I  
P D W H U L D O V L Q Q X V F X D Q M W O B F W W L R H W F R Q K H R Q W P D  
F R Q I L G H Q W L D O L W J H V K R Q V G K E H I X M P S M F W P U P D M Q V L Q H V R I

H 7KH L V V X H R I I D F X O M G R Q 3 W R I H H & R G X Q D W L R Q G D \* O G R E I  
573 8QLYHUVLW\ & ROOHJH DQG 'HH SDELOM P M R W O H Y  
F R Q G X F W E R W K O H M H O Q G H Y I S H Z J W P 8 R Q V Z H L Q W Y H U Q W K O  
F R O O H J H L W V R H Z Q Q H S K U H X B Q W H D U W R V V K R X G B P V K W W  
J U R X S E H F R P H S D U Q L R W I W R K J H W H Q H D U Z O V F R X Q L V E H U D R U W D  
- D P H V Z L O O G L V F X V V Z L W K W K H P G L Q G X M H S L R I Q W E D F

627( ([FOXVLRQ DPHQGPHQW

7KH DPHQGPHQW KDV EHHQ UHYLVHG ZQVGFWDWHH G Q S X W  
P H V V D J H ) D F X O W \ H W H D D F X L W H G P X K R I Q L E W V L B D V O I U V R Q U F H  
L Q I R U P D W L R Q 3 V H U F Y K D D W L R Q U H F 2 V 7 R S E K H O O V D H E D F I D C Q G P D V  
Z L O O E H D G Q H K G W R V D R R L H O U S D W H V D W H R Q V R I E W M U K Y H R Q O \ I  
W R 627(6 2Q O L Q H H U H Z B L D G G J 3 W K S (6 H W K I D O V O D W H Y U H R I  
W H D F K L Q J D V V L J Q W H K Q W W K R H H F O S K V D G H D W I H R U L Z Y K L Q F R X 2 V 7 K D  
E H U H S U H V H Q W D M K L Y H W R H D F K R I E Q U V D G O H L Q S O H P H Q W D Q  
Y R W H W R D O H R V Z W D G S P U W E F L S D W H

5HYLHZLQJ WKH 573 SROLFLHV

\$ QXPEHU RI IDFXOMG ZKVRQ ZHU HDG B GR D SSSURRPRFK IHFG. K Q Y  
Z L W K F R Q F H U Q V D E S X W Y H L Q L R I Q F H R H Q M I R B K D B V S U R H O S L O F L H G  
D O O L Q G L Y L G X D H G F E D V 8 H ) \$ Z U W K K D Q B I W U L B 8 D Q R F H V S U R E Z H Y  
K D Y H D Q L Q W H U H V F R Q E H R I Q H U V D B G A S L R O G L I F W L G V L D D O Q 7 B M Q V  
V X P P D U L J H G Z K D W K H L W Q R S Z W B C G L V F S M A S R Q F D M H W R K R P  
L V V X H V V K R X O G E H U H I H U U H G W R Z ) D F X O W N ' W Y K R U V H L W D F 8  
S U R Y L G H P R U H H Y L G H Q F H I R U 36 W R G L V F X V V I X U W K H U

\$93)\$ WR 6')\$ 83 \$ F D 3 U H P L L F G H I Q F H I R U R ) D F X O W U \$ L I D H L E W R  
I R U ) D F X O W \ \$ I I D L 3 U M P 8 R Q Q H I O V L W 5 H X R B Y L Q R Q R P S H R O F L O D M

.HQ KDV JRQH WKUQXFK OVKW H R Q W W H H S E Q D H W H D Q I G E G R Z C  
D O O W K R V H S R O Q F W H R V K D Y B W R D U H V Q I D R O F I G O Z 6 W W K Q 3 G U R U B V  
F R P E L Q H G D O O W K O H S G R V X L Q H C R W D D Q L B F X R Q I Q H U W R I G : R U K G D  
I R U P D W + H K D V D U U D Q J H G W K H P F K U R Q R O R J L F D O O \

7KH UHVXOW LV D VLQJOH VHDUFKH D B D H O G L R I F X P H I C O W H V D J O  
R S W L F D O F R Q Y H U G H Q R S U R R E O Y H P U W D G B G O L P H : Q W O L H V V O K R L W J  
H Q R X J K W R S U R G X R H S R O L L V F L H G V F R S W L R W J H R D R U F K I Q R X J Y D U  
Z R U G V

7KHUH DUH LQ VWDQFH IHDURV ) DFKUWKHSV ZLQV DQHG W  
FKDQJHG 6RPH UHIHU WR WKH RIILFH VRPH WR WKH V

7KHUH DUH RLQV DQHG RI \$\$93

7KH SROLF\ ILOH LV SDJHV ORQJ

6XJJHVWLRQ ([DFLQW SRMVS EOHF UH QGL GVIDRQ VDIURP Q  
SROLF\ WKDW UHVSRQG VLVKHDRQGV DQW WKH] HQD FKH QJI R  
WKH UHPDLQLQJ LQV RQHS VZSRSDWHR PZLOWWHI HD PHE HWKVR  
SUH SROLFLHV IRU UHVFLVVL RQH & EOV ZLQJ BQH  
HIILFLHQWO\

\$GMRXUQ DW SP

3 URIHV VLRQDO 6WDQGDUGV &  
\$JHQGD

0HHWLQJ 2FW  
&/\$5.

30

0LQXWHV WR EH WDNHQ E\ 6HDW ' 0DKHQGD  
&DOO WR 2UGHU

2. \$SSURYDO RI PLQXWHV  
D RI 6HS +H

8SGDWHV

D 7KH 3URYRVW KDV DJUHHG WR FRPH 2FRB ERUHV VLR  
PHHWLQJ WR GLRQRMU QLLQJ LVKHD VHF WXUHU SROLF\  
E ,V WKHUH LQIRUFDQWLXQV DMLRQG ZRQW FV &RQDOH JHQ B I  
\*UDGXDWH (GXFDWLRQ DQG 573"  
F 7KH 627( ([FOXVLRQ VPHG WPKHQGH QDWHVX RQQLR R XV  
ZD\ WR WKHRJUWKHGWHQFRQG WLPH

5HVFLQGLQJ 6 \$WWDFKHG

6WDWXV RI ) 3% RQWHSR OLPHZDV WDEW KHU RWHFZ LWRK B KL  
UHIHUHG :H KDYH ORFDWHG WKXWHORW\7KHH\$RQLWH

6WDWXV RI ) 33(5)250\$7,2(1(3\$2&('85(6 \$1' &5,7(5,\$  
)25 (03/2<((6 ,1 81,7\$&\$'(0,& 683327KLV SRODFA FRQFH  
6WXGHQW 6HUFLFH 3URHV VLRQDWH", DQG ,9 VWDII 5

6WDWXV RI 6 3\$332, 950\$7, \$11' 32/, &< )25 /, %5\$5<  
)\$&8/7< :,7+ 7(0325\$5< \$332,170(176 ' :KDW QH[W"

%HJLQQLQJ ,QTXLU\ ZRORSLF\ LPSOHPHQWDDWRQDFKHG  
SDFNHW

\$93)\$ WR 6')\$ 83 \$FD3JHPMLFG 9HQWH IRUR) DFXQWU \$LIWHJWR  
IRU )DFXOW\ \$IIDLJHUR RQQHIOVLW5HXRQYLLQJRQRPSHROFLQD  
&RQWLQXH WR UHVFLQHG/ DEGRXUSIGDQVSRVQQH VHG LWR

\$GMRXUQ



S V







3 U R I H V V L R Q D O 6 W D Q G D U G V &  
\$ J H Q G D





- -Š <• - <• † á f• <• “ † «” > - Š f• † f™ ‘ - Ž † „ f™ f• Š „ Š † .. †.” •• < - - † †  
 - • <• %<sub>0</sub> - Š † † ‘ ... - • † < † ~ ff• ^ ... †” • - Š” † %<sub>0</sub> ... ‘ • † • Ž • - † † † † • † - - Ž  
 f” „ < -” f - < ‘ • ä ‘ f • • † Š † - < • • † Š <• • < - - f „ † ‘ • †” • <• •™ „ Ž † Ž † - †™ f •  
 f Ž • ‘ • ‘ - † † - Š f - < - †™ ‘ - Ž † „ † <• f ... ... - ” f - † - ‘ • f • † <• ^ † ” † • ...

3 U R I H V V L R Q D O 6 W D Q G D U G V &  
\$ J H Q G D

0 H H W L Q J 1 R Y  
& / \$ 5 .

WŒ}( ••]}v o ^š v Œ • }uu]šš

D š]vP D]vμš •

D š]vP ñW ð E}À îíõ

o Œl , oo ððñ

îWiirðWii %o u

D]vμš • Œ }Œ Ç ^ š &W EÇ o D}v Ç

WZ ^ W d< vv šZ W š Œ U ^ž À ov Ç U ŒV p o e p u Z Œ U Œ Œ ] Z Ç o D}v Ç U • Z  
]ŒŒ Œ U : u • > U Œ o < uv]šì

^ E W ^Z vv}v Z}• Z]o Ç U : ••] Z]v

íX oo š} }Œ Œ š îWiî

îX %o %o Œ}À o }W u]v μš] v•P }( íí K š îíõ X

ïX u v ]vPIZ ]••μ]vP &óirñ ^ vl d]u X\_

]• μ••]}v Œ}μPZš }μ%š Œ š u • y š • U • μ Zv • t}ŒŒ o] > ZvP μ P • U š μ oo  
} u l μ • }( ^ vl š]Œ Œ š}U μ š v}š v o]v Œ]o Ç v š Z]• %o}o] Ç X  
μ Œ Œ v š o Ç • š v • U š Z %o}o] Ç }v š ]v P v v š o v š μ v P Œ Á ] ] Z Á y  
š Z Œ ]• •}u }v(μ•]}š • Á Œ • %ž μ]Œ š Ç š}(š Œ v •( Œ š Z ]Œ vl  
š} •}u }v o • X dZ v š š Œ Á}Œ o u}À À ](v Œ š Z ]• }Œ Á Œ X

/š Á • š Z v < μ • š ]}v Á Z š Z Œ š Z]• • Z}Œ o (š μ • Œ Œ ]• X u/(v]š ]• š }  
u v U •}u š Z]vP • Œ}š]o U • μ Z • μ v Œ Œ ]v P %Œ Œ P}Œ vl š]u X  
dZ • Á}μ o v š } Œ Œ o (]v o o Ç o •}U • Œ u • Z Z Œ Œ š ð ( Œ }



šZ • }v À Œ•}}vU Z vP]vP šZ ([v ǝ·XvšXvXíXíXíXí•šZ ([v}šǝ]}v š} Œ  
^šµ vš À oµ š}}v•U š}µ}všPšZvšy šµŒv Uo•À io š(U o • • š µPZšU Œ  
]šZ Œ P v Œ ooÇ Á]šÇ]šZšZv v}ŒšZ }Œ}Œ]Á }% Œ] (( š]Á š Z]v  
]v À Œ]}µ• •µŒÀ Ç }u%}v vš•U % Œš] µo]Œ š Œ•(%ŒŒ]Œ Œ Œ Œ Á]}µZ]v  
vÇ µŒŒ] µoµu •%p(]](]]vošZÇ ]%v%}ŒšX\_u všZ Œ š Á • µv v]u}µ• }v  
š} u}À šZ]• (}ŒÁ Œ X

ñXW}o] Ç Z }uu v š}}v ^h% š]vP v Z vÁ]švZP &d]šŒšÇ •{ } Œ•X  
µ š} Œ vš Z vP • ]v }ŒP v]í š}}v š•ŒŒ] (š]µŒ]Á]µ vŒ }v( š]Z(]š]•  
(}µv ]v µŒŒ vš %Œ}v]P]Œ ŒŒŒŒ} šX dŒ% š ]š}šVÀx}VŒv•0

(š Œ Æš v•]À ]• μ••]}v ]š Á • ] o š Œ Á Œ š š Ź u]š Ź š Á v]o%o Œ  
]š]}v o •š š]•š]}vo]}v Œ Œ u]š] U •} š Ź%šo šu}Œ μ Œ š %o] š μ Œ  
š Z Z d W %o Œ} •• š š Z μ v]À Œ •]š Œ } v ] •š Ź u šo X %š Œ Á š • o•  
Œ •%o}v• š} š Z u u}š š Z v ošo} o Á Œ Œ] Œ š Œ •Œ} v Ź š]o]š] • }( š Z ^ v š  
Œ P Œ ]v P %o}o] Œ v š Z X

ó X i}μ Œ v š ō W i i

Z •%o š (μ o o Œ •μ u]š š U

E Œ o X D}v Œ

# 3URIHV VLRQDO 6WDQGDUGV & \$JHQGD

0HHWLQJ 1RY  
&/\$5.  
30

0LQXWHV WR EH WDNHQ E\ 6HDW \* 5LOH\  
&DOO WR 2UGHU

2. ~~W~~

D ~~W~~

~~W~~

D ~~W~~

E ~~W~~

~~W~~

~~W~~

~~W~~

~~W~~

~~W~~

F ~~W~~

~~W~~

H

~~W~~

~~W~~

~~W~~

~~W~~

~~W~~

,QIRUPDWLRQ 5( 573 LPSOHPHQWDWLRQ"

\$GMRXUQ









2.  $\mathbb{R}$   
D  $\mathbb{R}$

$\mathbb{R}$

$\mathbb{R}$

$\mathbb{R}$

$\mathbb{R}$

$\mathbb{R}$

$\mathbb{R}$

$\mathbb{R}$

$\mathbb{R}$

$\mathbb{Q}$   $\mathbb{R}$

$\mathbb{R}$

$\mathbb{R}$





---

2. ~~W~~

D ~~W~~

E ~~W~~

~~W~~

D ~~W~~

~~W~~

~~W~~

E ~~W~~

~~W~~

F ~~W~~

G ~~W~~

~~W~~

~~W~~

~~W~~

~~W~~

~~W~~

~~W~~

~~W~~

~~W~~

~~W~~

~~W~~

~~W~~

~~W~~

~~W~~

~~W~~

~~W~~







2. ~~W~~

~~W~~

~~W~~  
~~W~~

~~W~~

~~W~~

D ~~W~~  
~~W~~

~~W~~

D

E ~~W~~  
~~W~~  
~~W~~

~~W~~  
~~W~~

F ~~W~~  
~~W~~

not required ~~W~~

~~W~~

~~W~~

L ~~W~~

~~W~~

G ~~W~~  
~~W~~

~~W~~

~~W~~

~~W~~  
~~W~~

~~W~~

D ~~W~~  
~~W~~

~~W~~  
~~W~~









2.  $\mathbb{R}$   
D  $\mathbb{R}$

$\mathbb{R}$   
D  $\mathbb{R}$   
E  $\mathbb{R}$   
F  $\mathbb{R}$

$\mathbb{R}$

$\mathbb{R}$

H  
 $\mathbb{R}$

$\mathbb{R}$

$\mathbb{R}$

$\mathbb{R}$

$\mathbb{R}$

$\mathbb{R}$

$\mathbb{R}$

$\mathbb{R}$

2.  $\mathbb{N}$   
D  $\mathbb{N}$

$\mathbb{N}$   
D  $\mathbb{N}$   
 $\mathbb{N}$   
 $\mathbb{N}$

$\mathbb{N}$   
 $\mathbb{N}$   
 $\mathbb{N}$

$\mathbb{N}$

$\mathbb{N}$   
 $\mathbb{N}$



2.  $\frac{1}{2}$

$D \frac{1}{2}$

$\frac{1}{2}$

$D \frac{1}{2}$

$E \frac{1}{2}$

$\frac{1}{2}$

$\frac{1}{2}$

$\frac{1}{2}$

$\frac{1}{2}$

$\frac{1}{2}$

$\frac{1}{2}$

$\frac{1}{2}$

$\frac{1}{2}$

$\frac{1}{2}$

$\frac{1}{2}$

$\frac{1}{2}$

$\frac{1}{2}$

$\frac{1}{2}$















3URIHVVLQRQDO 6WDQGDUGV &  
0HHWLQJ 0LQXWHV

0HHWLQJ 0DUFK  
(OHFWURQLF =220 PHHWLQJ  
30

35(6(17.HQQHWK 3HWHU &KDLU 6KHOOH\ \$QDQLQDUDUHVVLGRD  
0DKHQGUD 1\OHHVROGH\&DOKDIPQ%WJUHQDQO  
5LOH\

0HHWLQJ FDOOHG WR RUGHU DW SP

2. \$SSURYDO RI PLQXWHV  
D RI 0DUFK 0DKHQGUD ± QRW DYDLODEOH

.HQ XSGDWHG FRPPLWWHH  
D 7KH 3UHVVLGHQW KDV VLJQHG WKH 6 627( RSWLQRQD  
E 7KH 573 UHSRUW KDV EHHQ HGLWHG DQG VHQW EDFN  
F .HQ PHW 3URYRVMZKWKH LSSDHRIRFO&FR EDWLRQRDU  
ZKRVH UHVHDFK LV VXEVWDQWLDQO\ DIIHFWHG

3ROLF\ RQ &RYLG FDQFHOOHG FRQIHUHQFHV DQG 573  
3URYRVW VXJJHVWHG FDOOLQJ LWXDUSHQWHSRO6FIQDDWHGL  
E\ WKH FRPPLWWHH 6HQVH RI 6HQDSUHHFHWRQXWLRQJ&BJ  
VHFWLRQ VKRXOG EH UHPRYHG IURVPRWKKHSZOLFWWHQRSLQ

'LVFXVVLQRQ RI &RYLG FDQFHOOHG SHHU REVHUYDWLRQ  
0HPR GUDIWHG E\ /HH WR EH XVHG DVUWBRQRQV BDMHQRVW  
7KH FRPPLWWHH GLVFXVVLQRQV ZKR RQW WRKDEM WKYLUHZZIG  
QXPEHU RI OHFWXUHUV ZKR QHHGLWR ENKRVHYLZLZHGLQRUWV  
DSSRLQWPHQWV 0HPR ZDV ZHOFRPHG E\ WKH FKDLUV LQ

0HHWLQJ DGMRXUQHG SP

5HVSHFWIXOO\ VXEPLWWHG  
\$QLO .XPDU



3URIHVVLQRQDO 6WDQGDUGV &  
0HHWLQJ 0LQXWHV

0HHWLQJ \$SULO  
(OHFWURQLF =220 PHHWLQJ  
30

35(6(17.HQQHWK 3HWHU &KDLU 6KHOOH\ \$DLQLXEDUHMVQFD  
0RQGD\ =DFKDU\ %LUUHU -DPHV /HHLO&DUO .HPQLW] 6KDQQR

\$%6(17LGKL 0DKHQGUD

0HHWLQJ FDOOHG WR RUGHU DW SP

2. \$SSURYDO RI PLQXWHV

D RI 0DUFK 0DKHQGUD ± QRW DYDLODEOH  
E RI 0DUFK .XPDU ± DSSURYHG ZLWKHVWPHG FER &KILQD

.HQ XSGDWHG FRPPLWWHH

D 7KH 573 UHSRUW KDV EHHQ UHWXUQLQJ WR WKHQRPPL  
VXJJHVWLRQV

L 'LVFXVVLQRQ RI WKH WZR UHFRPPHQGHVGLRQFW WKD

LWHPV DQG 7KH &RPPLWWHH UHYLHZHG WK

LL7KH &RPPLWWHH GLVFXVVHG VHYHURDOKRSHWHRQWH

WR WKH 6HQDWH 7KH &RPPLWWHHMFLVIOHEHLOQDWH

WKDW HQGRUVHV WKH UHSRUW DQG LWV UHFRPPH

LLZKH &RPPLWWHH PHPEHUV ZLOO UHYGLHZ WKH UHY

E .HQ PHW 3URYLWZWKH LSSDHRIRFO&FR EDWRLRQDU

ZKRVH UHVHDUFKDUHVWGHGDRWHIDGOWU KDQYH OR

H[WHQVLRQ RI 6\ IRUS\$VWRFLXODHUCCJRVLQRLX\$URWRIX

QRW DV H[WUHPHJDV 7KH&RPPLWWHHISLGLGFMVLDHG V

GHFLGLQJ WKDW DQFORFNHFWRPSOHH&RDUHWKBUHRLV

3URIHVVLRQDO 6WDQGDUGV &  
\$JHQGD

OHHWLQJ \$SULO  
(OHFWURQLF =220 PHHWLQJ  
30

0LQXWHV WR EH WDNHQ E\ 6HDW + &DUJLOO

&DOO WR 2UGHU  
\$SSURYDO RI PLQXWHV  
D RI 0DUFK 0DKHQGUD  
E RI \$SULO &DUJLOO

&RQWLQXHG ZRUN RQ /HFWXUHU 3ROLF\

\$GMRXUQ





LY 7KHDP RXQVRI P DMUJCEH RGG \ HDV/P DNH/VWYHU GLILEXOVRLUMH  
QFMUHVVRGJ XS DVZ HODV/LWV/DZ RUNDG LWXHI RUMH UHMLZ HV/RI VVRH  
FDGGLDM/ 7KHDP ELXW/LQVHODVW/QMCFHGRH/GRVSDPHDOP LV/RQKRZ  
P DQ P DMUJDP D EHVXEP LVMG

Y &XUHQ/0 LWHGLVFXWRQ 7KH DUHP RUHGHDG DGGGQJHUMDQD  
UHXP H' LDGYDQJHILVMDWRUSHRSQVMD/GRGRVMDYH&9 ¶LVV LJKV  
GLVXDGHLGGYLGDDURP DSSOLQ I RUUDQJHHDYDNRQ RUI RUSHURQ/VMDV  
KDYHQYHUQHGGVMP GHVRGRQHGR &9 ¶VLRXWLGHFUJHV/

YL ' LVFXWGHVHLP SDFVRI VHYHEDJHVMMDG DURXQG<sup>3</sup> Z RUG/ VR  
P DNHVXUHVMDVHILV/DQXCGHVMGGVMDVMP DMUJDKRXG EHFRCFLVH  
LQFOGQJ HJ DP SDHGGHYLGQFHR I SURHVRQDQJURZ V DGGGHYHDSP HQV  
7KHUHDVZR VFRQVRI VVRXKVMHUNHS LVHJ SDFVZ LVK DQZ LQJ  
VH Z RUGOP LVVR VMD DGGVHRM HULVVRUP RYHVMH Z RUG  
OP LV7KH DGGVVRQRI <sup>3</sup>FRQFLVH Z DV DGGGHVRYLGVVH HJ SDFLV  
HJ SHFVVRQRI Z RUG/

YL 7RP DNHVHVHVRQRP RUHFODUUP RYHG<sup>3</sup> GXUQJ VHSURG< RI VH  
FXUHQVHTXWVVRP RYHVRVHSHURGRI UHMLZ VFWRQ , I DQFMUHVMDVRI  
UHDQ JRRGKRZ LVMLVJRLQ VRLP SDFVURZ V DGGGHYHDSP HQV7KHUHLV/DQ  
LGDMVMDURZ LQJ FRXG EHP DQMLQGE VMD LQJ FXUHQVVRXJKRXVH HU  
VPHDQ/DQI

3URIHVVLQRQDO 6WDQGDUGV &  
\$JHQGD

OHHWLQJ \$SULO  
(OHFWURQLF =220 PHHWLQJ  
30

0LQXWHV WR EH WDNHQ E\ 6HDW \* &DUJLOO

&DOO WR 2UGHU

2. \$SSURYDO RI PLQXWHV  
D RI 0DUFK 0DKHQGUD  
E RI \$SULO 5LOH\

665 (QGRUVLQJ 573 5HSRUW

&RQWLQXHG ZRUN RQ /HFWXUHU 3ROLF\  
D 5HYLHZ VHFWRQ (YDOXWLRQV HGLWV  
E ([DPLQH VHFWRQ 5DQJH (OHYDWLRQ

\$GMRXUQ









*a.*



bias. While it cannot be mandated, the calendar and process for RTP should be changed to include a standard period and approach to external review.

b. Recommendation: Professional Standards should re-assess the use of "baseline" as a satisfactory category in relation to the larger strategic mission of the institution, which is to generate outstanding teacher-scholars.

F Recommendation: Professional Standards should consider how to create a more robust standard for Academic Assignment that includes service to students - a required component that could enhance overall ratings in this area for those who provide extraordinary support to students. This could reduce the reliance on SOTES and provide a more robust Academic Assignment review that focuses on faculty contributions to student success.

7RPPPLWWHFRDDEOH WLPFWQWHQOUHH DQERZELOLWRIFUEWLO  
LGROLFWDWDCURFRUMDDBLQWHLQ KKHOBHLOVM  
UHSWLRQOIRUERWKEWEDODQROUDFWUHRQ

OKKWWFLRQHRPPQWLRQDFVHBQWRE MFWWDQDFKHQ  
WQHW6-68HRQUDWFWQWWKUBLQDJRRBXSU UWLOWKFDWK  
FRQJXDWLRQWKEKRWUWKRIDFKKH WIRUEDHMLFLFWR  
JQUDQHW"

7RPPPLWWHFRG LFWKHRPPQWLRQ WSRUW7KH  
UHRPPQWLRQUHLWHRZ DQWURPWHLQSH UWDLQWRWHIROORDV  
DSSURSULDWH

1. Recommendation: Faculty Affairs should keep and annually publish statistics on tenure and promotion rates, broken down demographically, so far as is possible while maintaining the confidentiality of faculty. Trends should be noted and monitored over time.
2. Recommendation: As S15-8 becomes fully implemented, annualized data should be gathered on candidate levels of achievement by area and by level of evaluation, so that patterns among those who are successful and those who are unsuccessful can be discerned and tracked over time.

:LWKJDUWRUHRPPQWLRQWRPPLWWFODLQ HHRRU  
FRQLQWRJDWHDWDQK 573SURFQVW BLOWUDWLRQU  
EHLQWKWDMHMH HDODJUHFRQWLOLW RIWHRUWEMD  
ILHUPREQHDJRIRWFRPFRQWRPDWH DLHWRSURWFW  
FRQLDLQWRISDUWLFQDUFDH

3. Recommendation: The University should undertake an in-depth study of retention and advancement for SJSU faculty of color. To assure that the report is credible, research should be carried out by experts, adequate resources should be provided, and the Faculty Diversity Committee should be consulted.

4. *Recommendation: The Center for Faculty Development should work closely with the Faculty Affairs, the Faculty Diversity Committee, the Office of Equity, Diversity and Inclusion, and the Provost to understand the needs of faculty of color from appointment to promotion to Professor, and should develop additional support mechanisms--such as additional mentoring for RTP candidates--as appropriate. This effort should be a high priority for the allocation of any necessary resources.*

~~:LWKHDUCRUHRPPDWLRO DQURRV WLQFDWHDODJUH~~  
~~ZWWRQWDNM HRUWENDORLQFDWFKDWWREBULLG~~  
~~LQHIHAWKU RJUMIDU~~

5. *Recommendation: The Counseling and Libr*

7HRPPLWWEHQJWGF WUREOHDOORR E\  
UHRPPQWLRDQDQWVQWWWLPLHLQVH DOQUBHH  
ILHQUHFLWLRRIWKH MRVHDUQLNL QBUWHP  
5HLOWROLFIRUJUBWHFOD ULWPLJWQSSUFWLPH OLEUREOHMURP  
RFFKULQVWVHRUV RPHVKBLOWUDWLRQ

8. *Recommendation: The University should undertake a study of the organizational placement of Faculty Affairs, possibly by requesting an independent review, with an eye on retaining administrative efficiencies associated with University Personnel while restoring a more formal connection to the Academic Division and faculty more generally.*

5HRPPQWLRDQWVHGFVQWRPPLWWH HRUFVH  
EURDESRUWRQDPSMRUUVK QDQDFQWIDLUWRWH DFLFLVRO  
7RHHUGOWKXRFPRPPLWPFVIRUDFQV IRUWKRPLQ

9. *Recommendation: Administration of the SOTEs should be improved with a focus*

*14. Recommendation: Faculty Affairs, Professional Standards, Faculty Development and other interested users of the eFaculty dossier system should review the dossier preparation guide to see if it can be adjusted to*