

Eastern Michigan University
Office of Academic Human Resources
Memorandum

Date: October 6, 2009

To: Jackie Tracy, Department Head, Leadership & Counseling

From: Russ Larson, Assistant Vice President for Academic Affairs (Interim)

Re: Approved DED

Attached is a copy of the revised Departmental Evaluation Document for the School of Technology Studies approved by the University Committee on October 6, 2009. Please take steps to assure that faculty members are aware of these approved changes. The revised copy will be posted for reference on the Academic Human Resources homepage within the next couple of days. Thank you.

EASTERN MICHIGAN UNIVERSITY
COLLEGE OF EDUCATION

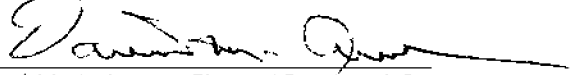
DEPARTMENT OF LEADERSHIP & COUNSELING
DEPARTMENT EVALUATION DOCUMENT

This Departmental Evaluation Document received official approval as follows:

Revised September, 2008
Faculty Vote: 13 yes 4 no 1 abstention

Approved by the Department Faculty:

Date: 8/6/08

Signature: 
David M. Anderson, Chair of Personnel Committee


Approved by the Department Head:

Date: 9/2/08

Signature: 
Jaelynn C. Tracy, Department Chair

Approved by the Dean:

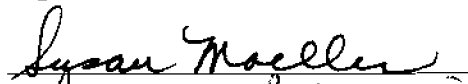
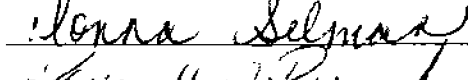
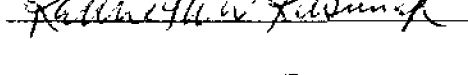
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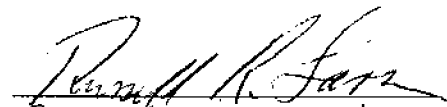
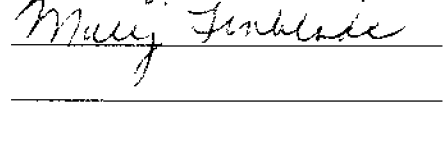
Signature: 
Vernon C. Polite, Dean

Approved by the University Departmental Evaluation Documents Committee:

Date: October 6, 2009

Signatures:

EASTERN MICHIGAN UNIVERSITY
COLLEGE OF EDUCATION

DEPARTMENT OF LEADERSHIP & COUNSELING
DEPARTMENT EVALUATION DOCUMENT

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Revised September, 2008

Faculty Vote: ____ yes ____ no ____ abstention

Approved by the Department Faculty:

Date: _____

Signature: _____
David M. Anderson, Chair of Personnel Committee

Approved by the Department Head:

Date: _____

Signature: _____
Jaclynn C. Tracy, Department Chair

Approved by the Dean:

Date: _____

Signature: _____
Vernon C. Polite, Dean

Approved by the University Departmental Evaluation Documents Committee:

Date: _____

Signatures:

EVALUATION CRITERIA AND PROCEDURES FOR REAPPOINTMENT, TENURE, PROMOTION, AND PERIODIC REVIEWS OF TENURED FACULTY

Each department shall conduct Faculty evaluations using procedures, techniques, and criteria specified in its Departmental Evaluation Document developed and/or subsequently modified in accordance with the Faculty input system as provided for in Article XIII of the Faculty Contract.

There are three (3) kinds of evaluations of Faculty performance: (1) Interim Evaluations of probationary Faculty; (2) Full Evaluations of probationary and tenured Faculty for reappointment, tenure, and/or promotion; and (3) Professional Evaluations of tenured Faculty Members.

Evaluations shall be conducted in accordance with the schedules established in Article XV of the Faculty Contract. Faculty Members who have five (5) working days to respond to an evaluation shall obtain an extension of five (5) working days upon notifying the evaluator in writing.

Annual Activity Reports

By no later than October 15 of each year every probationary and tenured Faculty Member shall complete and submit an Annual Activity Report to his/her Department Head unless the Faculty Member is on leave and time is not creditable pursuant to Article XIV of the Faculty Contract. The information contained in the Annual Activity Report shall provide the basic data for interim evaluations and professional performance evaluations of tenured Faculty Members. Department Heads may provide additional relevant documentation. In addition Faculty Members undergoing Full Evaluations shall be required to complete additional forms.

EVALUATION CRITERIA

Candidates must satisfy all elements of the evaluation criteria provided herein as well as all terms and conditions of the EMU-AAUP Collective Bargaining Agreement. In case of conflict, the more stringent criteria shall apply.

Instructional Effectiveness

The required and most important criterion is Instructional Effectiveness. The teaching Faculty shall give evidence of ability and commitment to lead students of varying capabilities into a growing understanding of the subject matter, tools, and materials of their disciplines. The Faculty Member shall demonstrate his/her continuing concern for Instructional Effectiveness through methods of presentation and evaluation of students. In support of Instructional Effectiveness, a Faculty Member must maintain a high level of knowledge and expertise in his/her discipline or area of specialization. In the case of non-teaching and library Faculty, satisfactory professional performance shall be the equivalent of Instructional Effectiveness.

Evaluation techniques for all Faculty Members shall include at least the following types of evaluation of teaching: peer evaluations, Department Head evaluations, student evaluations, and self evaluation. Where appropriate, assessment of academic advising of students shall also be included. Departments shall incorporate in their Departmental Evaluation Document: 1) a set or sets of approved questions for the student evaluation form comprised of the two core items plus no fewer than an additional six items appropriate for the course format, 2) approved questions for peer and Department Head classroom visitations, and 3) a procedure for classroom visitations,

covering whether and when notice of the visit will be given to the Faculty Member. Each individual peer and Department Head classroom visitation observation and related evaluative statements shall be in writing, shall name the observer, and shall be provided to the Faculty Member within ten (10) working days following the classroom visit. Rationale for evaluative statements must be explained and/or documented.

Faculty Members shall be responsible for retaining all original copies of approved student evaluation forms and summary reports, including handwritten comments, for the period under evaluation. During any evaluation of Instructional Effectiveness, the Faculty Member shall make available to evaluators any and all copies of forms and reports, including handwritten comments, for such period.

All Full Evaluations (including Full Professional Performance Evaluations of tenured Faculty) must include classroom visitations by the Department Head and members of the appropriate departmental committee.

Scholarly and/or Creative Activity

The manner in which each of the Scholarly/Creative Activities listed below is counted toward fulfilling the evaluation criteria of each department is governed by its Departmental Evaluation Document.

A Faculty Member shall give documented evidence of his/her contribution to his/her discipline or area of specialization within the discipline or in an interdisciplinary specialization by scholarly investigation (e.g. research) and/or creative activity, and of its publication or other dissemination in one of the following ways:

- (1) in the classroom; or
- (2) among practitioners in his/her discipline; or
- (3) among a wider community.

It is intended that the Faculty Member shall utilize his/her expertise to address problems in his/her discipline or in an interdisciplinary specialization through scholarly and/or creative activity that clearly contributes to the discipline, specialization, or interdisciplinary area through:

- (1) Scholarly investigation, creative activity and/or research of an original and/or previously unreported nature; or
- (2) applied research, investigation, or scholarly analysis of existing research, information, and creative endeavors resulting in the development of new data, information, applications, and/or interpretations.
- (3) In disciplines where practice and tradition include Faculty involvement in student research which is subsequently published or otherwise disseminated, such research shall not be barred from consideration as appropriate scholarly activity, insofar as said Faculty involvement is shown to fulfill the expectations in (1) or (2) above.

Retraining

In recognition of the need to encourage the retraining of Faculty to assume professional responsibilities in areas where available expertise is in short supply, completion by the Faculty Member of a retraining program which brings him/her to a specified level of skill in such area of need may be applied toward satisfaction of the Scholarly/Creative Activity criterion for such purposes and for such period of time only as expressly approved in writing by the appropriate departmental committee, the Department Head, the college Dean and the Provost and Vice President for Academic Affairs. In those instances where written approval of a retraining program is not obtained in advance, retraining shall be barred from consideration when the Faculty Member's Scholarly/Creative Activity is evaluated.

Each of the three (3) activities below may, under the conditions specified, be considered as partially fulfilling the Scholarly/Creative Activity criterion. The Scholarly/Creative Activity criterion cannot be satisfied by any of these alone, or solely in combination with each other.

Professional Development

Professional development shall be an acceptable substitute for Scholarly/Creative Activity, only as specifically allowed in Departmental Evaluation Documents amended after September 1, 1993.

EMU and the Association recognize the value of substantive professional development activities that may be undertaken by Faculty to enhance their delivery of classroom instruction and/or expand their professional knowledge base. In order to encourage Faculty to engage in such endeavors, professional development activities may be applied toward satisfaction of the Scholarly/Creative Activity criterion insofar as these activities are clearly in addition to those necessary to maintain the level of knowledge and/or expertise in the Faculty Member's discipline or area of specialization required to fulfill the Instructional Effectiveness standards Article XV of the Faculty Contract, subject to the following conditions:

Prior to undertaking any professional activity for which credit may be sought, a Faculty Member shall submit a written proposal for pre-approval to his/her department. The proposal shall outline the professional activity, its duration and the projected benefits of the activity. If approved by the Department Head and the appropriate departmental committee, the professional development, when completed, shall be evaluated to determine if it fulfills the criteria for such professional development contained in the Departmental Evaluation Document.

Grant Development/Administration

EMU and the Association recognize the need to encourage Faculty to engage in the vital process of seeking, obtaining and administering grants from outside agencies. The preparation of grant proposals for outside agencies, whether funded or not, and/or the administration of a grant project, shall be considered as Scholarly/Creative Activity if said preparation involves scholarly activity (e.g. research or teaching projects) of a substantial nature. The applicant must document such activity and the importance of the endeavor to the discipline or interdisciplinary area, the department, the college or University, as set forth in Article XV of the Faculty Contract.

Doctoral Dissertation Research

Doctoral dissertation research undertaken by Faculty in those departments where the doctorate is not recognized as the terminal degree or required for the purpose of achieving tenure shall be considered as Scholarly/Creative Activity in the year(s) in which such research is undertaken, provided the applicant furnishes documentary evidence of the nature of the research and provides an abstract documenting the importance of the endeavor to the discipline and the appropriate departmental committee and Department Head provide a qualitative statement supporting the importance of the doctoral research.

Service Activity

The Faculty Member must satisfy one of the criteria below:

- a. The Faculty Member shall give evidence of identifying new needs in the department and assisting colleagues in departmental activities.
- b. The Faculty Member shall give evidence of interest and activity that extends beyond the department into areas such as University and college-wide committees, student activities, professionally related community affairs, and grant activities, either disciplinary or interdisciplinary if not counted as Scholarly/Creative Activity.

Standards of Performance

The foregoing criteria must be applied to applicants engaged in disciplines as varied as dance, literature, marketing, physics, and mathematics. To guide applicants within the various disciplines concerning activities which might be considered appropriate as counting toward fulfillment of these criteria, EMU and the Association have recognized the need for evaluation documents within each department, as provided in Article XIII of the Faculty Contract.

To clarify the role of Departmental Evaluation Documents in specifying the ways in which contract requirements may be met, EMU and the Association hereby reaffirm and make clear their intent that, in addition to satisfying the conditions set forth in the applicable Departmental Evaluation Documents, all candidates for reappointment, tenure, and promotion must satisfy without exception and irrespective of the terms of any Departmental Evaluation Document, application form, or other document to the contrary, all elements of the evaluation criteria provided herein, and all other terms and conditions of the Faculty Contract.

In those instances where a requirement set forth in the Faculty Contract diverges from a requirement set forth in this Departmental Evaluation Document, the more stringent requirement shall apply, except as modified by the Faculty Contract. For purposes of further clarification, each Departmental Evaluation Document contains listings of activities that might be considered appropriate as counting toward fulfilling obligations in the areas of Instructional Effectiveness, Scholarly/Creative Activity, and Service. However, the fact that an applicant may cite an activity which is included in a Departmental Evaluation Document does not mean that it will automatically count toward fulfilling an evaluation criterion. Each

Faculty Member must provide qualitative documented evidence that establishes that he/she has, in fact, satisfied the appropriate evaluation criteria. No activity shall count towards fulfilling an evaluation criterion without such qualitative documentation unless otherwise provided herein.

Only work completed while a Faculty Member is in rank at EMU may be counted for purposes of reappointment, tenure, and promotion decisions, unless, in accordance with Article XIV of the Faculty Contract, partial service/rank credit is granted for experience prior to joining the Faculty at EMU. The partial service/rank credit which a Faculty Member receives at the date of hire, and the Instructional Effectiveness, Scholarly/Creative Activity, and Service documented during the period of time for which he/she is given credit at the initial date of hire shall be creditable for reappointment, tenure, and/or promotion, insofar as: (a) the activities are consistent with the definitions set forth in the Agreement; (b) the activities fulfill the standards of the Faculty Member's Departmental Evaluation Document; and (c) the Faculty Member's application for reappointment, tenure, and/or promotion is in compliance with the terms and conditions of the Faculty Contract.

PROCEDURES FOR FACULTY EVALUATION

Evaluations shall be initiated in order that all reappointment, tenure, promotion, Professional Performance Evaluations of tenured Faculty, and termination decisions may be made in accordance with the time schedules provided the Faculty Contract.

It is recognized that the evaluation process is a continuing one, intended for constructive purposes. The Department Head shall provide regular opportunity to discuss professional evaluation and to offer assistance to the Faculty Member in the improvement of his/her professional performance.

Evaluations shall not be conducted during a term that a Faculty Member is on leave (as provided for in Articles XI and/or XII) of the Faculty Contract.

**SCHEDULE OF EVALUATIONS FOR PROBATIONARY APPOINTMENTS:
REAPPOINTMENT/TENURE FOR FACULTY**

Evaluations of probationary Faculty Members shall be conducted consistent with the following schedule:

INITIAL APPOINTMENT RANK	EVALUATION SCHEDULE YEAR					
	1	2	3	4	5	6
PROFESSOR	II	F	T			
ASSOCIATE	II	F	CI	T		
ASSISTANT	II	II	F	CI	T	
INSTRUCTOR	II	II	F	CI	CI	T

II = Initial Interim Evaluation
 F = Full Evaluation
 CI = Comprehensive Interim Evaluation
 T = Tenure Evaluation

A Faculty Member's rank at initial appointment shall determine the evaluation schedule for Full and Interim Evaluations.

Initial Interim Evaluations (II)

Initial Interim Evaluations provide an evaluation of a Faculty Member's Instructional Effectiveness and Service activities in the years prior to the Faculty Member's first Full Evaluation.

Faculty performance is reviewed in the department without formal written evaluation and Faculty are reappointed in those years designated for Initial Interim Evaluations unless a potential performance problem in Instructional Effectiveness or Service is perceived and the department elects to conduct a formal, written Full Interim Evaluation.

In a Faculty Member's first year of employment at EMU no Annual Activity Report is required. His/her Initial Interim Evaluation during that year shall be conducted using information obtained through classroom visits, review of instructional materials and discussions with the Department Head and the appropriate departmental committee, and shall focus primarily on Instructional Effectiveness.

In all other Initial Interim Evaluation years and following receipt of the Faculty Member's Annual Activity Report, the Department Head and appropriate departmental committee shall meet with the Faculty Member to discuss his/her instructional and service activities, and review the results of the required evaluation techniques of Instructional Effectiveness set forth in Article XV of the Faculty Contract. They shall include in their discussion a review of both the positive elements they see as well as those elements of the Faculty Member's performance where

improvement might reasonably be expected by the time the Faculty Member undergoes a Full Evaluation. If the Faculty Member requests, the evaluators shall give some indication as to whether or not his/her Scholarly/Creative Activity is developing in a way that is appropriate for the department's standards.

Comprehensive Interim Evaluations (CI)

Comprehensive Interim Evaluations provide an evaluation of a Faculty Member's Instructional Effectiveness, Service, and Scholarly/Creative Activity. Comprehensive Interim Evaluations occur in the year(s) following the Faculty Member's first (1st) Full Evaluation, but prior to the Full Evaluation for Tenure.

Faculty performance is reviewed in the department without formal written evaluation and Faculty are reappointed in those years designated for Comprehensive Interim Evaluations unless a potential performance problem in Instructional Effectiveness or Service is perceived and the department elects to conduct a formal, written Full Interim Evaluation.

In all Comprehensive Interim Evaluation years and following receipt of the Faculty Member's Annual Activity Report, the Department Head and appropriate departmental committee shall meet with the Faculty Member to discuss his/her Instructional Effectiveness, Scholarly/Creative, and Service activities, and review the results of the required evaluation techniques of Instructional Effectiveness set forth in Article XV of the Faculty Contract. They shall include in their discussion a review of both the positive elements they see as well as those elements of the Faculty Member's performance where improvement might reasonably be expected by the time the Faculty Member undergoes a Full Evaluation for Tenure.

If, in either the Initial Interim Evaluation or the Comprehensive Interim Evaluation, the evaluators conclude that the Faculty Member's Instructional Effectiveness and Service fulfill the standards of performance required for reappointment, as provided in the applicable Departmental Evaluation Document and the Faculty Contract, the committee and the Department Head shall complete and sign an Interim Evaluation/Recommendation for Reappointment form which shall be placed in the Faculty Member's personnel file, with a copy provided the Faculty Member.

By February 15 of each year the Department Head shall inform the Dean and Provost and Vice President for Academic Affairs in writing, that the Interim Evaluation has been completed and that the Faculty Member's performance has been deemed appropriate for reappointment for a subsequent probationary year.

In those instances where the department personnel committee and/or the Department Head perceive(s) that a performance problem pertaining to a Faculty Member's Instructional Effectiveness or Service may exist, they shall meet with the Faculty Member to discuss the perceived problem. Following said meeting, the Faculty Member may be required to submit to a Full Interim Evaluation. In the event a Faculty Member is so required, he/she must submit an Application for Full Interim Evaluation within thirty (30) calendar days of this notification. The application shall cover the record of Instructional Effectiveness and Service performed prior to the date of the Full Interim application and not included in any prior evaluation.

If, following a review of the Faculty Member's Application for Full Interim Evaluation, the evaluators conclude that the Faculty Member's Instructional Effectiveness and/or Service fulfill the standards of performance required for reappointment, as provided in the applicable

Departmental Evaluation Document and the Faculty Contract, the evaluation(s) shall be reduced to writing and given to the Faculty Member, with a copy to the Dean and the Provost and Vice President for Academic Affairs.

If, following a review of the Faculty Member's Application for Full Interim Evaluation, the evaluators conclude that the Faculty Member's Instructional Effectiveness and/or Service does not fulfill the standards of performance required for reappointment, as provided in the applicable Departmental Evaluation Document and this Agreement, the evaluation(s) shall be reduced to writing, jointly if there is agreement between the Department Head and the committee, or separately if there is disagreement. The evaluation shall be given to the Faculty Member who may respond within five (5) working days of the receipt of the written results of the evaluation(s). The Faculty Member may include in his/her response any and all evidence/documentation in support of his/her Instructional Effectiveness and/or Service that he/she deems appropriate.

The Faculty Member's response to his/her evaluation(s) and the evaluation(s) shall be forwarded in turn to the Dean and Provost and Vice President for Academic Affairs for their review. If the Provost and Vice President for Academic Affairs determines, subject to the provisions of Article XV and XVI that a probationary Faculty Member's appointment shall not be renewed, he/she shall notify the Faculty Member by no later than March 15 of his/her decision.

EMU and the Association recognize that Interim Evaluations do not provide the in-depth documentation/evaluation and review afforded through the Full Evaluation process. Therefore, the parties understand and agree that Interim Evaluations shall not provide security that a subsequent Full Evaluation will result in reappointment or tenure. Furthermore, written evaluations or ratings particular to the Interim Evaluation process shall not set precedent for the written evaluation or ratings resulting from a Full Evaluation of any Faculty Member. Likewise, Full Evaluations which result in reappointment shall not be construed as a guarantee that any Faculty Member shall eventually be granted indeterminate tenure, since award or denial of tenure is based upon a de-novo review of the Faculty Member's entire performance record, which requires that any application for tenure include both narrative statements and supporting documentation that details the Faculty Member's performance in all three (3) areas of evaluation since the date of his/her appointment as a Bargaining Unit member, and, if applicable, performance prior to hire, in accordance with criteria, standards and practices established in the Faculty Contract.

Procedures for all Faculty Members Undergoing Full Evaluations (F)

Full Evaluations of Probationary Faculty Members for Reappointment and/or Tenure is eligible for reappointment and/or tenure, periodic Full Evaluations of probationary Faculty Members shall be conducted in accordance with the evaluation schedule as set forth in Article XV of the Faculty Contract.

By October 15 of each academic year that a Faculty Member is scheduled for a Full Evaluation, he/she shall submit an application for evaluation to the Department Head wherein he/she provides a complete and documented statement of his/her Instructional, Service, and Scholarly/Creative activities. Scholarly/Creative activities which have been submitted for review, but which have not yet been accepted for publication or other dissemination in a specific form and forum (e.g. a specific journal, conference, or exhibition) may be included in the October 15 application if the Faculty Member has a reasonable expectation that they will be accepted prior to March 1 of the following year. Such Scholarly/Creative activities for which documented

acceptance in the originally specified form (including editorially required modifications) and forum of dissemination is received prior to March 1 shall be deemed to satisfy the documentation requirement for the Full Evaluation.

It is not required that a Faculty Member make separate application for reappointment and/or tenure. A determination of a Faculty Member's eligibility for tenure shall be made in any Full Evaluation conducted in a reappointment year in which a Faculty Member has fulfilled the minimum number of years of service required for him/her to be granted tenure as provided in Article XIV of the Faculty Contract.

Full Evaluations shall take into consideration the record of Instructional Effectiveness, Service and Scholarly/Creative Activity performed since the Faculty Member's initial probationary appointment or last Full Evaluation, whichever is applicable, unless credit is accorded for experience pursuant to Article XIV of the Faculty Contract. The Faculty Member's first (1st) Full Evaluation of Scholarly/Creative Activity for Associate Professor (Year 2), Assistant Professor (Year 3), and Instructor (Year 3) shall serve only to inform the Faculty Member of his/her progress in this area of performance. In all cases, a rating shall be assigned to the Faculty Member's performance in Scholarly/Creative Activity, but this rating shall be advisory only. The recommendation to reappoint or not reappoint during the first (1st) Full Evaluation shall be based solely on the Faculty Member's performance in Instructional Effectiveness and Service.

Full Evaluations shall be conducted in accordance with the procedures and techniques in the applicable Departmental Evaluation Document and the provisions of this Agreement, insofar as said procedures and techniques are available (e.g. due to the publication date, University student evaluations' results may not be available). All evaluations shall be based on the standards of performance of said Departmental Evaluation Document and the Faculty Contract.

The Faculty Member's response to his/her evaluation(s) and the evaluation(s) shall be forwarded in turn to the Dean and Provost and Vice President for Academic Affairs for their review. The Provost and Vice President for Academic Affairs shall notify the Faculty Member by no later than March 15 of his/her decision.

Faculty Members receiving two (2) years service rank credit at the time of their initial appointment shall submit their application materials for review no later than February 1 of the first (1st) year of their appointment. The Provost and Vice President for Academic Affairs shall notify the Faculty Member by no later than May 31 of his/her decision regarding reappointment.

Full Evaluation of Faculty Members Applying for Promotion

A Faculty Member who is eligible simultaneously for tenure and promotion in the same academic year shall have the option of indicating via a checkbox on the Reappointment/Tenure application form that the application for Full Evaluation submitted on October 15 is also an application for promotion.

An update covering any activities between October 15 and February 1 may be provided by the applicant on February 1.

The Faculty Member who is not simultaneously a candidate for tenure shall inform the Department Head in writing of his/her intent to apply for promotion by the previous October 15.

Applications for promotion must be submitted by February 1.

Scholarly/Creative activities which have been submitted for review, but which have not yet been accepted for publication or other dissemination in a specific form and forum (e.g. a specific journal, a conference, or exhibition) may be included in the February 1 application, if the Faculty Member has a reasonable expectation that they will be accepted prior to May 15.

Such Scholarly/Creative activities for which documented acceptance in the originally specified form (including editorially required modifications) and forum of dissemination is received prior to May 15 shall be deemed to satisfy the documentation requirement for the promotion application.

Application forms shall be consistent with the criteria and terms of this Agreement and shall be made available to Faculty Members by the Provost through their departmental offices. The Faculty Member eligible simultaneously for tenure and promotion in the same academic year shall have the option of indicating via a check box on the application form that the application for Full Evaluation submitted on October 15 is also an application for Promotion.

Evidence of the Faculty Member's Instructional Effectiveness, Scholarly/Creative Activity and Service since his/her last promotion, or, if applicable, initial appointment, shall be included in the application for promotion which shall be evaluated in accordance with the standards of performance, procedures and techniques as provided in the applicable Departmental Evaluation Documents and the Faculty Contract, insofar as said procedures and techniques are available (e.g. due to the publication date, University student evaluation results may not be available).

The Faculty Member's response to his/her evaluation(s) and the evaluation(s) shall be forwarded in turn to the Dean and the Provost and Vice President for Academic Affairs for their review. The Provost and Vice President for Academic Affairs shall advise the applicant of the results of his/her review by no later than May 31.

Applicant Responsibility-Full Evaluation for Reappointment, Tenure and Promotion

It is the responsibility of each Faculty Member to document in clear and explicit terms both the quantity and quality of his/her activities. An Application for Full Evaluation shall include a narrative statement for each evaluation criterion explaining how and to what extent the activities claimed have met the standards set forth in the Departmental Evaluation Document and the terms of the Faculty Contract, or where, if applicable, they have exceeded those requirements.

For example, a given Departmental Evaluation Document may specify that a Faculty Member's participation in meetings of professional societies, or regional or local sub-groups of such societies, will serve as a valid category/type of activity which may be cited in support of the Faculty Member's application for promotion. Such participation alone, however, does not relieve the Faculty Member of the burden of providing documented evidence detailing in clear and explicit terms in what specific respects his/her participation in such activity contributed to his/her discipline or area of specialization, or satisfies such other criteria for which it is offered. EMU and the Association intend to stress particularly the requirement that each evaluation candidate must, in his/her narrative statement submitted in support of his/her claims of Scholarly/Creative Activity, explain in clear and explicit terms precisely how, why, and to what extent each of the cited activities has contributed to the discipline or area of specialization and otherwise fulfills the Scholarly/Creative Activity criterion of his/her evaluation document and the terms of this Agreement, or where, if applicable, they have exceeded those requirements.

In those instances where a Faculty Member has cited activities which appear in refereed journals or are published by reputable sources, or are presented in a clearly refereed format, reference to these activities and inclusion of copies of these materials (where feasible) shall be deemed to satisfy the documentation requirements.

If dissemination of Scholarly/Creative Activity is via the classroom, the Faculty Member shall provide a narrative statement which establishes specifically how the Scholarly/Creative Activity and/or its results have changed/improved the course content, the instructional methodology and/or the overall teaching-learning process.

Departmental Committee and Department Head Responsibilities – Full Evaluation

The Department Head shall provide each Faculty Member with the opportunity to bring his/her record of professional preparation and achievements (e.g. degrees, publications, etc.) up to date annually and shall deposit these additional records in his/her official personnel file and/or departmental file. It shall be the Department Head's responsibility to:

- (1) Secure and maintain the results of all evaluations undertaken for the assessment of the Faculty Member's performance and make them available to the appropriate departmental committee at the time of the evaluation.
- (2) Make available to the departmental committee, the application and all supporting documentation submitted by the Faculty Member.

The appropriate departmental committee shall review the application, all supporting data, and the evaluations conducted pursuant to this process. Upon completion of the review, the committee shall prepare an evaluation report on the applicant.

The evaluation report shall be supported by narrative statements which explain in clear and explicit terms how/why the applicant's activities do or do not satisfy the standards of performance in the Departmental Evaluation Document and the terms of the Faculty Contract. Specifically, the departmental committee shall explain:

- (1) The evaluation efforts which were conducted and their individual results.

- (2) The qualitative and, where applicable, quantitative basis for all ratings which were assigned.
- (3) Precisely how and to what extent the activities claimed do or do not satisfy the standards of performance of the Faculty Member's Departmental Evaluation Document and the criteria of Article XV of the Faculty Contract, and, in particular, how those activities claimed as Scholarly/Creative Activity have contributed to the discipline or area of specialization.

The departmental committee shall submit a copy of its evaluation to the Faculty Member, who shall have five (5) working days to respond. The departmental committee shall forward to the Department Head the following:

- (1) The Faculty Member's application and supporting materials
- (2) The departmental committee's evaluation.
- (3) All other supporting documentation, evaluation results, etc.
- (4) Any response(s) from the Faculty Member.

The Department Head shall prepare his/her evaluation report taking into consideration:

- (1) The Faculty Member's application and supporting materials.
- (2) The departmental committee's evaluation.
- (3) The results of all evaluations undertaken for the assessment of criteria in Article XV of the Faculty Contract, and other supporting documentation.
- (4) Any response(s) of the Faculty Member to the departmental committee's evaluation.

The Department Head shall include in his/her evaluation, narrative statements which explain in clear and explicit terms how/why the applicant's activities do or do not satisfy the standards of performance in the Departmental Evaluation Document and the terms of this Agreement. Specifically, the Department Head shall explain:

- (1) The evaluation efforts which were conducted and their individual results.
- (2) The qualitative and, where applicable, quantitative basis for all ratings which were assigned.
- (3) Precisely how and to what extent the activities claimed do or do not satisfy the standards of performance of the Faculty Member's Departmental Evaluation Document and the criteria of Article XV of the Faculty Contract, and in particular, how those activities claimed as Scholarly/Creative Activity contributed to the discipline or area of specialization. The Department Head shall submit a copy of his/her evaluation to the Faculty Member, who shall have five (5) working days to respond.

The Department Head shall forward to the Dean the following:

- (1) The Faculty Member's application and supporting materials.
- (2) The departmental committee's evaluation.
- (3) The Department Head's evaluation.
- (4) The results of all evaluations undertaken for the assessment of the criteria in Article XV of the Faculty Contract and all other supporting documentation.
- (5) Any response(s) of the Faculty Member to the departmental committee's or Department Head's evaluation.

Any and all of the items (1), (2), (3), (4), or (5) shall be placed in the Faculty Member's personnel file, with the exception that should an application be supported by documentation in the form of original works, publications (e.g. books and magazines), or other items too costly to copy, said documentation shall be forwarded in accordance with Article XV of the Faculty Contract through the review process and, upon completion of all reviews, returned to the Faculty Member.

Dean's Responsibility - Full Evaluation

Full Evaluations shall be reviewed by the Dean in accordance with the standards of performance in the Departmental Evaluation Document and the terms of the Faculty Contract. The Dean shall submit a copy of his/her evaluation to the Faculty Member explaining why the particular judgment has been made. The Faculty Member shall have five (5) working days to respond. The recommendation at this level, together with any response from the Faculty Member, together with all prior recommendations and other materials previously forwarded by the Department Head, shall be forwarded to the Provost and Vice President for Academic Affairs.

Provost's Responsibility - Full Evaluation

Applications for Reappointment/Tenure

The Provost and Vice President for Academic Affairs shall review the Full Evaluations for reappointment and tenure and on or before March 15, advise the applicant of the results of his/her review and forward his/her recommendations to the President for his/her approval of reappointments and recommendation to the Board of Regents for granting of tenure. If notice of non-reappointment or of final denial of tenure is not given by March 15, a Faculty Member's appointment shall be extended for an additional year, during which time a decision to reappoint or to grant or deny tenure, whichever is applicable, shall be made.

Applications for Promotion

The Provost and Vice President for Academic Affairs shall review the Full Evaluations for promotion on or before May 31, advise each applicant of the results of his/her review and forward his/her recommendations to the President for his/her approval.

Reappointment and promotion shall be deemed granted upon approval of the President. Tenure shall be deemed granted upon the Board of Regents' approval. Tenure, promotion and promotional salary adjustments provided in Article XVIII of the Faculty Contract shall become effective at the beginning of the next academic year.

Faculty Members may withdraw their applications for promotion at any time upon written request at the appropriate level without prejudice. All materials specifically submitted by the applicant shall be returned to the Faculty Member; other materials shall be returned to the departmental personnel file.

The parties recognize that decisions with respect to the reappointment, tenure, and promotion of a Faculty Member result from critical professional evaluations and judgments. All individuals evaluating applications for reappointment, tenure, and promotion shall apply the standards of performance in the Departmental Evaluation Documents insofar as they are consistent with the terms of the Faculty Contract, and they shall rate the applicant in accordance with the criteria and standards of performance therein. The requirements specified and provided in Article XIV of the Faculty Contract, in addition to the result of evaluations as herein provided, shall be considered in making reappointment, tenure, and promotion decisions.

Negative Review

Applications for reappointment, final evaluation for tenure, and promotion which receive negative recommendations shall be forwarded through administrative review channels in the same manner as those which receive positive recommendations, after the committee or person recommending the rejection has written a letter to the Faculty Member clearly stating the criteria and relevant data upon which the rejection is based, subject to the provision of Article XV of the Faculty Contract

In the event that the Provost and Vice President for Academic Affairs disapproves of any recommendation for reappointment or a final tenure recommendation by the departmental committee or the Department Head, the recommendation shall be returned with a statement of reasons to the department for reconsideration and further recommendations. A copy of any such statement of reasons and request for reconsideration and further recommendations shall be sent to the Faculty Member at the same time as the statement is sent to the department. When a response to the Provost's request is provided by the department, a copy shall at the same time be provided to the Faculty Member.

Further, should an application be returned to the department it shall be returned to the person(s) who made the original recommendation with which the Provost and Vice President for Academic Affairs takes issue and shall be returned within five (5) days of receipt thereof to the Provost and Vice President for Academic Affairs.

To deny a Faculty Member's application for re-appointment, tenure, or promotion, the Department Head, the Dean, or the Provost and Vice President for Academic Affairs must base such denial upon justifiable factors relative to the Faculty Member's failure to meet the standards of performance or other conditions set forth in the Faculty Contract and/or the Departmental Evaluation Document. All letters of denial must clearly and concisely state the reasons for the denial and address themselves to how the applicant has been judged to have failed to satisfy the terms of the Faculty Contract and/or the Departmental Evaluation Document.

Copies of all letters of denial shall be forwarded to the Association at the same time that they are sent to the applicant.

For purposes of this situation, denial shall be construed to have occurred when the Provost and Vice President for Academic Affairs denies a reappointment, award of tenure, or promotion, or supports such denial from an earlier review and recommendation level. However, grievances of procedural violations in the evaluation process must be filed at the appropriate Step of the grievance procedure (Step 1, 2 or 3) as provided in Article VII of the Faculty Contract, subject to the time limits provided therein.

Denial of reappointment, tenure, or promotion of a Faculty Member shall be subject to review under the grievance procedure provided for in Article VII of the Faculty Contract, commencing at Step 3.

Professional Performance Evaluations of Tenured Faculty

Standards of Performance

It is required that all tenured Faculty Members meet the criteria set forth in Article XV of the Faculty Contract at a satisfactory level. In accordance with the rating scale provided in all

Departmental Evaluation Documents, a rating of Average denotes performance commensurate with the expectations for the Faculty Member's rank; therefore, in order for a tenured Faculty Member to be deemed satisfactory in a professional performance evaluation he/she must perform his/her professional responsibilities at a level required to receive a rating of at least Average in each of the three (3) evaluation areas in accordance with the standards of his/her Departmental Evaluation Document and the Faculty Contract. Offset options allowed under Appendix C of the Faculty Contract dated September 1, 1990 are eliminated.

A tenured Faculty Member's performance during each four-year period that he/she holds tenure at Eastern Michigan University shall be evaluated. During the professional performance evaluation of a tenured Faculty Member not seeking promotion, the Department Head shall review the annual activity reports applicable to the four (4) year evaluation period (e.g. the last four (4) years' performance of a tenured Faculty Member) to determine whether the Faculty Member's performance is satisfactory. (If the Department Head has information which indicates a significant problem in Instructional Effectiveness or if the Faculty Member has no record of Service, the Department Head may conduct a review more frequently.) If, upon completing a four (4) year review of the Annual Activity Reports and available relevant material, the Department Head (guided by the Departmental Evaluation Document) determines that a Faculty Member's performance meets or exceeds the department's standards for Average, he/she shall so state in writing and place a copy of this statement in the Faculty Member's departmental personnel file, with a copy to the Faculty Member, the college Dean, and the Office of the Provost and Vice President for Academic Affairs for inclusion in the University personnel file.

If, upon completing any review of the Annual Activity Reports, the Department Head determines that a Faculty Member's performance does not rise to the level of Average in the Departmental Evaluation Document, he/she shall bring his/her concerns to the attention of the department's Personnel Committee. Together the Department Head and the committee shall review the Annual Activity Reports and any relevant information/documents (e.g. student evaluations, letters received, etc.) available to them. If their joint review concludes that there appear to be no deficits in the Faculty Member's performance, they shall say so in writing and place a copy of this statement in the Faculty Member's departmental personnel file, with a copy to the Faculty Member, the college Dean, and the office of the Provost and Vice President for Academic Affairs for inclusion in the University personnel file.

If the joint review confirms that there appear to be deficits in the Faculty Member's performance, he/she shall be given the opportunity to discuss his/her situation with the committee and the Department Head in order to determine how deficits might be corrected. If the deficits in the Faculty Member's performance are minor in nature and appear to be correctable within a period of one (1) academic year or less, the Department Head shall inform the Dean in writing of the department's concern, with a copy to the Faculty Member, and the Office of the Provost and Vice President for Academic Affairs for inclusion in the University personnel file.

The following year the Department Head and the department personnel committee shall meet with the Faculty Member and review that year's Annual Activity Report to determine if the deficit(s) in performance has been corrected. If the deficit(s) has been corrected, they shall say so in writing and place a copy of the statement in the Faculty Member's departmental personnel file, with a copy to the Faculty Member, the Dean, and the Office of the Provost and Vice President for Academic Affairs for inclusion in the University personnel file.

If the Faculty Member's record over the period specified for correcting shortcomings indicates that performance problems remain, or if deficits are so serious as to take more than one year to correct, the department shall initiate a Full Professional Performance Evaluation. This Full Professional Performance Evaluation is to be conducted according to the standards and processes, and with the possible sanctions outlined below.

The parties agree that a Full Professional Performance Evaluation can be conducted as a result of a review that occurs in less than a four (4) year cycle, and a plan for improvement can likewise be established, if applicable, provided the procedures of the Faculty Contract are implemented prior to the initiation of the Full Professional Performance Evaluation.

It is expressly agreed that Full Professional Performance Evaluations are not to be substituted for routine professional performance evaluations, but only implemented where serious or long term problems exist.

If the Department Head and personnel committee disagree concerning the performance of the Faculty Member, the Department Head may call for a Full Professional Performance Evaluation.

Full Professional Performance Evaluation Process

During the Full Professional Performance Evaluation of a Faculty Member not seeking promotion, the personnel committee and Department Head shall meet with the tenured Faculty Member to discuss his/her Instructional Effectiveness, Scholarly/Creative and Service activities, the Annual Activity reports applicable to the period under review, and the results of the required evaluation techniques set forth in Article XV of the Faculty Contract and any documentation the Faculty Member wishes to provide, to determine whether the Faculty Member's performance is satisfactory. If the Faculty Member's performance is determined to be satisfactory, the Department Head shall provide a written report that shall detail the evaluation and the basis for the determination that the Faculty Member is performing at a satisfactory level, which shall include appropriate reference to department standards set forth in the Departmental Evaluation Document and specific accomplishments of the Faculty Member in each of the three (3) areas of evaluation.

In those instances where the evaluators conclude that a Faculty Member has not performed at a satisfactory level, the Department Head shall reduce the evaluation to writing, clearly stating the basis for the determination. The personnel committee members shall signify their concurrence or non-concurrence and sign the evaluation, which shall then be given to the Faculty Member who may respond within five (5) working days of his/her receipt of the evaluation. The Faculty Member may include in his/her response any and all evidence/documentation in support of his/her performance that he/she deems appropriate.

Upon completion of any Full Professional Performance Evaluation the Department Head shall meet with the college Dean to review the results of the evaluation(s).

In those instances where the Dean concurs with the department's evaluation(s) of satisfactory performance, the written report shall be forwarded to the Office of the Provost and Vice President for Academic Affairs for inclusion in the Faculty Member's personnel file and a copy provided to the Faculty Member.

In those instances where the Dean does not concur with the department's evaluation(s) of satisfactory or unsatisfactory performance, the Dean shall reduce his/her objections to writing, and shall return the evaluation to the department for further consideration. The department and/or the Faculty Member may respond to the Dean within five (5) working days of receipt of the Dean's objection and may include in the response any and all evidence/documentation in support of the evaluation of a Faculty Member's performance.

If, after this further consideration, the Dean concurs with the department's evaluation of satisfactory, he/she shall say so in a letter to be placed in the departmental personnel file, with a copy to the Faculty Member, the Department Head, and the Office of the Provost and Vice President for Academic Affairs for inclusion in the University personnel file.

Unsatisfactory Performance-Programs for Improvement

In the event there is final determination by the Dean of the college that the Faculty Member's performance for the period covered by the Full Professional Performance Evaluation is unsatisfactory, the Dean shall schedule a meeting to consult with the Department Head, the personnel committee, the Faculty Member, the Assistant Vice President for Academic Human Resources and Divisional Budget, and a representative of the EMU-AAUP, to explore the structure for a program to assist the Faculty Member in correcting his/her unsatisfactory performance, which shall be set forth in a program and timetable for improvement of not less than one year's duration. The Program for Improvement shall set out expectations and assessment procedures based on the criteria in the Departmental Evaluation Document and the Faculty Contract. If there is disagreement between any of the aforementioned parties as to:

- a) whether a Program for Improvement should be written;
- b) the contents of the Program for Improvement; or,
- c) the assessment of the Faculty Member's performance, the college Dean shall have the final responsibility for developing the Program for Improvement.

When the Program for Improvement is finalized, it shall be presented to the affected Faculty Member. Copies shall be forwarded to the Office of the Provost and Vice President for Academic Affairs and the Association.

Extensions of Programs for Improvement beyond the timelines originally established shall be possible, under the following conditions: a meeting of all the parties (as outlined in Article XV of the Faculty Contract) shall be convened to discuss a proposed extension.

Specific reasons for the desirability of an extension shall be presented by the Department Head.

An extension proposal must be finalized by the Dean of the college and presented to the Faculty Member no later than thirty (30) days prior to the expiration of the original Program for Improvement.

In the event there is a dispute pertaining to the appropriateness of a particular Program for Improvement, a Grievance may be filed commencing at Step Three of the Grievance Procedure set forth in Article VII of the Faculty Contract. However, grievances of procedural violations in the Full Professional Performance Evaluation process must be filed at the appropriate step of the Grievance Procedure (Step One, Two) as provided for in Article VII of the Faculty Contract, subject to the timelines provided therein. For purposes of determining the time-lines for filing grievances at a Step Three of the Grievance Procedure, University actions in the Full

Professional Performance Evaluation process shall be construed to have occurred when the Association receives copies of Programs for Improvement (originals or extensions) from the Dean.

Once a Program for Improvement has been established, timelines in the program shall govern any further evaluation of areas of deficiency or extensions of the program. The Faculty Member's progress shall be assessed by the Department Head in consultation with the department Personnel Committee at assessment points specified in the Program for Improvement.

The Department Head shall report the results of evaluations conducted at any interim assessment points provided in a Program for Improvement, and the final results of the assessment of a Faculty Member's compliance with a Program for Improvement to the Dean of the college who shall determine if the Faculty Member has satisfactorily completed the Program for Improvement. If he/she so concludes, he/she shall inform the Faculty Member in writing and provide a copy to the Provost, the Faculty Member, and the Association.

Sanctions

In the event it is determined that the Faculty Member has not complied with the Program for Improvement, sanctions may be initiated by EMU. Any sanction contemplated by EMU should be discussed with the department Personnel Committee prior to any action(s) being taken.

Professional Performance Evaluations shall not be conducted during a term that a Faculty Member is on Plan C or C1 (as provided for in Article VIII of the Faculty Contract) or is not teaching.

DEPARTMENT STANDARDS

Appointment Standards

ACADEMIC CREDENTIALS & ADDITIONAL CRITERIA	
Professor	Doctorate in appropriate discipline and either five (5) years' successful and appropriate experiences in the discipline <u>or</u> expertise in a highly specialized field.
Associate Professor	Doctorate in appropriate discipline and either four (4) years' successful and appropriate experiences in the discipline <u>or</u> expertise in a highly specialized field.
Assistant Professor	Doctorate in appropriate discipline and either four (4) years' successful and appropriate experiences in the discipline <u>or</u> expertise in a highly specialized field.
Instructor	A.B.D. (The doctorate must be granted within one year of appointment.)
	Documentation of prior successful teaching experiences, <u>or</u> successful and appropriate experience in the discipline <u>or</u> expertise in a highly specialized field.
	Documentation which may be presented as necessary for meeting
	Departmental appointment standards may include but not be limited to:
	a. Copies of written and signed teacher appraisal documents developed at another institution of higher education
	b. Copies of official student appraisal documents developed at another institution of higher education
	c. Evidence of recognition and/or honor for teaching excellence from any adult educational institution
	d. Evidence of at least five years successful and appropriate experience in the discipline or field in which the instructor will be assigned teaching duties
	e. Professional certification from a recognized agency and/or expertise in the professional field in which the instructor will be assigned teaching duties

**REAPPOINTMENT AND TENURE STANDARDS FOR FACULTY HIRED
AFTER JANUARY 1, 1997**

PROFESSOR

Year	1	2	3
Evaluation	Interim	Full Reappointment	Tenure
Instructional Effectiveness	A	DAA	DAA in two out of three and E in the other
Scholarly/ Creative Activity	X	DAA in one and A in other	
Service	A		

ASSOCIATE PROFESSOR

Year	1	2	3	4
Evaluation	Interim	Full Reappointment	Comprehensive Interim	Tenure
Instructional Effectiveness	A	DAA	DAA	DAA
Scholarly/ Creative Activity	X	X*	X*	DAA
Service	A	A	A	DAA

**Scholarly/Creative Activity rating is advisory only.*

ASSISTANT PROFESSOR

Year	1	2	3	4	5
Evaluation	Interim	Interim	Full	Comprehensive Interim	Tenure
Instructional Effectiveness	A	A	DAA	DAA	DAA
Scholarly/ Creative Activity	X	X	X*	X*	DAA in one and A in other
Service	A	A	A	A	

**Scholarly/Creative Activity rating is advisory only.*

INSTRUCTOR

Year	1	2	3	4	5	6
Evaluation	Interim	Interim	Full	Comprehensive Interim	Comprehensive Interim	Tenure
Instructional Effectiveness	A	A	A	A	A	DAA
Scholarly/ Creative Activity	X	X	X*	X*	X*	A
Service	A	A	A	A	A	A

**Scholarly/Creative Activity rating is advisory only.*

PROMOTION STANDARDS FOR ALL FACULTY

	Year Eligible	Academic Credentials	Instructional Effectiveness	Scholarly/Creative Activity	Service
To Professor	5 years as associate professor at EMU	Doctorate in appropriate discipline	DAA in two out of three and E in the other		
To Associate Professor	5 years as assistant professor at EMU	Doctorate in appropriate discipline	E in either Instructional Effectiveness or Scholarly/Creative Activity and DAA in the other		DAA
To Assistant Professor	2 years as instructor at EMU	Doctorate in appropriate discipline	DAA	DAA	DAA

INSTRUCTIONAL EFFECTIVENESS

Quantitative Rating

Consistent with the professional literature on student evaluations, global items will be utilized for summative purposes related to tenure and promotion. Although evaluation forms may also include specific items (related to factors such as curriculum, instruction, and evaluation), these specific items should be used only for formative purposes to improve one's effectiveness. The rating scale for Instructional Effectiveness is as follows:

RATING	SCALE
Exceptional	8 points in Category 1, and a minimum of 26 points
Distinctly Above Average	4 points (or more) in Category 1, and a minimum of 22 points
Average	2 points (or more) in Category 1, and a minimum of 18 points

The overall point total will reflect evaluation in three quantitative areas (connecting teaching to scholarly activity, student evaluations, and peer/department head evaluations) and one qualitative area. Use of the following two global items for the student, peer and department head evaluations:

1. Overall, I rate this instructor as an effective teacher.
2. As a result of this course, I have learned a significant amount. (For student evaluations only)

These items are to be rated by the faculty member's peers, department head, and students in the following way (See Appendices):

- A: Much Above Average
- B: Above Average
- C: Average
- D: Below Average
- E: Much Below Average

Faculty members are required to collect at least one peer evaluation or Department Head evaluation per year. The final set of submitted evaluations must reflect a variety of courses and evaluators, including both peer and Department Head evaluations.

