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**EASTERN MICHIGAN UNIVERSITY**  
**DIVISION OF ACADEMIC AFFAIRS**  
*Office of the Director of Academic Budget and Operations*  
*106 Welch Hall*

**TO:** John Hubbard, Head **DATE:** June 2, 1999  
Foreign Languages & Bilingual Studies Dept.

**FROM:** Susan Moeller, Director *[Signature]*  
Academic Budget and Operations

**SUBJECT:** Approved FLABS DED

Attached is a copy of the officially approved Departmental Evaluation Document for the Foreign Languages and Bilingual Studies Department. Please make sure that all of your faculty receive a copy of this document. Thank you.

Encl.

cc: Cheryl Conklin, AAUP  
Dennis Beagen  
Kathleen Quinn  
Cathy Rush ✓

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ACADEMIC HUMAN RESOURCES

**DEPARTMENTAL EVALUATION DOCUMENT**

**EASTERN MICHIGAN UNIVERSITY**

**COLLEGE OF ARTS AND SCIENCES**

**DEPARTMENT OF FOREIGN LANGUAGES  
AND BILINGUAL STUDIES**

This Departmental Evaluation Document received official approval as follows:

Approved by the Department Faculty:

Date: 19 May 1999

Signature: Sharon A. Robertson  
Chair of Personnel Committee

Approved by the Department Head:

Date: 5-25-98

Signature: John R. Hubbard

Approved by the Dean, College of Arts and Sciences:

Date: 5/27/99

Signature: George J. ...

Approved by the University Departmental Evaluation Documents Committee:

Date:

Signatures:

Dennis M. Beagen

Susan Moeller

Kathleen ...

Franklin Case

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Benj. D. Palmer

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Catherine / Keesq

EASTERN MICHIGAN UNIVERSITY

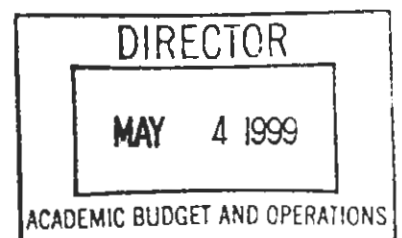
Division of Academic Affairs

**DEPARTMENT EVALUATION DOCUMENT**

Department of Foreign Languages and Bilingual Studies

College of Arts & Sciences

March 1999



# EASTERN MICHIGAN UNIVERSITY

Division of Academic Affairs

## DEPARTMENT EVALUATION DOCUMENT

Department of Foreign Languages and Bilingual Studies

College of Art & Sciences

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## FACULTY EVALUATION

Each department shall conduct faculty evaluations using criteria, procedures and techniques specified in its Departmental Evaluation Document and the Agreement between Eastern Michigan University (EMU) and the EMU Chapter of the American Association of University Professors (AAUP) Article XV.

### **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 teaching 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 include, but are not limited to self-evaluation, classroom visitations, student evaluations of teaching, department head evaluation, peer evaluations, and, where appropriate, assessment of academic advising of students.

The set of approved questions for the Student Evaluation Form is included in Appendix A. Faculty Members may add other items to the Student Evaluation Form, but only those listed on the approved questions in Appendix A are to be used in calculating percentages for reappointment/promotion/tenure.

The procedure and written observation report are contained in Appendix B. It is agreed that the person being observed will be observed two times by each observer; the observation report will be written up after the second observation and given to the faculty member within ten (10) days of the second observation. Both peer and Department Head evaluations must be done in this way.

#### Scholarly and/or Creative Activity

A Faculty Member shall give documented evidence of his/her contributions to his/her discipline or area of 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 areas of specialization within the discipline or in an interdisciplinary specialization through scholarly and/or creative activity which clearly contributes to the discipline, 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.

Each of the three 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 solely by these alone or in combination with each other.

### 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 Personnel 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.

### Professional Development

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. Examples of professional development activities considered appropriate in the context of Scholarly/Creative Activity are: 1) improvement of language ability or cultural knowledge by formal study, 2) additional experience in the discipline, 3) certification. Activities are not limited to these areas, but any activity presented for credit is 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 Head and Personnel Committee. The proposal shall outline the professional activity, its duration and the projected benefits of the activity. If approved by the Department Head and the Personnel Committee, the professional development, when completed, shall be

evaluated by the Personnel Committee and the Department Head to determine if it fulfills the criterion for such professional development.

#### Grant Development/Administration

Faculty are encouraged to engage in the process of seeking, obtaining and administering grants from outside agencies. The preparation of grant proposals for outside agencies, whether funded or not, shall be considered as scholarly/creative activity if said preparation involves scholarly activity (e.g., research or teaching projects) of a substantial nature and the applicant provides an abstract documenting such activity and the importance of the endeavor to the discipline, the department, the college or university. The above conditions may also apply for the administration of a grant project insofar as proper evidence is presented which documents such grant administration meets the requirements as set forth in Article XV of the Agreement. The scholarly/creative activity criterion cannot be satisfied by grant activities alone.

#### Service Activity

The Faculty Member must satisfy one of the criteria below.

1. The Faculty Member shall give evidence of identifying new needs in the department and assisting colleagues in departmental activities.
2. The Faculty Member shall give evidence of interest and activity that extend beyond the department into areas such as university and college-wide committees, student activities, and professionally related community affairs. AAUP service shall count for service outside the department.

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, 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 Scholarly/Creative Activity completed 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 activity is consistent with the definition of Scholarly/Creative Activity set forth in the Agreement; (b) the activity fulfills the standards of the Foreign Language Department DED; and (c) the Faculty Member's application for reappointment, tenure and/or promotion is in compliance with the terms and conditions of the Agreement.



# PROCEDURES

## Evaluations

### Types

There are seven types of evaluation of faculty performance:

1. Interim Evaluation of probationary Faculty Members for reappointment;
2. Comprehensive Interim Evaluations (for Faculty Members hired after January 1, 1997)
3. Full Interim Evaluation (conducted only if required following Interim or Comprehensive Interim Evaluation ) (see Article XV);
4. First Full Evaluation of probationary Faculty Members (for all faculty);
5. Full Evaluation of probationary Faculty Members for reappointment or tenure (for all faculty);
6. Full Evaluation of Faculty Members applying for promotion;
7. Professional Performance Evaluation of Tenured Faculty Members.

### Schedule

Evaluations of probationary Faculty Members hired before January 1, 1997 shall be conducted according to the following schedule.

Evaluation Schedule  
(Hired before January 1, 1997)

Initial Appointment Rank	Years						
	1	2	3	4	5	6	7
<b>Professor</b>	Interim	Full R/T	Interim	Full/T			
<b>Associate Professor</b>	Interim	Full/R*	Full R/T	Interim	Full/T		
<b>Assistant Professor</b>	Interim	Interim	Full/R*	Full R/T	Interim	Full/T	
<b>Instructor</b>	Interim	Interim	Full/R*	Interim	Full R/T	Interim	Full/T

\* Scholarly/Creative Activity is rated, but advisory only.

(Rank at initial appointment shall determine the evaluation schedule.)

Evaluation of probationary Faculty Members hired after January 1, 1997 shall be conducted according to the following schedule:

Evaluation Schedule  
(Hired after January 1, 1997)

Initial Appointment Rank	Years						
	1	2	3	4	5	6	
Professor	Interim	Full/R	F/Tenure				
Associate Professor	Interim	Full/R*	Comp. Interim	F/Tenure			
Assistant Professor	Interim	Interim	Full/R*	Comp. Interim	F/Tenure		
Instructor	Interim	Interim	Full/R*	Comp Int	Comp Int	F/Tenure	

\* Scholarly/Creative Activity is rated, but advisory only.

(Rank at initial appointment shall determine the evaluation schedule.)

In those instances in which a Faculty Member is initially appointed in mid-academic year (i.e., at the beginning of the Winter term), the duration between such initial appointment and the following September 1, shall be deemed the first (1st) year of appointment, unless the Faculty Member decides not to use this initial period as the first (1st) year of appointment. The decision not to use this initial period as the first (1st) year of appointment shall be made: 1) by the Faculty Member by October 15 of the first calendar year of his/her appointment by Associate Professors and Professors, or 2) by October 15 of the second calendar year of his/her appointment by Assistant Professors and Instructors. The Faculty Member shall notify the Department Head of his/her decision in writing by October 15.

Conducting the Evaluations

1. Interim Evaluation for Reappointment

In the first year of employment at EMU, a Faculty Member need not submit an Annual Faculty Activity Report. The interim evaluation shall be conducted using information obtained through classroom visits, review of instructional materials and discussions with the Department Head and the Area Committee, and shall focus primarily on Instructional Effectiveness.

In all other interim evaluation years, the Faculty Member shall submit an Annual Faculty Activity Report by October 15. Instructional materials, such as syllabi, exams, assignments, etc. should accompany the Annual Faculty Activity Report. The evaluation should cover all Instructional Effectiveness and Service Activities prior to the previous August 31 that were not evaluated in any prior evaluation. The Department Head and Personnel Committee should meet with the Faculty Member to discuss his/her Instructional Effectiveness and Service activities and review the results of evaluation techniques for Instructional Effectiveness, including, but not limited to, self-evaluation, classroom visitations, student evaluations of teaching, Department Head evaluations, peer evaluations, and where appropriate, assessment of academic advising of students. The Faculty Member may request that the evaluators give some indication of whether his/her

Scholarly/Creative Activity is developing in a way consistent with departmental standards. Faculty are reappointed unless a potential performance problem in Instructional Effectiveness or Service is perceived and the department elects to conduct a formal, written Full Interim Evaluation.

## 2. Comprehensive Interim Evaluations

In all Comprehensive Interim Evaluation years, the Faculty Member shall submit an Annual Faculty Activity Report by October 15. The Department Head and Personnel Committee shall meet with the Faculty Member to discuss his/her Instructional Effectiveness, Scholarly/Creative Activity, and Service Activities, and review the results of the required evaluation techniques of Instructional Effectiveness. Scholarly/Creative Activity is evaluated for advisory purposes only. Faculty are reappointed in those years designated for a Comprehensive Interim Evaluation unless a potential performance problem in Instructional Effectiveness or Service is perceived and the Department elects to conduct a formal, written Full Interim Evaluation.

## 3. Full Interim Evaluation

If the Department Head or Department Personnel Committee perceive a problem in Instructional Effectiveness or Service during an Interim or Comprehensive Interim Evaluation, the Department Head and Personnel Committee shall meet with the Faculty Member to discuss the perceived problem. Following the meeting, the Faculty Member may be required to submit to a Full Interim Evaluation. If 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 Departmental Evaluation Document (this document) and the Agreement, 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 Departmental Evaluation Document (this document) and the 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(s) 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 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 Articles 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.

#### 4. First Full Evaluation of probationary Faculty Members

In the year the Faculty Member is scheduled for his/her first full evaluation, he/she shall submit, in addition to the Annual Faculty Activity Report, an application for evaluation by October 15 which provides a complete and documented statement of his/her Instructional Effectiveness, Scholarly and/or Creative Activity and Service Activity since his/her initial appointment.

In the first full evaluation for Associate Professor (year 2), Assistant Professor (year 3) and Instructor (year 3), the Scholarly/Creative Activity evaluation is for advisory purposes only. A rating will be assigned, but this rating shall not be utilized for determining whether the Faculty Member is qualified for reappointment.

Scholarly/Creative Activity which has been submitted for review, but which has not yet been accepted for publication or other dissemination in a specific form and forum, may be included in the application if the Faculty Member has a reasonable expectation that it will be accepted prior to March 1 of the following year. Such Scholarly/Creative Activity for which documented acceptance in the originally specified form (including editorially required modifications) of dissemination is received prior to March 1 shall be deemed to satisfy the documentation requirement for the Full Evaluation.

Each Faculty Member must provide qualitative documented evidence that establishes that he/she has satisfied the appropriate evaluation criteria. Activities without such documentation shall not count toward fulfilling an evaluation criterion.

All full evaluations must include a review of the results of the required evaluation techniques for Instructional Effectiveness.

#### 5. Full Evaluation of Probationary Faculty Members for Reappointment or Tenure

Each year that a Faculty Member is scheduled for a full evaluation, he/she shall submit, in addition to the Annual Faculty Activity Report, an application for evaluation by October 15 which provides a complete and documented statement of his/her Instructional Effectiveness, Scholarly and/or Creative Activity and Service Activity since the last full evaluation or since his/her initial appointment, whichever is more recent.

Scholarly/Creative Activity which has been submitted for review, but which has not yet been accepted for publication or other dissemination in a specific form and forum, may be included in the application if the Faculty Member has a reasonable expectation that it will be accepted prior to March 1 of the following year. Such Scholarly/Creative Activity for which documented acceptance in the

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

Each Faculty Member must provide qualitative documented evidence that establishes that he/she has satisfied the appropriate evaluation criteria. Activities without such documentation shall not count toward fulfilling an evaluation criterion.

All full evaluations must include a review of the results of the required evaluation techniques for Instructional Effectiveness.

Candidates can simultaneously apply for promotion, if applicable, by checking the appropriate box on the application form, or a faculty member applying for tenure can submit a separate promotion application under number 6 below.

#### 6. Full Evaluation for Promotion

Applications for promotion are due by February 1, and shall include evidence of the faculty member's Instructional Effectiveness, Scholarly and/or Creative Activity, and Service since his/her last promotion or initial appointment (where applicable).

The Faculty Member who is not simultaneously a candidate for reappointment/tenure shall inform the Department Head in writing of his/her intent to apply for promotion by the previous October 15. 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 February 1 application, if the Faculty Member has a reasonable expectation that it 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.

The Faculty Member eligible simultaneously for Reappointment/Tenure and Promotion in the same academic year shall have the option of indicating via a check box 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 since October 15 may be provided by February 1.

Each Faculty Member must provide qualitative documented evidence that establishes that he/she has satisfied the appropriate evaluation criteria. Activities without such documentation shall not count toward fulfilling an evaluation criterion.

## 7. Professional Performance Evaluation of Tenured Faculty

Every four year period, the Department Head shall review a tenured Faculty Member's Annual Faculty Activity Reports for that period and any other available relevant materials, including Instructional Effectiveness evaluation materials set forth in the Agreement. Upon determining that the Faculty Member's performance meets or exceeds the Department's standards for satisfactory (or average in all three areas), as defined in this Departmental Evaluation Document, he/she shall so state in writing to the Faculty Member, the Dean, and the Provost and Vice President for Academic Affairs. (Note that the Faculty member is not required to initiate this review or to provide any material for it other than the Annual Faculty Activity Reports.)

If, upon completing the review of the Annual Faculty Activity Reports, the Department Head determines that a Faculty Member's performance does not rise to the level of average in this 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 Faculty 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 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, the procedures in the Agreement will be followed (Article XV).

### Preparation of Applications

Directions for preparing applications are on the following pages. Note that Full Interim Evaluations and Full Professional Performance Evaluations are for special situations only and are not regularly scheduled events.

Only work completed while a Faculty Member is in rank at EMU may be counted for purposes of reappointment, tenure or promotion. However, a Faculty Member who has service as a full-time temporary employee outside the Bargaining Unit (e.g., Lecturer) or full-time tenure track professional experience at another institution of higher education or related professional experience may receive credit at the time of his/her initial appointment for a proportion of his/her experience for the purpose of tabulating service/rank credit to determine his/her eligibility for consideration for tenure and/or promotion, provided that the conditions set forth in Article XIV are met. Service/rank credit for prior experience must be set forth in writing and granted prior to the Faculty Member's initial date of appointment, or it is barred from further consideration.

Scholarly work completed elsewhere in years for which a Faculty Member has received service rank credit toward tenure and/or promotion may be counted for purposes of reappointment, tenure, and promotion.

## **Directions for Preparing Interim Evaluations, and Comprehensive Interim Evaluations**

### **Applicants**

In a Faculty Member's first year of employment at EMU, no Annual Faculty Activity Report is required.

In all other Interim and Comprehensive Interim Evaluation years, a Faculty Member must submit an Annual Faculty Activity Report by October 15. The Faculty Member should make available his/her instructional materials, and for the Comprehensive Interim Evaluation, any Scholarly/Creative Activity to be reviewed.

### **Evaluators**

In a Faculty Member's first year the evaluators use information obtained through classroom visits, review of instructional materials, and discussion with the Faculty Member to complete the review.

In all other Interim and Comprehensive Interim Evaluation years the Department Head and Personnel 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. 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 the Comprehensive Interim Evaluation, the Department Head and Personnel Committee shall review the Scholarly/Creative Activity for advisory purposes only. During the Interim Evaluation the Faculty Member may request that the evaluators 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.

If, in the Initial Interim Evaluation, the 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 Agreement, 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 the 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 the meeting, the Faculty Member may be required to submit to a Full Interim Evaluation.

## Directions for Preparing the Application for Full Interim Evaluation

### Applicants

Faculty Members required to submit an application for Full Interim Evaluation must:

1. Complete the Annual Faculty Activity Report by October 15.
2. Complete the Application for Full Interim Evaluation Form.
3. Write a narrative which describes how his/her activities have fulfilled the Agreement's and this document's criteria for reappointment at the appropriate year in the areas of Instructional Effectiveness and/or Service. If the perceived problem exists in only one of the two areas, only that area need be addressed. Supporting materials should be included in an appendix. The narrative regarding Instructional Effectiveness should include: (1) courses taught, (2) results of student, peer, and Department Head evaluations, to the extent these are available, and (3) any other information the applicant believes helpful for evaluating his/her teaching and (where appropriate) advising of students. Regarding point 3, such materials as sample syllabi and other classroom materials may be included in an appendix. If the applicant's Service is being evaluated, all Service activities should be listed and the manner in which they have contributed to the good of the appropriate unit should be indicated.

### Evaluators

1. If following the 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, 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.
2. 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 the Agreement, the evaluation(s) shall be reduced to writing, jointly if there is agreement between the Department Head and the Personnel 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.
3. 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. If the Provost and Vice President for Academic Affairs determines, subject to the provisions of Article XV. and XVI. of the Agreement, 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.



Note: A positive Full Interim Evaluation does not insure that a subsequent Full Evaluation will result in reappointment or tenure. Applicants and evaluators should note the exact contract language regarding this point in Article XV.

## **Directions for Preparing the Application for All Full Evaluations**

### **Applicants**

Faculty Members applying for reappointment or tenure during years when they are required to undergo a Full Evaluation are required to:

1. Complete the Annual Faculty Activity Report.
2. Complete the Application for Full Evaluation Form by October 15.
3. Describe in a narrative statement how he/she has met the department's criteria in each of the three areas under consideration: Instructional Effectiveness, Scholarly and/or Creative Activity, and Service. The applicant is responsible for describing and documenting, where appropriate, the activities presented for evaluation in terms of quantity and quality. It should describe his/her work in such a fashion that the reader can relate his/her performance to the established criteria and make an informed judgment about how **well those** expectations have been met. Student evaluations, samples of classroom materials, copies of articles, commendations, etc. should be included as documentation in an appendix and referenced where appropriate. The narrative itself, without supporting documents, should be free-standing and will become part of the applicant's personnel file. The narrative should include the following:

#### **Instructional Effectiveness:**

- Specific evidence of effectiveness in the teaching/advising process;
- Activities which have improved the applicant's teaching;
- Results of student, peer and Department Head evaluations; and
- The manner in which the applicant has met the DED criteria.

#### **Scholarly and/or Creative Activity:**

- List of specific items presented for evaluation and other approved activities with enough description to make them understandable to the reader;
- The manner in which the results of these activities were disseminated;
- The contribution the activities have made to the discipline;
- A description of any judgments which have been made about these activities; and
- The manner in which the applicant has met the DED criteria.

#### **Service**

- The specific activities presented for evaluation;
- A description of the way in which they have contributed to the good of the appropriate unit; and
- The manner in which the applicant has met the DED criteria.

## **Evaluators**

The Personnel Committee and Department Head must complete the appropriate portion of the Full Evaluation and Recommendation Summary Form and an evaluation report which 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 Agreement. Specifically, the Personnel Committee and 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 Contract, and, in particular, how those activities claimed as Scholarly/Creative Activity have contributed to the discipline of area of specialization.

All materials, as well as any rebuttals provided by the applicant, shall then be forwarded to the Dean for review. The Dean shall submit a copy of his/her evaluation to the Faculty Member, who 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 who shall notify the Faculty Member no later than March 15 if his/her decision is to deny reappointment or tenure.

## **Directions for Preparing the Application for Promotion**

### **Applicants**

Faculty Members applying for Promotion are required to:

1. Complete the Annual Faculty Activity Report.
2. Complete the Application for Promotion Form by February 1, unless the applicant is simultaneously applying for tenure. If the applicant filed application for tenure on the previous October 15, he/she should check the promotion box on that application, and may provide an update including activities between October 15 and February 1 by February 1.
3. Describe in a narrative statement how he/she has met the department's criteria in each of the three areas under consideration: Instructional Effectiveness, Scholarly and/or Creative Activity, and Service. The applicant is responsible for describing and documenting, where appropriate, the activities presented for evaluation in terms of quantity and quality. It should describe his/her work in such a fashion that the reader can relate his/her performance to the established criteria and make an informed judgment about how well those expectations have been met. Student evaluations, etc. should be included as documentation in an appendix and referenced where appropriate. The narrative itself, without

supporting documents, should be free-standing and will become part of the applicant's personnel file. The narrative should include the following:

**Instructional Effectiveness:**

- Specific evidence of effectiveness in the teaching/advising process;
- Activities which have improved the applicant's teaching;
- Results of student, peer and Department Head evaluations; and
- The manner in which the applicant has met the DED criteria.

**Scholarly and/or Creative Activity**

- List of specific items presented for evaluation and other approved activities with enough description to make them understandable to the reader;
- The manner in which the results of these activities were disseminated;
- The contribution the activities have made to the discipline;
- A description of any judgments which have been made about these activities; and
- The manner in which the applicant has met the DED criteria.

**Service:**

- The specific activities presented for evaluation;
- A description of the way in which they have contributed to the good of the appropriate unit; and
- The manner in which the applicant has met the DED criteria.

**Evaluators**

The Personnel Committee and Department Head must complete his/her portion of the Promotion Recommendation Summary Form and an evaluation report which 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 Agreement. Specifically, the Personnel Committee and 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 contract, and, in particular, how those activities claimed as Scholarly/Creative Activity have contributed to the discipline of area of specialization.

All materials, as well as any rebuttals provided by the applicant, should then be forwarded to the Dean for review. The Dean shall submit a copy of his/her evaluation to the Faculty Member, who 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 who shall notify the Faculty Member by no later than May 15 if the decision is to deny promotion.

Note: This evaluation covers all activity since initial appointment OR the last promotion, whichever is most recent.

Note: The Department Input Document describes the role of the Area Committee in Tenure and Promotion decisions.

## **Directions for Professional Performance Evaluation of Tenured Faculty**

### **Applicants**

The tenured Faculty Member up for Professional Performance Evaluation shall provide the Department Head with his/her Annual Faculty Activity Report.

### **Evaluators**

The Department Head shall review the Annual Faculty Activity Reports applicable to the four (4) year evaluation period [i.e. 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 review of four Annual Faculty 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 the review of the Annual Faculty 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 Faculty 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 Personnel 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 Faculty Activity Report to determine if the deficit(s) in performance has/have been corrected. If the deficit(s) has/have 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.

### **Directions for Conducting a Full Professional Performance Evaluation of Tenured Faculty**

If after completing a Professional Performance evaluation of a tenured Faculty Member, and implementing all provisions under the contract for correcting deficits, the performance problems remain; or if the deficits identified in the Professional Performance Evaluation 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, with input from the appropriate Area Committee, and with the possible sanctions outlined in the contract.

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.

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 Activity and Service Activity, the Annual Faculty Activity Reports applicable to the period under review, and the results of the required evaluation techniques set forth in Article XV, which are to include the Area Committee's evaluation, 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 University 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 department 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 a 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 Director, Academic Human Resources, 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 Agreement. 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 (Department Head, Personnel Committee, and Faculty Member) 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. A copy of the extension shall be provided to the Association.

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. 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, subject to the timelines provided therein. For purposes of determining the timelines for filing grievances at 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 a copy of the Program for Improvement (original or extension) 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 and Vice President for Academic Affairs, the Faculty Member, and the Association.

## APPOINTMENT STANDARDS

	<b>ACADEMIC CREDENTIALS &amp; ADDITIONAL CRITERIA</b>	<b>EQUIVALENCIES OR EXCEPTIONS</b>
PROFESSOR	<p>Doctorate in appropriate area</p> <p>Served 5 years as associate professor</p>	<p>Academic credentials from foreign universities will be evaluated individually by the department personnel committee.</p>
ASSOCIATE PROFESSOR	<p>Doctorate in appropriate area</p> <p>Served 5 years as assistant professor or equivalent</p>	<p>Academic credentials from foreign universities will be evaluated individually by the department personnel committee.</p>
ASSISTANT PROFESSOR	<p>Complete all requirements for doctorate in appropriate area, except for dissertation (A.B.D.)</p>	<p>Academic credentials from foreign universities will be evaluated individually by the department personnel committee.</p>
INSTRUCTOR	<p>Master's degree in appropriate area</p>	<p>Academic credentials from foreign universities will be evaluated individually by the department personnel committee.</p>



## REAPPOINTMENT AND TENURE STANDARDS (Hired before January 1, 1997)

### PROFESSOR

Year	1	2			3	4	
Evaluation	Interim	Full Reappointment	Tenure		Interim	Tenure	
Instructional Effectiveness	A	E	DAA	DAA	DAA	DAA in one & A	DAA
Service	A	A	DAA in one & A in other	DAA	A in one & E in other	in the other	DAA
Scholarly/ Creative Activity	X	A		DAA			X

### ASSOCIATE PROFESSOR

Year	1	2	3		4	5		
Evaluation	Interim	Full/R	Full Rppt	Tenure		Interim	Tenure	
Instructional Effectiveness	A	DAA in one & A in other	DAA in one & A in the other two	E	DAA	DAA in one & A in other	E	DAA
Service	A			A	DAA in one & A in other		A	DAA in one & A in other
Scholarly/Creative Activity	X	X*		A	X	A	A	DAA in one & A in other

### ASSISTANT PROFESSOR

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

### INSTRUCTOR

Year	1	2	3	4	5		6	7
Evaluation	Interim	Interim	Full Rppt	Interim	Full Rppt	Tenure+	Interim	Tenure+
Instructional Effectiveness	A	A	A	A	A	DAA	A	DAA
Service	A	A	A	A	A	A	A	A
Scholarly Activity	X	X	X*	X	A	A	X	A

\*Scholarly/Creative Activity is rated, but advisory only.

+Ph.D. needed

## REAPPOINTMENT AND TENURE STANDARDS (Hired after January 1, 1997)

### PROFESSOR

Year	1	2		3	
Evaluation	Interim	Full Reappointment		Tenure	
Instructional Effectiveness	A	E	DAA	DAA	DAA
Service	A	A	DAA in one & A in other	DAA	A in one & E in other
Scholarly/ Creative Activity	X	A		DAA	

### ASSOCIATE PROFESSOR

Year	1	2	3		4	
Evaluation	I Interim	Full/Rpt	Comp. Interim		Tenure	
Instructional Effectiveness	A	DAA in one & A in other	E	DAA	E	DAA
Service	A		A	DAA	A	DAA in one & A in other
Scholarly/ Creative Activity	X	X*	X*	X*	A	

### ASSISTANT PROFESSOR

Year	1	2	3	4	5
Evaluation	I Interim	Interim	Full/R	Comp. I	Tenure <sup>+</sup>
Instructional Effectiveness	A	A	A	A	DAA
Service	A	A	A	A	A
Scholarly/ Creative Activity	X	X	X*	X*	A

### INSTRUCTOR

Year	1	2	3	4	5	6
Evaluation	I Interim	Interim	Full/Rpt	C Interim	Comp Int	Tenure <sup>+</sup>
Instructional Effectiveness	A	A	A	A	A	DAA
Service	A	A	A	A	A	A
Scholarly/ Creative Activity	X	X	X*	X*	X*	A

\*Scholarly/Creative Activity is rated, but advisory only.  
+Ph.D. needed

## PROMOTION STANDARDS

To Rank	Year Eligible	Academic Credentials	Instructional Effectiveness	Scholarly/ Creative Activity	Service
To Professor	5 years as associate professor	Doctorate in appropriate area	DAA OR DAA	DAA E in one and A in the other	DAA
To Associate Professor	4 years as assistant professor at EMU if hired prior to 1-1-97, 5 years as assistant professor if hired after 1-1-97.	Doctorate in appropriate area	E OR DAA	A DAA in one and A in the other	A
To Assistant Professor	2 years as instructor	Completed all requirements for Doctorate in appropriate area except for dissertation (A.B.D.)	DAA	A	A

# TECHNIQUES

## Instructional Effectiveness

### Data Collection Procedures

Each applicant must include a personal report of activities and accomplishments as described in this document. The candidate is expected to fulfill requirements which may include, but are not limited to, the following specified goals in the area of Instructional Effectiveness including commitment to students. These goals are not listed in order of importance:

1. Define clearly the goals of the course.
2. Be well-prepared for class meetings.
3. Explain the subject matter clearly.
4. Provide regular assessment to the students of their progress in the course.
5. Establish and maintain an atmosphere in the classroom that is conducive to learning by doing such things as projecting enthusiasm for the course material, stimulating interest in the subject matter, and encouraging students to perform to the best of their abilities.
6. Be sensitive to and respect the students' individual intellectual abilities.
7. Exhibit fairness and impartiality in dealings with students.
8. Be regularly available outside the classroom to confer with students.
9. Discharge effectively responsibilities for the academic advising of students.
10. Support departmental co-curricular activities involving students.
11. Read and study in field of specialization or in new fields related to departmental programs and needs.
12. Attend conferences, conventions or other professional gatherings.
13. Maintain a high level of skill in the language(s) and culture(s) taught by engaging in such activities as travel to increase and/or update skills and knowledge.
14. Continue formal study of language(s) and/or culture(s) taught as such study relates to departmental programs and needs.

### Data Collection Procedures

Candidates will be rated on the basis of data which may include, but are not limited to the following (not listed in order of importance):

1. Area Committee evaluations.
2. Student evaluations of teaching utilizing the university-wide instrument and the departmental (instrument.) *see Appendix A for items.*
3. Unsolicited letters from students.
4. Written reports from colleagues on classroom visitations. *See Appendix B for procedures and form.*
5. The candidate's course syllabi and examinations.
6. The candidate's application for reappointment, tenure, or promotion.
7. The candidate's Annual Faculty Activity Report.
8. Any other supporting documents the faculty member may wish to offer.

### Ratings

The Area Committee, Personnel Committee and the Department Head will evaluate all evidence submitted and conduct evaluations as specified in the Agreement and elsewhere in the Department Evaluation Document. *(The role of the area committee is specified in the Department*

*Input Document.*) For interim evaluations after the first year, the Personnel Committee and the Department Head will together meet with the applicant to discuss his/her performance and suggest appropriate directions for improvement, if such direction is necessary. For full evaluations for reappointment, tenure and promotion, written reports will be made separately by the Personnel Committee and the Department Head giving the rationale for the ratings awarded. In the case of Full Professional Performance Evaluations, the Department Head shall provide a written report.

**Exceptional (E):** Denotes teaching judged by the evaluators to represent sustained work of a clearly superior quality and which is far in excess of the expectations for present rank. Awarded to the superior teacher.

**Distinctly Above Average (DA):** Denotes teaching judged by the evaluators to represent work in quality or quantity that is higher than the ordinary level of activity and which is well above the expectations for present rank. Awarded to the very good teacher.

**Average (A):** Denotes teaching judged by the evaluators to represent work in quality or quantity that reflects the ordinary level of activity and which is commensurate with the expectations for present rank. Awarded to the good teacher.

**Below Average (BA):** Denotes teaching judged by the evaluators to represent work that does not rise to the level of average.

#### Guidelines for Ratings

1. In the case of non-teaching faculty (e.g., program directors or others on released time), satisfactory professional performance as judged by the Personnel Committee shall be the equivalent of Instructional Effectiveness. Goals and objectives will be clearly stated at the beginning of such assignments.
2. The overall evaluation rating for Instructional Effectiveness shall include the following components:
  - a. Colleague evaluations of Instructional Effectiveness (and academic advising, where applicable).
  - b. Student evaluations of Instructional Effectiveness (and academic advising, where applicable). The candidate is responsible for making a summary of data in the area of student evaluations of teaching, utilizing the university-wide and departmental set of items and according to the following guidelines: Whenever possible, the data should include as many different courses as possible and reflect the reactions of students over the entire period under evaluation in order to maximize the reliability of the data. The percentages listed below are meant as a general guide and not as a rigid and inflexible system. In the case of Interim evaluations, the percentages refer to the minimum number of responses in the top first categories [i.e., A for the university-wide item; Strongly Agree and Agree for the departmental items] as well as the neutral category [i.e., C for the university-wide item and Undecided for the departmental items] needed to qualify for each rating. (The instructor has the right to add other items, but only those on the approved set are to be used to calculate percentages.) The percentages apply to Interim evaluations:

Below Average	00--59%
Average	60--69%
Distinctly Above Average	70--80%
Exceptional	81--100%

In the case of Full evaluations for reappointment, tenure, promotion, or Full Professional Performance Evaluation, the percentages refer to the minimum number of responses in the top category [i.e., A for the university-wide items; Strongly Agree and Agree for the departmental items] needed to qualify for each rating. (The faculty member has the right to include other items, but only those approved in the Departmental Set are to be used for calculations.) The percentages below apply to Full evaluations:

Below Average	00--24%
Average	25--49%
Distinctly Above Average	50--74%
Exceptional	75--100%

The applicant shall be allowed to present arguments for the exclusion of data drawn from any questionnaire item that he/she considers inappropriate or unreliable.

- In calculating the rating for Instructional Effectiveness, the candidate and the evaluation committee(s) shall weigh teaching and academic advising in such a way that the weight given to advising shall take into account the candidate's work assignments and the quality of the data available.
- Both components listed above are assigned a numerical equivalent according to the following scale:

Below Average	= -1
Average	= 1
Distinctly Above Average	= 2
Exceptional	= 3

- The points earned by the candidate for each component are then multiplied as follows:

Colleague evaluations	= 4 times the points earned
Student evaluations	= 1 times the points earned

- The candidate's weighted score is then converted to its descriptive equivalent according to the following scale:

Below Average	= less than 5
Average	= 5 - 7
Distinctly Above Average	= 8 - 10
Exceptional	= 11-15

### Scholarly and/or Creative Activity

#### Data Collection Procedures

Each applicant must include a personal report of his/her scholarly and/or creative activities and provide copies of papers, articles, books, publications and/or other tangible documentation. Scholarly and/or creative activity is not evaluated during interim evaluations, except the Comprehensive Interim Evaluation when it is advisory only. The candidate is expected to engage in Scholarly and/or Creative Activity by pursuing activities such as those listed on page 2. The following activities may be considered by the Department as appropriate for satisfying this

criterion, insofar as any activity involves the disseminations of the results of the Faculty Member's scholarly /creative activity or is otherwise credible under terms of the Master Agreement. This listing is not exhaustive and other activities may, in the judgment of the Personnel Committee, be considered. The candidate is not expected to pursue all of these activities, nor are they listed in order of importance.

1. Publishing books or monographs.
2. Publishing articles, book reviews, or reviews of educational resources, such as audio-visual materials.
3. Publishing pieces of creative writing.
4. Reviewing educational materials.
5. Publishing translations.
6. Reading papers, giving workshops, lecturing, or participating in panel discussions at professional gatherings.
7. Disseminating research in the classroom. The scholarly/creative activity criterion cannot be satisfied by research disseminated in the classroom alone.
8. Publishing or otherwise disseminating educational materials which result from the candidate's scholarly and/or creative activity.
9. Applying for and/or obtaining funding from outside agencies or preparing grant proposals as specified in the current Agreement.
10. Serving as a consultant in one's discipline or area of specialization.
11. Completing a retraining program which brings the candidate to a specified level of skill in an area where available expertise is in short supply or continuing formal study after the doctorate as part of a retraining program as specified in the current Agreement.
12. Editing of professionally related materials where such activity contributes to the candidate's discipline or area of specialization.
13. Disseminating the results of scholarly and/or creative activity in departmental research forums.
14. Participating in professional development activities as specified in the current Agreement and this Departmental Evaluation Document.
15. Any scholarly/creative activity as specified above completed prior to the date of hire at EMU shall be creditable consistent with Article XV (Service-rank credit given at date of hire).

#### Evaluation Reports

Each faculty member will be rated on the basis of data which may include, but are not limited to, the following items.

1. Complete bibliographical references to the publication or dissemination of the results of scholarly/creative activity in appropriate professional journals and/or their presentation or display at appropriate professional gatherings/showings or among a wider community.
2. Narrative statements describing 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.
3. Narrative statements describing how the candidate has engaged in scholarly/creative activity as specified above and in the current Agreement.
4. Other narrative statements and/or documentation offered by the candidate.
5. Corroboration and/or evaluations of the candidate's performance in this area by students, colleagues within the department, colleagues or other informed parties outside the department or university, publishers or editors, and any other professional sources.

## Ratings

**Exceptional (E):** Denotes scholarly and/or creative activity judged by the evaluators to represent sustained work of a clearly superior quality and which is far in excess of the expectations for present rank. Awarded to the superior scholar who disseminates results of scholarly and/or creative activity beyond the local level so as to greatly contribute to his/her discipline or area of specialization.

**Distinctly Above Average (DAA):** Denotes scholarly and/or creative activity judged by the evaluators to represent work in quality or quantity that is unmistakably higher than the ordinary level of activity and which is well above the expectations for present rank. Awarded to the scholar who disseminates results of scholarly and/or creative activity beyond the local level so as to make a positive contribution to his/her discipline or area of specialization.

**Average (A):** Denotes scholarly and/or creative activity judged by the evaluators to represent work in quality or quantity that reflects the ordinary level of activity and which is commensurate with the expectations for present rank. Awarded to the scholar who disseminates results of scholarly and/or creative activity at the local level.

**Below Average (BA):** Denotes scholarly and/or creative activity judged by the evaluators to represent work that does not rise to the level of average.

## Guidelines for Ratings

1. The minimum level of activity required for Scholarly and/or Creative Activity in the Department is participation in at least an average of one (1) documented activity on the local level per year for the period of evaluation. The determination of each rating category shall be based on the quality of the work as judged on the individual balance between the number of activities and the degree of depth in and commitment to each by the candidate, recognizing that circumstances and individuals vary. In developing the narrative statements regarding Scholarly and/or Creative Activity and assigning a qualitative rating (e.g., average, etc.), however, the evaluation committee(s) should consider and address such statements or questions as those listed below (wherever and whenever applicable):
  - a. The effort required in the performance of the activity.
  - b. In what respects the activity has contributed to the candidate's discipline or area of specialization.
  - c. How the candidate has advanced his/her own professional standing.
  - d. In what respects the activity has benefited students, colleagues, programs, the university, or a wider community.
  - e. What distinguishes the activity from contributions of others or from the candidate's previous work.
  - f. In what form and for what audience the activity was published or disseminated, considering in addition:
    1. the nature of the publication
    2. the reputation of the journal or its editorial policy, and
    3. the degree of dissemination (i.e., local, state, national, international)



- g. In what form other than publication the work was disseminated (e.g., lecture, consultative activity, workshop), considering in addition:
  - 1. the nature of the audience
  - 2. the institution, agency, or organization, and
  - 3. the degree of dissemination
- h. Whether or not critical reviews or assessments of the work exist and the credentials of the reviewer(s).
- i. Degrees, honors, or awards bestowed on the applicant in recognition of the activity.

### Service Activity

#### Data Collection Procedures

The applicant will clearly identify his/her service activities related to the department, college, university and community in a narrative. Supportive evidence must be provided to indicate the quantity of different service activities and the quality of the effort extended in those activities. The candidate is expected to assist colleagues, identify new needs in the department, and/or engage in service activities beyond the department by involving him/herself in such activities as listed below. The following activities may be considered by the department as satisfying this criterion, but this listing is not exhaustive and other activities may in the judgment of the Personnel Committee be considered. The candidate is not expected to pursue all of these activities, nor are they listed in order of importance.

- 1. Participating regularly and effectively in Area Committee and general departmental meetings.
- 2. Serving as a member of the departmental Personnel Committee or the departmental Instruction and Finance Committee.
- 3. Serving as the Chairperson of an Area Committee.
- 4. Serving in student activities.
- 5. Identifying significant departmental needs and designing desirable responses, such as new courses, curricula, teaching techniques, facilities, or activities.
- 6. Taking responsibility for department, college, university, or community activities.
- 7. Serving as a member or officer of college or university-wide committees.
- 8. Serving in professionally related community activities.
- 9. Serving in professional organizations.
- 10. Serving as an officer of a professional organization.
- 11. Serving as a consultant.
- 12. Serving in the AAUP.

## Evaluation Reports

Each faculty member will be rated on the basis of data which may include, but are not limited to, the following items:

1. The candidate's Annual Faculty Activity Report.
2. The candidate's application for reappointment, tenure, or promotion.
3. Narrative statement containing documentation on the nature and dates of the service performed.
4. Other narrative statements and/or documentation offered by the candidate.
5. Corroboration and/or evaluations of the candidate's performance in this area by students, colleagues within the department, colleagues or other informed parties outside the department or university.

## Ratings

The Personnel Committee and the Department Head shall evaluate all evidence submitted and conduct evaluations as specified in the Agreement and elsewhere in the Departmental Evaluation Document. For interim evaluations after the first year, the Personnel Committee and the Department Head will together meet with the applicant to discuss his/her performance and suggest appropriate directions for improvement, if such direction is necessary. For full evaluations for reappointment, tenure and promotion, written reports will be made separately by the Personnel Committee and the Department Head giving the rationale for the ratings awarded. In the case of professional performance evaluations, the Department Head shall provide a written report.

**Exceptional (E):** Denotes service judged by the evaluators to represent sustained work of clearly superior quality and which is far in excess of the expectations for present rank. Awarded to the candidate whose service is far beyond "one's fair share".

**Distinctly Above Average (DAA):** Denotes service judged by the evaluators to represent work in quality or quantity that is unmistakably higher than the ordinary level of activity and which is well above the expectations for present rank. Awarded to the candidate whose service is substantially more than "one's fair share".

**Average (A):** Denotes service judged by the evaluators to represent work in quantity and quality that reflects the ordinary level of activity and which is commensurate with the expectations for present rank. Awarded to the candidate whose service is "one's fair share". The candidate must participate regularly and effectively in department and the appropriate Area Committee meetings. Mere attendance at such meetings, however would not, in and of itself, earn an AVERAGE rating. The candidate must also demonstrate regular assumption of (an) other function(s) within the department or area (e.g., chairperson, coordinator, secretary, etc.); or, serve periodically in some capacity outside the department; or, serve the profession or the community in a professionally related endeavor; or demonstrate in the department or area the carrying out of responsibilities in quantity and quality that exceeds mere attendance and discussion at regular meetings.

**Below Average (BA):** Denotes service judged by the evaluators to represent work that does not rise to the level of average.

## Guidelines for Ratings

1. No minimum or maximum number of activities shall be required to fulfill the requirements for Service in the Department of Foreign Languages and Bilingual Studies (i.e., so many

activities = a rating of exceptional, etc.). The determination of each rating category shall be based on the quality of the work as judged on the individual balance between the number of activities and the degree of depth in and commitment to each by the candidate, recognizing that circumstances and individuals vary. In developing the narrative statements regarding Service and assigning a qualitative rating (e.g., average, etc.), however, the Personnel Committee should consider and address such statements or questions as those listed below (wherever and whenever applicable):

- a. The effort required in the performance of the activity.
- b. In what respects the activity has benefited students, colleagues, programs, the college, the university, the community, professional organizations, etc.
- c. What the quality of the participation in the activity described is.
- d. For what committee, organization, group, etc., the service activity was performed, including the scope of the activity.
- e. Whether or not evaluations of the activity exist and the credentials of the evaluator(s).
- f. Degrees, honors, or awards bestowed on the candidate in recognition of the activity.

## REVISIONS

- a. Revisions in existing Departmental Evaluation Documents that are consistent with the terms and conditions of the Master Agreement may be initiated by the faculty in a Department, the Department Head or the Dean of the College. Recommended changes shall be presented to the faculty in the department who shall be given an opportunity to vote on the proposed revision(s) and provide a written rationale in support of their position.

Proposed revisions, the vote of the Departmental Faculty and any accompanying written rationale shall be reviewed by the Department Head and the Dean of the College, who shall either note concurrence with the recommended change(s) or, in a written statement, provide a rationale as to why the proposed change should not be approved. The recommendation for change, the faculty vote and its written rationale, if provided, and the Department Head and Dean's concurrence or written exceptions shall be forwarded to the Standing Committee on Departmental Evaluation Documents for its consideration.

- b. Revisions must be submitted to the Standing Committee on Departmental Evaluation Documents by no later than January 15 of each academic year and approved by not later than March 15 for such revisions to be applicable in the following year's evaluation process.
- c. In those instances where there is not a majority vote of the Standing Committee on Departmental Evaluation Documents to support a recommended change, the Departmental Evaluation Document shall stand as previously written.

revised 1998

## Appendix A

### Set of Items for Instructional Effectiveness

- 002 My instructor displays a clear understanding of course topics.
- 006 My instructor has an effective style of presentation.
- 007 My instructor seems well-prepared for class.
- 016 My instructor stimulates interest in the course.
- 041 My instructor makes good use of examples and illustrations.
- 044 My instructor is actively helpful when students have problems.
- 084 I understand what is expected of me in this course.
- 125 Grades are assigned fairly and impartially.
- 202 I would recommend this instructor to another student.

Appendix B  
Classroom Observation Procedures/Form

Instructor\_\_\_\_\_ Course\_\_\_\_\_

Observer\_\_\_\_\_ Dates Observed\_\_\_\_\_

Procedures:

1. This form shall be used for all evaluations of Instructional Effectiveness required by the Departmental Evaluation Document.
2. Prior to the first classroom visit, the observer is to
  - a. Obtain from the instructor a copy of the course description distributed to the students in the class;
  - b. Arrange with the instructor a convenient time for the observations and
  - c. Confer with the instructor in order to obtain his/her explanation of 1) the general objectives, procedures, requirements and format of the course, and 2) the subject matter and format of the particular class sessions to be observed.
3. No more than two observers shall be present at one time. During the visitation the observer should be as unobtrusive as possible. He/she shall remain in the class the whole time.
4. After the two visits have been completed, the observer shall draft an observation report using this form, review it with the instructor and revise it as necessary.
5. The observer shall submit the observation report with a copy to the instructor to the Department Head within ten days of the second observation.

Criteria:

1. Course Description (i.e., syllabus):

Is the course description appropriate? Are requirements proper and fair? Is the course described consistent with department expectations?

2. Subject Matter Competence:

Was appropriate material presented? Was it presented accurately?  
Does the instructor demonstrate a thorough grasp of the subject?

3. Instructor's Preparation:

Was the instructor prepared and organized?

4. Manner of Presentation:

Did the instructor present the material in a manner conducive to learning?

5. Other observations:

6. Summary of strengths and weaknesses: