

MEMORANDUM

TO: George Haynam, Head  
Department of Computer Science

FROM: David D. Tammany, Assistant Vice President  
for Academic Affairs

DATE: September 25, 1991

SUBJECT: DEPARTMENT EVALUATION DOCUMENT

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Attached is a copy of your Departmental Evaluation Document which contains the most recent revisions that were approved by the DED committee.

Copies of the revised document should be distributed to faculty in your department with special attention being paid to providing copies to new faculty in the department so they will have some point of reference prior to the October 15 deadline for filing their first evaluation application.

Thanks in advance for your anticipated cooperation.

/mvr  
attachment

cc: Ronald W. Collins (without attachment)  
Cheryll Conklin (with attachment)  
DED Committee Member (with attachment)

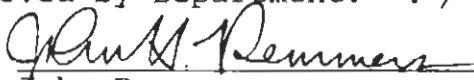
**EASTERN MICHIGAN UNIVERSITY**  
Division of Academic Affairs

**DEPARTMENT EVALUATION DOCUMENT**

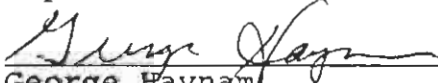
Department of Computer Science  
College of Arts & Sciences

Faculty Evaluation Criteria,  
Procedures and Techniques

Approved by Department: 4 / 15 / 91

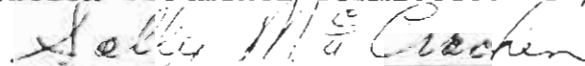


John Remmers  
Chairperson  
Department Personnel Committee

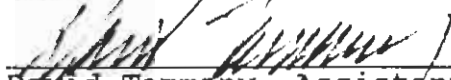


George Haynam  
Department Head

Approved by Departmental  
Evaluation Documents Committee: 3 / 24 / 91



Sally McCracken, President  
EMU-AAAP



David Tammany, Assistant Vice President  
Academic Affairs

Supersedes Departmental Evaluation  
Document Approved by the Committee: 4 / 04 / 88

EASTERN MICHIGAN UNIVERSITY  
Division of Academic Affairs

DEPARTMENT EVALUATION DOCUMENT

Department of Computer Science

College of Arts & Sciences

Table of Contents

CRITERIA. . . . .	1
Instructional Effectiveness . . . . .	1
Scholarly and/or Creative Activity. . . . .	1
Service Activity. . . . .	2
PROCEDURES. . . . .	3
Evaluations . . . . .	3
Types. . . . .	3
Schedule . . . . .	3
Documentation. . . . .	3
Directions: Application for Interim Evaluation. . . . .	5
Directions: Application for Full Evaluation . . . . .	6
Directions: Application for Promotion . . . . .	7
Directions: Triennial Evaluations . . . . .	8
Rating Scale. . . . .	9
Standards . . . . .	9
Appointment Standards. . . . .	10
Reappointment and Tenure Standards . . . . .	11
Promotion Standards. . . . .	12
TECHNIQUES. . . . .	13
Instructional Effectiveness . . . . .	13
Data Collection Procedures . . . . .	13
Evaluation Reports . . . . .	14
Ratings. . . . .	14
Scholarly and/or Creative Activity. . . . .	15
Data Collection Procedures . . . . .	15
Approved Activities. . . . .	15
Ratings. . . . .	17
Rating Requirements . . . . .	18
Service Activity. . . . .	19
Data Collection Procedures . . . . .	19
Service Activities . . . . .	19
Ratings. . . . .	19

## 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 by 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 assessment of academic advising of students.

#### 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 use his/her expertise to address problems in his/her discipline or areas of 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.

Except as herein provided, professional development shall not be an acceptable substitute for scholarly/creative activity.

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 an 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.

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 from 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 the university. The above conditions may also apply for the administration of a grant project insofar as proper evidence is presented which documents that 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; or
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.

PROCEDURES

Evaluations

Purposes.

There are four purposes for evaluation of faculty performance:

1. Interim Evaluation of probationary faculty members for reappointment;
2. Full Evaluation of probationary faculty members for reappointment or tenure;
3. Full Evaluation of faculty members applying for promotion; and
4. Triennial Evaluation of tenured faculty members.

Schedule.

Evaluations of probationary faculty members shall be conducted according to the following schedule.

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

1. Interim Evaluation for Reappointment

Each year that a faculty member is scheduled for an interim evaluation he/she shall submit an application for evaluation which summarizes his/her instructional effectiveness and service activities. (Actual deadlines are specified in the Agreement.) Scholarly and/or creative activity is not evaluated during interim evaluations.

2. Full Evaluation for Reappointment and Tenure

Each year that a faculty member is scheduled for full evaluation, he/she shall submit an application for evaluation which provides a complete and documented statement of his/her instructional effectiveness, scholarly and/or creative activities and service activities since the last full evaluation. (Actual deadlines are specified in the Agreement.)

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

### 3. Full Evaluation for Promotion

Application for promotion 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). (Actual deadlines are specified in the Agreement.)

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

### 4. Triennial Evaluation of Tenured Faculty

Each year every tenured faculty member shall complete a Faculty Activity Report. This completed form shall be placed in the faculty member's file as specified in the Agreement. These faculty activity reports are reviewed triennially with the faculty member by the department head and the departmental personnel committee. A written report by the personnel committee detailing its evaluation shall be placed in the faculty member's personnel file.

#### Preparation of Applications.

Directions for preparing the applications for (1) interim evaluation for reappointment, (2) full evaluation for reappointment and tenure, (3) promotion and (4) triennial evaluation of tenured faculty follow (pages 5 - 8).

Only work completed while a faculty member is in rank at EMU may be considered in reappointment, promotion and tenure decisions.

Directions for preparing the Application for Interim Evaluation.

Applicants. A faculty member applying for reappointment during years when a full evaluation is not required must:

1. Complete the Application for Interim Evaluation Form (Form I).
2. Complete a summary which indicates his/her activities in the areas of instructional effectiveness and service. This summary should include (1) courses taught, (2) results of student, peer and department head evaluations, to the extent these are available, and (3) service activities.
3. Write a brief narrative of two to three pages which describes how his/her activities have met the EMU-AAUP Agreement's and this document's criteria for reappointment at the appropriate year in the areas of teaching effectiveness and service.
4. Meet with the department personnel committee and the department head to discuss performance. At this interview, the topic of scholarly and/or creative activity will be discussed with a view to giving the faculty member appropriate guidance and advice about the department's expectations in these areas. Scholarly and/or creative activity is not part of the interim evaluation, however, the presence or absence of such activity will not affect the interim evaluation recommendation for reappointment.

Evaluators. The department head and the personnel committee shall meet with the faculty member undergoing an interim evaluation to review and discuss the report of activities and suggest appropriate directions for improvement if such direction is necessary.

1. If the department head and the personnel committee agree upon a positive recommendation, they shall prepare one written statement which gives the reasons for that recommendation and complete the Interim Evaluation Summary Form (Form II). Copies of these documents are shared with the faculty member and placed in the departmental file. A copy of Form II is sent to the dean and the associate provost.
2. If either or both of the recommendations are negative, written statements shall be prepared (one statement if the department head and the personnel committee agree, two statements if they disagree) which give reasons for the recommendations. All materials are then forwarded through the dean to the associate provost for further consideration.

Note: The applications of probationary faculty in their first year of employment will be necessarily incomplete. However, the faculty member should be able to write a narrative about his/her teaching and departmental service participation. The personnel committee and the department head should be able to evaluate the applicant in the classroom, examine handouts and observe him/her at meetings before the deadline to make a recommendation about continued employment. For complete contractual requirements, refer to the EMU-AAUP Agreement, Articles XII, XIV and XV.



Directions for preparing the Application for Full Evaluation.

Applicants. A faculty member applying for reappointment during years when a full evaluation is required shall:

1. Complete the Application for Full Evaluation Form (Form III).
2. Describe in a narrative statement or essay 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 where appropriate, documenting, in terms of quantity and quality, the activities presented for evaluation. Generally, the narrative should be five to ten pages in length. It should describe the applicant's 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 essay itself, without supporting documents, should be free-standing and will become part of the applicant's personnel file. The essay 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 criteria.

Scholarly and/or Creative Activity:

- a 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 criteria.

Service:

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

Evaluators. Each evaluator (department personnel committee, department head and dean) must complete his/her portion of the Full Evaluation and Recommendation Summary Form (Form IV) and attach a narrative statement which explains why these particular judgments have been made.

For complete contractual requirements, refer to the EMU-AAUP Agreement, Articles XII, XIV and XV.

Directions for preparing the Application for Promotion.

Applicants. A faculty member applying for Promotion is required to:

1. Complete the Application for Promotion Form (Form V).
2. Describe in a narrative statement or essay 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 where appropriate, documenting, in terms of quantity and quality, the activities presented for evaluation. Generally, the narrative should be five to ten pages in length. It should describe the applicant's 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 essay itself, without supporting documents, should be free-standing and will become part of the applicant's personnel file. The essay 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 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 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 criteria.

Evaluators. Each evaluator (department personnel committee, department head and dean) must complete his/her portion of the Full Evaluation and Recommendation Summary Form (Form IV) and attach a narrative statement which explains why these particular judgments have been made.

For complete contractual requirements, refer to the EMU-AAUP Agreement, Articles XII, XIV and XV.

Directions for preparing Triennial Evaluations.

1. A faculty member scheduled for Triennial Evaluation shall meet with the department head and the department personnel committee in a joint session to review his/her Faculty Activity Reports and other measures of performance during the three years under review.
2. The department personnel committee shall prepare a report detailing the results of that joint evaluation.
3. The department head shall indicate by his/her signature whether or not he/she concurs with the committee's report.
4. If a determination of satisfactory performance cannot be made on the evidence submitted, or if the department head does not concur with the evaluation of the committee, additional materials may be requested. Following an examination of this information, the department personnel committee and the department head shall again attempt to reach a consensus on the evaluation.
5. If there is concurrence between the committee and the department head that the performance is satisfactory, copies of the report shall be given to the faculty member, the college dean, and the provost and placed in the faculty member's personnel file.
6. If the faculty member's performance is found to be unsatisfactory, the department head and committee shall, in consultation with the faculty member, develop a program and timetable for improvement. Copies of this plan as well as of the evaluation itself shall be given to the faculty member, the college dean, and the provost and placed in the faculty member's personnel file.

NOTE: "Satisfactory performance" shall mean at least an Average rating, over the period since the last evaluation, in each of instructional effectiveness, scholarly and/or creative, and service.

### Rating Scale

**Exceptional (E)** denotes performance far in excess of the expectations for present rank.

**Distinctly Above Average (DAA)** denotes performance well above the expectations for present rank.

**Average (A)** denotes performance commensurate with the expectations for present rank.

**Below Average (BA)** denotes performance below the expectations for present rank.

### Standards

The criteria for faculty evaluation must be applied to applicants engaged in varying disciplines. Therefore each department evaluation document is unique to its discipline. However, these standards are presented in a uniform format which is consistent with the requirements of Article XIII of the Agreement.

The standards for 1) appointment, 2) reappointment and tenure and 3) promotion are summarized in the following charts (pages 10 - 12).

Measurement of these standards for this department is summarized and detailed in the **Evaluation Techniques** section of this document.

APPOINTMENT STANDARDS

	ACADEMIC CREDENTIALS AND ADDITIONAL CRITERIA	EQUIVALENCIES or EXCEPTIONS
PROFESSOR	<p>Ph.D. in an appropriate field.*            Shall have demonstrated significant scholarly activity.</p>	<p>In rare instances a person who has distinguished him/herself in a computer science career (such as in government or industry) may be recommended for employment as a faculty member.            In these instances, the required credentials for appointment, reappointment, tenure, and promotion will be developed by the Department Head with the concurrence of the Evaluation Committee and the Provost and clearly stated in the letter of appointment.</p>
ASSOCIATE PROFESSOR	<p>Ph.D. in an appropriate field.*            Shall have demonstrated significant scholarly activity.</p>	
ASSISTANT PROFESSOR	<p>In an appropriate field*, all requirements for the Ph.D. except the dissertation completed.</p>	
INSTRUCTOR	<p>Master's degree in an appropriate field.*</p>	

\* Computer Science, Computer Science Education, Computer Engineering or a field related to the needs of the Department.

REAPPOINTMENT AND TENURE STANDARDS

PROFESSOR

Year	1	2		3		4
Evaluation	Interim	Full R	Tenure	Interim		Tenure
Instructional Effectiveness	A	DAA in at least one & A	DAA in at least two & A	A <sup>1</sup>	DAA in one & A	DAA in at least two & A
Scholarly Activity	X	in other	in the	X	R X	in the
Service	A	two	other	A <sup>1</sup>	in other	other

ASSOCIATE PROFESSOR

Year	1	2	3		4	5
Evaluation	Interim	Interim	Full R	Tenure	Interim	Tenure
Instructional Effectiveness	A	A	A	DAA in at least one & A	A	DAA in at least one & A
Scholarly Activity	X	X	A	in other	X	in other
Service	A	A	A	two	A	two

ASSISTANT PROFESSOR

Year	1	2	3	4		5	6
Evaluation	Interim	Interim	Full R	Full R	Tenure <sup>2</sup>	Interim	Tenure <sup>2</sup>
Instructional Effectiveness	A	A	A	A	DAA in at least one & A	A	A
Scholarly Activity	X	X	A	A	in other	X	A
Service	A	A	A	A	two	A	A

INSTRUCTOR

Year	1	2	3	4	5		6	7
Evaluation	Interim	Interim	Full R	Interim	Full R	Tenure	Interim	Tenure
Instructional Effectiveness	A	A	A	A	A	DAA in at least one & A	A	A
Scholarly Activity	X	X	A	X	A	in other	X	A
Service	A	A	A	A	A	two	A	A

<sup>1</sup> If Scholarly Activity was DAA in year 2.

<sup>2</sup> Must have Ph.D. completed by time of application unless the equivalency paragraphs on page 10 apply.

PROMOTION STANDARDS

	YEAR ELIGIBLE	ACADEMIC CREDENTIALS	INSTRUCTIONAL EFFECTIVENESS	SCHOLARLY/CREATIVE ACTIVITY	SERVICE
TO PROFESSOR	5 years as associate professor at EMU	Ph.D.* in appropriate field*	DAA in at least two and A in the third		
			After 9 years in rank: DAA in at least one and A in the other two		
TO ASSOCIATE PROFESSOR	4 years as assistant professor at EMU	Ph.D.* in appropriate field*	DAA in at least two and A in the third		
			After 7 years in rank: DAA in at least one and A in the other two		
TO ASSISTANT PROFESSOR	2 years as instructor at EMU	Ph.D.* in appropriate field*	DAA in at least two and A in the third		
			After 5 years in rank: DAA in at least one and A in the other two		

\* unless the equivalency paragraphs on page 10 apply. The appropriate fields are Computer Science, Computer Science Education, Computer Engineering or a field related to the needs of the Department.

## TECHNIQUES

### Instructional Effectiveness

#### Data Collection Procedures.

Each applicant must include a personal report of activities and accomplishments (see pages 5 - 8 for specific instructions concerning format).

Supportive to this criterion is evidence of the degree to which the candidate:

1. Plans effectively for teaching
  - a. Meets the departmental expectations of his/her course.
  - b. Has a clear idea of the long-term objectives for the course(s) and for the day-to-day classroom activities.
  - c. Takes into account special circumstances such as class size and availability of material and equipment.
2. Prepares for teaching
  - a. Seeks latest information in the subject area(s) taught, by reading, attending professional conferences and/or by communicating with colleagues.
  - b. Regularly evaluates his/her own past teaching methods, procedures, and course content.
3. Practices good teaching methods
  - a. Informs students of the objectives of the course(s) and of units of study in the course(s).
  - b. Informs students about methods of study applicable to the attainment of course objectives.
  - c. Informs students of specific course assignments (e.g., date of exams, programs, etc.).
  - d. Presents material clearly and in an organized manner.
  - e. Fulfills obligations to students by meeting classes and making himself/herself available through office hours and conferences.
  - f. Establishes a classroom environment which stimulates thinking and is conducive to learning.
  - g. Evaluates students fairly in such a way as to measure attainment of course objectives.



Evaluation Reports.

1. Faculty member's own report of activities and accomplishments in this area.
2. Colleague evaluations of teaching based on classroom visitations and other evidence.
3. Student evaluations of teaching utilizing the university-wide evaluation system plus any approved departmental set of questions.
4. Department head evaluations of teaching based on classroom visitations and other evidence.
5. Student evaluations of advising, if available.

Ratings.

The evaluation committee and the department head will evaluate all evidence submitted. For interim evaluations, the evaluation committee and the department head will together meet with the applicant to discuss his/her performance and suggest appropriate directions for improvement, if such improvement is necessary. Written reports will be made separately by the evaluation committee and the department head giving the rationale for the ratings awarded for full evaluations for reappointment, tenure and promotion.

**Exceptional (E):** This rating should be given to teachers who perform all of the criteria listed in one through three of Data Collection Procedures on page 13 and who are able to instill in their students a desire to learn more about the subject matter. Such teachers should be enthusiastic about and expert in the course material.

**Distinctly Above Average (DAA):** This rating should be given to teachers who demonstrate most of the qualities of an exceptional teacher as explained above. The rating of Distinctly Above Average may also be given to a teacher who fulfills the criteria listed in one through three of Data Collection Procedures.

**Average (A):** This rating should be given to teachers who demonstrate most, but not all, of the qualities for Distinctly Above Average.

## 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 (see pages 5 - 8 for specific instructions concerning format). Scholarly and/or creative activity is not evaluated during interim evaluations.

The outline below lists different categories of scholarly activities and examples within each category. Each activity is rated E (Exceptional), DAA (Distinctly Above Average), or A (Average), depending on the estimated value of the activity. To attain a particular rating, a faculty member must carry out a prescribed number of activities that have that rating, as discussed in the next section.

This outline is intended to provide guidelines for the evaluation of activities. It is possible for the evaluation committee to count activities that are not listed here if they involve sufficient scholarly activity.

### Approved Activities

#### **Exceptional Activities:**

Publications (excluding conference proceedings):

1. Commercially-published text or monograph that is favorably reviewed by referees or in published reviews.
2. Refereed journal articles in high-quality journals.

Presentations of one's scholarly investigation:

1. At a high-quality professional conference, where acceptance is based on a formal review process of a complete paper, and the paper is published.
2. At a high-quality professional conference, where the speaker is invited to present.

Professional Interactions:

Serves as editor of a professional journal if editing requires dissemination of scholarly activity.

Grant Proposals:

Externally funded and involving substantial and significant scholarly activity as defined by the AAUP contract although grant activities alone will not meet any requirement.

**Distinctly Above Average Activities:**

Software or Hardware Development:

If used regularly outside of the department or favorably reviewed by outside referees or organization (e.g., by Conduit).

Publications (excluding conference proceedings):

1. Self-publication of textbook or monograph-length work if used regularly outside of the department.
2. Commercially-published text or monograph.
3. Articles in commercial magazines.
4. Unrefereed articles (e.g., in a SIG newsletter).
5. Departmental technical reports.

Presentations of one's scholarly investigation:

1. At a professional conference, where acceptance is based on an abstract.
2. At a local professional meeting (such as the ACM) or at another university.

Professional Interactions:

1. Significant involvement with the scholarly aspects of the organization of a large professional conference (e.g., editing or reviewing papers).
2. Substantial scholarly contributions to a teleconference that deals with computer science.
3. Refereeing an article for a professional journal.

Grant Proposals:

Involving substantial scholarly activity as defined by the AAUP contract although grant activities alone will not meet any requirement.

Retraining:

Retraining program approved by the appropriate departmental committee, the department head, the college dean, and the provost and vice president for academic affairs.

**Average Activities:**

Software or Hardware:

If used regularly by others in the department, or demonstrated otherwise to be significant.

Publications (excluding conference proceedings):

Self-publication of textbook or monograph-length work if used regularly by others in the department, or demonstrated otherwise to be significant.

Presentations of one's scholarly investigation:

1. To department faculty or to another EMU organization.
2. To students in the classroom.

Professional Interactions:

1. Contribute regularly to a teleconference that deals with significant issues in computer science.
2. Solicited, unpublished review of a book or manuscript.

### Ratings

The following tables (page 18) give criteria for attaining the various ratings. Each cell contains the minimum number of activities necessary to attain the rating listed in the row heading. The activities should be of the appropriate type. For example, for an Associate Professor to get a rating of A in year 3, he or she must carry out 3 activities that have the rating A. Distinct activities of the same type may count as separate activities. No number of A's can count for a DAA and no number of DAA's can count for an E. However, an E may count for 2 DAA's and a DAA may count for 2 A's.

In the case of multiple authors, the Evaluation Committee may count the activity as up to two activities, depending on the magnitude of the activity. The committee will apportion credit as it sees fit, taking into account the suggestions of the authors. A faculty member's credit for an activity may not exceed 1 (unless ratings are converted).

The following standards shall apply for purposes of determining scholarly/creative activity ratings in the triennial evaluation process:

Average - Two scholarly/creative activities judged to be Average in quality, or one activity judged Distinctly Above Average.

Distinctly Above Average - Two scholarly/creative activities judged to be Distinctly Above Average in quality, or one activity judged to be Exceptional.

Exceptional - Two scholarly/creative activities judged to be Exceptional in quality.

Only years in rank at Eastern Michigan University will be considered for reappointment, tenure and promotion. This chart reflects the minimum quantities; judgements of quality will also be made.

Reappointment and Tenure: Number of activities from the preceding list of approved scholarly and/or creative activities since appointment.

Promotion: Number of activities from the preceding list of approved scholarly and/or creative activities since appointment or promotion to current rank (whichever occurred last).

**PROFESSOR**

Year	1	2		3	4	Pro- motion
Evaluation	Interim	Reappt.	Tenure	Interim	Tenure	
Exceptional	X	1	1	X	3	3
Distinctly Above Average	X	2	2	X	4	4
Average	X	2	2	X	4	4

**ASSOCIATE PROFESSOR**

Year	1	2	3		4	5	Pro- motion
Evaluation	Interim	Interim	Reappt.	Tenure	Interim	Tenure	
Exceptional	X	X	2	2	X	3	2
Distinctly Above Average	X	X	3	3	X	4	3
Average	X	X	3	3	X	4	3

**ASSISTANT PROFESSOR**

Year	1	2	3	4		5	6	Pro- motion
Evaluation	Interim	Interim	Reappt.	Reappt.	Tenure	Interim	Tenure	
Exceptional	X	X	1	2	2	X	2	1
Distinctly Above Average	X	X	2	3	3	X	3	2
Average	X	X	2	3	3	X	3	2

**INSTRUCTOR**

Year	1	2	3	4	5		6	7
Evaluation	Interim	Interim	Reappt.	Interim	Reappt.	Tenure	Interim	Tenure
Exceptional	X	X	1	X	1	1	X	1
Distinctly Above Average	X	X	1	X	2	2	X	2
Average	X	X	1	X	2	2	X	2

Promotion: Number of activities refers to the rank for which promotion is being sought.

## Service Activity

### Data Collection Procedures.

The applicant will clearly identify his/her service activities related to the department and beyond the department (such as university and college-wide committees, student activities, and professionally related community affairs) in a narrative text (see pages 5 - 8 for specific instructions concerning format). Supportive evidence must be provided to indicate the quantity of different service activities and the quality of the effort extended in those activities.

### Service Activities.

Such service activities may include, but are not limited to, the following:

1. Attendance at, and participation in, departmental meetings.
2. Membership in the Evaluation Committee or Executive Committee.
3. Membership in a departmental committee.
4. Service in the capacity of undergraduate or graduate coordinator.
5. Membership in an interdepartmental committee or council.
6. Membership in a council, committee or sub-committee as established by the faculty input system at the college level.
7. Membership in a council, committee or sub-committee at the university level.
8. Other intra-departmental or extra-departmental service at the college or university levels or in the community, designated as appropriate by the Department as a whole, the Evaluation Committee, and/or the Department Head.
9. Setting up and/or maintaining of department computer equipment/labs.

It should be emphasized that the detailed lists of supportive measures, or activities under Service are not all inclusive. In other words, the failure of any other evidential activity to be listed does not preclude its being judged supportive of the criteria. If the faculty member has released time, service credit may be given only for activities beyond what was expected through the granting of released time.

### Ratings.

The evaluation committee and the department head will evaluate all evidence submitted. For interim evaluations, the evaluation committee and the department head will together meet with the applicant to discuss his/her performance and suggest appropriate directions for improvement, if such improvement is necessary. Written reports will be made separately by the evaluation committee and the department head giving the rationale for the rating awarded for full evaluations for reappointment, tenure and promotion.

**Exceptional (E):** Awarded when the quantity and quality of service shall be evaluated, in addition to the basis described for distinctly above average, as far beyond that normally expected of faculty. This may be evidenced by such factors as:

1. A continued record of high quality service in leadership roles such as:
  - a. Chairmanship on the Evaluation or Executive Committees, or
  - b. Extensive work on the Evaluation or Executive Committees; orA considerable quantity of high quality departmental work such as:
  - a. Heavy involvement in important committees of the department, or
  - b. The identification of and working toward meeting new departmental needs, or
  - c. The satisfaction of existing needs, such as developing new courses and new programs.
2. A continued record of high quality service beyond the department which may include such activities as:
  - a. Involvement in college and university-wide councils or committees,
  - b. Involvement in professionally related community service,
  - c. Assistance in student activities,
  - d. Availability to other departments for consultations, etc.Leadership roles in college or university level activities or in professionally related community service is to be considered equivalent to a considerable quantity of involvement in the other areas mentioned.
3. A continued record of high quality service on both the departmental level and beyond which would earn at least a rating of Distinctly Above Average in each area.
4. Leadership role in a professional organization at a state or national level.

**Distinctly Above Average (DAA):** Awarded when the quality and quantity of service shall be evaluated, in addition to the basis described for average, as substantially more than one's fair share. This may be evidenced by such factors as:

1. Frequent membership on, and active participation in, committees which demand a good deal of time.
2. Development of new courses, teaching methods, or teaching facilities.
3. The willingness to teach a wide variety of courses.
4. Identifying departmental needs and work toward meeting those needs.
5. Set up and/or maintenance of labs.
6. Willingness to undertake special tasks and assignments and accomplish them in a competent manner.
7. Leadership role in a professional organization.

**Average (A):** Awarded when the quality and quantity of service shall be evaluated as that normally expected; one's fair share. This may be evidenced by such factors as:

1. Accepting assignments from Executive Committee, Evaluation Committee and the Department Head.
2. Volunteering/accepting nominations to serve on departmental, college-wide and university-wide committees and councils.
3. Attending departmental meetings.
4. Identifying departmental needs and working toward meeting those needs.
5. Satisfactory work on those areas of departmental or university service in which the individual is involved.
6. Leadership role in a professional organization.