Category 1: Student Evaluations

Student Evaluations					
“Overall, I rate this instructor as an effective teacher.” AND “As a result of this course, I learned a significant amount.”	8 points	6 points	4 points	2 points	0 points
Percentage of Student Responses to the Items Above	60% “A”	60% “A” or “B”	60% “A”, “B”, or “C”	60% “A”, “B”, “C”, or “D”	Other

Category 2: Peer and Department Head Evaluations

Peer and Department Head Evaluations					
“Overall, I rate this instructor as an effective teacher.”	4 points	3 points	2 points	1 point	0 points
Percentage of Peer and Department Head Responses to the Item Above	60% “A”	60% “A” or “B”	60% “A”, “B”, or “C”	60% “A”, “B”, “C”, or “D”	Other

Category 3: Connecting Teaching to Scholarly Activity

The committee recommends that faculty be awarded points for connecting teaching activities to scholarship and practice:

	Connecting Teaching to Scholarly Activity	Points per activity
1	Creative or scholarly work that is disseminated in the classroom	Max. 1 point
2	Participation in Clinical Supervision activities (not a part of assigned course load) that are used to support instruction	1 point Max: 4 points
3	Participation in clinical or field-based practice activities that are used to support instruction	1 point Max: 4 points
4	Participation in independent study, masters, and/or specialist student research	1 point Max: 5 points
5	Participation on doctoral dissertation committees	1 point (Committee Member) 2 points (Chair) Max: 10 points

Category 4: Analysis of Instruction and Plans for Improvement

In addition to providing the quantitative evidence of instructional effectiveness, a positive recommendation for promotion or tenure in the Department of Leadership and Counseling also requires qualitative evidence of instructional effectiveness. Specifically, the faculty member must provide a narrative statement about his or her instructional effectiveness. To support this statement, the personnel committee recommends that the following “supplied questions” be added to the two overall core items:

ANALYSIS OF INSTRUCTION AND PLANS FOR IMPROVEMENT	
CONTENT (Curriculum)	
1	The instructor is knowledgeable about the course content.
2	The course content is useful and relevant.
3	The instructor demonstrates awareness of recent developments in the field.
4	The instructor is interested and enthusiastic about the course content.
METHODS (Instruction)	
5	The instructor is prepared for class sessions as reflected in the clarity and organization of classroom activities.
6	The instructor uses a variety of instructional methodologies in line with the needs of adult learners, including active engagement of students in their own learning.
7	The instructor fosters deep reflection relative to course content.
8	The instructor establishes mutual respect and rapport with students.
ASSESSMENT (Evaluation)	
9	The instructor presents clear course goals, objectives and expectations as evident in course materials (e.g., syllabus, readings/assignments, etc.) and course activities.
10	The instructor uses fair and reasonable methods of assessing student learning.
11	The instructor provides individualized and specific feedback to students.

The faculty member should draw upon the student responses to these “supplied questions” in their narrative. The narrative should include evidence of teaching strengths, areas of improvement, efforts to enhance instructional delivery (e.g., course modifications, mid-semester/early feedback from students, etc.) and professional development plans/activities to enrich instructional capacity in alignment with the areas of content, methods, and assessment.

Sample Rubric for Category 4 of Instructional Effectiveness

5 points	3 points	1 point
<p>The narrative demonstrates that the faculty member has a clear conceptual framework which guides his/her instruction and connects theory to practice. The narrative includes a thorough analysis of strengths and areas of improvement using all 11 supplied items from the student evaluation forms, as well as additional sources of evidence (such as midterm evaluations and/or comments from students, peers, or the department head). This analysis leads logically to a clear and comprehensive plan for improvement, as well as evidence of efforts to implement this plan.</p>	<p>The narrative demonstrates that the faculty member connects theory to practice in their instruction. The narrative identifies instructional strengths and areas of improvement using most of 11 supplied items from the student evaluation forms. There is a plan for improvement, but no evidence of implementing this plan.</p>	<p>The narrative fails to demonstrate that the faculty member has a conceptual framework which guides instruction or connects theory to practice. The narrative identifies only one or two strengths or areas of improvement, and it fails to base any strengths or areas of improvement on the 11 supplied student evaluation items. There is no plan for improvement, or evidence of attempts to enhance instructional delivery.</p>

The committee can award 4 points if they feel that the quality of the narrative fits between the first two columns or 2 points if the quality of the narrative fits between the last two columns.

Scholarly/Creative Activity

The rating scale is as follows:

RATING	SCALE
Exceptional	A minimum of 20 points with at least one item from Category 1
Distinctly Above Average	A minimum of 15 points with at least one item from Category 1
Average	A minimum of 10 points with at least one item from Category 1

Scholarly/Creative Activity includes but is not limited to the following:

Category 1	Juried Scholarship	Points per activity
1	Articles authored or co-authored, published in press or accepted in peer reviewed journals	3-5 points
2	Book/Texts authored or co-authored, edited or co-edited published, in press or accepted for publication	3-5 points
3	Book chapters authored or co-authored, published, in press or accepted for publication	3-5 points
4	Peer-Reviewed Handbook, Manual/Workbook, Monograph or Report	2-5 points
5	Journal Editing Responsibilities	2-5 points Max: 10 points
6	Peer-Reviewed Book Review authored or co-authored, published or accepted for publication	2 points
7	Paper, Presentation or Poster Session at professional conferences/colloquia	1-3 points Max: 12 points

Category 2	Other Scholarly Activity (maximum 10 points)	Points per activity
1	Development of projects, modules or training materials which are widely disseminated	1-2 points
2	Proposals for grants as specified in Article XV of the EMU-AAUP Agreement	1-3 points
3	Fellowships and awards that recognize scholarly achievement	2-3 points
4	Book Reviews authored or co-authored, published or accepted for publication (not peer reviewed, or juried)	1 point Max: 3 points
5	Professional development activities related to program goals as specified in Article XV of the AAUP-EMU Agreement	Max. 1 point
6	Professional retraining that complies with program goals as specified in Article XV of the AAUP-EMU Agreement	Max. 1 point
7	Other non-juried publications (including but not limited to newsletters, research briefs, bulletins)	1 point Max: 5 points

Sample Rubric for Quality Criteria for Scholarly/Creative Activity:

Category 1 - Scholarly/Creative Activity					
Criteria	1 point	2 points	3 points	4 points	5 points
1	X	X	Peer reviewed and published, in press or accepted for publication	National/International or lead/solo author or wide readership or < 50 percent acceptance rate or numerous citations or blind reviewed or empirical	National/International or lead/solo author or wide readership or < 50 percent acceptance rate or numerous citation and blind reviewed or empirical
2	X	X	Peer reviewed and published, in press or accepted for publication	1 of the following: lead/solo author, wide readership, or < 50 percent acceptance rate	2 or more of the following: lead/solo author, wide readership, or < 50 percent acceptance rate
3	X	X	Peer reviewed and published, in press or accepted for publication	1 of the following: lead/solo author, wide readership, or < 50 percent acceptance rate	2 or more of the following: lead/solo author, wide readership, or < 50 percent acceptance rate
4	X	Peer reviewed and published, in press or accepted for publication	1 of the following: National/International, lead/solo author, wide readership, < 50 percent acceptance rate, numerous citations, blind reviewed or empirical	2 or more of the following: National/International, lead/solo author, wide readership, < 50 percent acceptance rate, numerous citations, blind reviewed or empirical	3 or more of the following: National/International, lead/solo author, wide readership, < 50 percent acceptance rate, numerous citations, blind reviewed or empirical
5	X	Editorial responsibilities (guest reviewer) for a peer reviewed journal	Editorial Board responsibilities (article reviewer or guest editor) for a peer reviewed journal	National/International or wide readership or < 50 percent acceptance rate or numerous citations or managing editor	National/International or wide readership or < 50 percent acceptance rate or numerous citations and managing editor
6	X	<u>Peer Reviewed</u> Integrates additional professional literature	X	X	X
7	Peer Reviewed poster session OR Invited local, state or regional presentation based on your expertise	Invited national presentation based on your area of expertise OR Peer reviewed paper at local, state or regional conference OR Keynote address at local, state or regional conference based on area of expertise	Peer Reviewed Paper at National/International conference OR Keynote speaker at National/ International conference based on area of expertise	X	X

Sample Rubric for Quality Criteria for Scholarly Activity Category 2 - Scholarly/Creative Activity			
Criteria	1 point	2 points	3 points
1		Wide Distribution/Readership OR Published by ___ OR Lead or Solo Author OR Grant Funded	X
2	Application/Proposal submitted	Substantial application/proposal submitted (e.g., NSF, NIMH, Kellogg, SAMSHA or DOE) OR Funded grant proposals	Funded grant proposals in excess of \$100,000 OR Large-scale dissemination
3		National/International fellowship AND Highly prestigious (e.g., Fulbright)	X
4	Non-peer reviewed book reviews that are co/authored and published. (Peer reviewed book reviews are included in Category I)	X	X
5	Professional development activities related to program goals as specified in Article XV of the AAUP- EMU Agreement	X	X
6	Professional retraining that complies with program goals as specified in Article XV of the AAUP- EMU Agreement	X	X
7	Non-peer reviewed publications		

Service Activity

RATING	SCALE
Exceptional	A minimum of 35 points including item 1
Distinctly Above Average	A minimum of 25 points including item
Average	A minimum of 15 points including item 1

Service Activity includes but is not limited to the following:

Criterion	Description	Points per activity per year
Internal to Eastern Michigan University		
1	Attendance and Participation at Department and Program Meetings	1 point Max: 1 point
2	Participation in program standing or ad-hoc committees, including but not limited to input committees and task groups.	1-3 points Max: 6 points
3	Participation in departmental standing or ad-hoc committees, including but not limited to input committees and task groups.	1-3 points Max: 6 points
4	Participation in college standing or ad-hoc committees, including but not limited to input committees and task groups.	1-3 points Max: 6 points
5	Participation in university standing or ad-hoc committees, including but not limited to input committees, task groups, and AAUP	1-3 points Max: 6 points
6	Participation in preparation of self-study, program review, and accreditation processes including department research such as student surveys and follow-up studies	1-3 points Max: 6 points
7	Professional assistance/service to program, department, college and university programs and projects, including but not limited to classroom presentations and in-service activities	1 point Max: 6 points
8	Student advising load (which is significantly higher than department average), as evidenced by number of assigned advisees, and advising/recruitment sessions at external sites	3 points
9	Major advising responsibilities for student organizations	1 point Max: 4 points
External to Eastern Michigan University		
10	Leadership in professional associations, such as elective offices, active involvement in major committees, and/or acceptance of major responsibilities	3 points Max: 6 points
11	Selection for ongoing, professional consulting/service activities to educational or community agencies pertaining to the faculty members' area of specialization	1-3 points Max: 6 points
12	Counseling services provided to individuals, group, or the community	1 point Max: 3 points
13	Participation in grant-funded activities	1 point Max: 3 points

Sample Rubric for Quality Criteria for Service Activity

Criteria	1 point	2 points	3 points
2 to 6	Membership	Significant Responsibilities	Formal leadership role (Chair, Secretary, etc.)
11	Single day, unpaid, or small honorarium	Includes a formal contractual agreement (as evidenced by a contract, memorandum of agreement, 1099 tax forms) OR represents ongoing work over a multiple year period	Includes a formal contractual agreement (as evidenced by a contract, memorandum of agreement, or 1099 tax forms) AND represents ongoing work over a multiple year period.

APPENDICES

APPENDIX AEastern Michigan University
Instructor and Course Evaluation Form

Core Items:

WHAT IS YOUR OVERALL RATING OF THE TEACHING EFFECTIVENESS OF THIS INSTRUCTOR?

WHATE IS YOUR OVERALL RATING OF THIS COURSE?

LEADERSHIP & COUNSELIG DEPARTMENTAL QUESTION SET

As a result of this course, I have learned a significant amount.

The instructor is knowledgeable about the course content.

The course content is useful and relevant.

The instructor demonstrates awareness of recent developments in the field.

The instructor is interested in and enthusiastic about the course content.

The instructor is prepared for class sessions as reflected in the clarity and organization of classroom activities.

The instructor uses a variety of instructional methodologies in line with the needs of adult learners, including active engagement of students in their own learning.

The instructor fosters deep reflection relative to course content.

The instructor establishes mutual respect and rapport with students.

The instructor presents clear course goals, objectives and expectations as evident in course materials (e.g., syllabus, readings/assignments, etc.) and course activities.

The instructor uses fair and reasonable methods of assessing student learning.

The instructor provides individualized and specific feedback to students.

APPENDIX B

Classroom Visitation Form

The observer will discuss with the instructor the general intent of the course, general course goals, specific goals of the instructor for the session, and topical area of discussion. The instructor will provide materials which may be helpful to the observer.

Date:

Name of Observer:

Instructor:

Course Prefix and Number (e.g., EDLD 509):

Course Title:

Please evaluate this instructor on the following statement:

“Overall, the effectiveness of this instructor is...”

- A. Much Above Average
- B. Above Average
- C. Average
- D. Below Average
- E. Much Below Average

Please provide the instructor with any observations or feedback in the following areas:

1. Course Content/Curriculum (knowledge, relevance, awareness, etc.)

2. Teaching/Instructional Methods (preparation, diversity of approaches, student/instructor engagement, etc.)

3. Student Feedback/Assessment (clarity of goals, appropriateness of assessment, individualized feedback, etc.)

Signature of Instructor _____ Date _____

Signature of Observer _____ Date _____

APPENDIX C

Procedure for Classroom Visitations

Committed to the goal of Instructional Effectiveness by all members of the Department, this Procedure for Classroom Visitations has been articulated in order to provide for a reasonable, orderly and effective visitation process by Peers and the Department Head. Classroom visitations shall be conducted in compliance with the requirements of the Agreement between Eastern Michigan University (EMU) and the EMU Chapter of the American Association of University Professors (AAUP) Article XV.

A meeting shall be held with the Faculty Member by the Peer Faculty or the Department Head at least ten (10) days preceding the visitation to discuss:

1. the purposes of the visitation
2. the role and responsibilities of the Observer(s) and the Faculty Member
3. the actions to be expected during the visitation
4. the specific materials and documents (if any) relating to the instruction to be observed is to be provided before the visitation by the Faculty Member to the Observer
5. the Classroom Visitation Form (Appendix B) which shall be used to evaluate and document the level of Instructional Effectiveness
6. the follow-up actions to be expected after the visitation including review of materials and development of a written evaluation of the classroom observations to be provided to the Faculty Member within ten (10) days following the visit.

Should the Faculty Member so desire, a second classroom visitation may be conducted by the classroom observer(s).

Should the Faculty Member disagree with the written evaluation of the classroom observation(s), a meeting shall be convened between the Faculty Member, the Observer, the Chair of the Personnel Committee, and any other member of the Department requested by the Faculty Member.

Should disagreement continue, the matter shall be forwarded to the entire Personnel Committee for review and action.

Following implementation of the above activities, and after discussion between the Observer and the Faculty Member of the written evaluation completed on the Classroom Visitation Form (Appendix B), both Faculty Member and Observer shall sign and date said form.

It is to be understood that the evaluation of Instructional Effectiveness shall include but not be limited to classroom visitations by Peers and the Department Head, and may also include self-evaluation, student evaluations of teaching, assessment of academic advising of students, where appropriate, and other procedures identified elsewhere in the Document.

APPENDIX D

Annual Faculty Activity Report

This report must be submitted to the Department Head by **October 15** of each academic year. The report should cover the Faculty member's activities from September 1 through August 31 of the preceding year. Additional sheets may be attached to provide further detail, if necessary.

I. BIOGRAPHICAL DATA

Name: _____ Date: _____

Rank: _____ Years at EMU: _____
(including current year)

Department: _____ College: _____

II. INSTRUCTIONAL ACTIVITIES

Courses Taught

(Course Number and Title)

New/Repeat

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

Comments:

Description of curricular and/or pedagogical developments, innovations, experiments, etc.:

III. SCHOLARLY AND/OR CREATIVE ACTIVITY

Publications, Exhibitions, Concerts, etc. (include bibliographical data and place an * in front of those activities disseminated through a refereed or juried format)

Presentations (include bibliographical data and place an * in front of refereed presentations)

Scholarly/Creative Activity in Progress (include subject/description, projected date of completion and anticipated method of dissemination)

Comments:

IV. SERVICE

Department Level Activity (include reference to office(s) held on committees, etc.)

College/University Level Activity (include reference to office(s) held on committees, etc.)

Beyond the University (professionally related community activity)

Comments: