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A. Introduction

So that personnel decisions may be systematic and equitable, a faculty evaluation system has been developed. This system provides for the periodic collection of information regarding faculty performance and for the subsequent review and evaluation of this information. On the basis of these materials, decisions concerning employment, retention, salary, tenure, and promotion are made. The process provides for multiple evaluations to give a broad and fair base of information for evaluation. It is not necessary that all evaluations be completed, but that the evaluation be comprehensive and substantive.

B. Reviews

Annual Review

Occurs yearly for each faculty member and could include the faculty member's annual report (Unit I), the department chair's evaluation (Unit III), and the student evaluation of instruction (Unit IV).

Third Year Review*

Occurs during the third year for all new faculty appointments. The faculty member's performance is thoroughly evaluated by the Division Dean in consultation with the faculty member's department chair. This review could include classroom observation, annual evaluation material, and a conference between the faculty member and the Division Dean. Results are forwarded from the Division Dean to the faculty member and also are placed in the faculty member's personnel file.

*Second year review for those on four year schedule for tenure review.

Fifth Year Review

Occurs during the fifth year for all new faculty on term appointments. The review is similar the Third Year Review. Continuation of term appointments beyond the fifth year will be contingent upon successful completion of this review and, if successful, could result in a two-year appointment.

Promotion and Tenure Review

Occurs during the year(s) of eligibility and, in the case of promotion, upon application by the faculty member. The review is as outlined in the Faculty Evaluation Schedule of

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Activities (Part G). The applicant is responsible to meet the guidelines in place at the year of application.

Long Range Professional Development Review

Occurs for tenured faculty and faculty on term appointments (following Fifth Year Review) in a five year cycle. The review should produce a professional development plan for each faculty member. The professional development plan will be placed in the personnel file and updated annually in the faculty member's annual report (Unit I).

- C. The Faculty Evaluation System involves three stages and follows the Faculty Evaluation Schedule of Activities (Part G). Stage one entails the collection of information for the Faculty Personnel File. It is the responsibility of the individual faculty member to see that this file is in current form by October 15 of each year so that stage two may proceed.

Stage two involves the separate evaluation of this file by the Dean of Academic Affairs and, when appropriate, by the Promotions and Tenure Committee. Stemming from this evaluation, the Dean prepares recommendations regarding employment, salary, tenure, and promotion while the Promotions and Tenure Committee independently prepares recommendations regarding tenure and promotions.

Stage three entails personnel decisions made by the President of the College on the basis of these recommendations.

D. Criteria for Evaluation

Full-time faculty at Elon College are evaluated annually according to the criteria listed below. Part-time faculty members without other responsibilities are evaluated only in the area of teaching.

The criteria for evaluation are divided into three levels of priority. All criteria are considered in evaluating faculty. Teaching is given top priority. A second level of priority includes: academic advising, leadership in the college community, scholarship, and service to the academic department or program. Consultation, service to the community, and service to the larger profession are considered to have third-level priority for purposes of evaluation.

- 1. First Level Criterion - Teaching. Effective teaching is activity which promotes the intellectual vitality of the college community. While the primary focus of this activity is transmission of knowledge and the development of new skills, insights, and sensitivities within the classroom, teaching is not limited to that setting. It also includes the informal

dialogue between teacher and student, the sharing of ideas with colleagues, and the presentation of intellectual and moral concerns within the college community. Seen in this broader sense, teaching manifests the responsibility of the scholar to communicate his or her personal and professional growth to others.

2. Second Level Criteria (alphabetical order)

- a. Academic Advising includes both the advising of undecided majors and the advising of majors.
- b. Leadership in the College Community includes leadership or service on faculty committees, appointed task forces and advisory groups, contributions to the co-curricular life of the College, and service in other activities as appropriate, such as involvement with students in settings outside the teaching and advising roles. A high level of performance in this area reflects a commitment to the College and its mission and a willingness to be responsible for the life of the College.
- c. Scholarship includes published works and public talks and performances of a professional nature. It promotes the exchange of ideas and acquisition of knowledge that enrich classroom teaching and contribute to the advancement of learning in the profession at large.
- d. Service to the Academic Department or Program involves working continually within the departmental group, and in consultation with the Dean, to develop the program and the courses within it.

3. Third Level Criteria (alphabetical order)

- a. Service as a Consultant may include assistance to colleagues, Elon College, or other institutions, agencies, organization, or businesses by virtue of one's disciplinary expertise and experience.
- b. Service to the Community may include activities involving the College and the community or community activities entered as a result of one's own interests.
- c. Service to the Larger Profession through professional societies is also encouraged and supported financially by the College to the extent possible.

E. Faculty Personnel File

The personnel file of each faculty member is maintained in the Office of the Dean of Academic Affairs. The Faculty Personnel File is available to the following persons: the individual faculty member, Division Deans, the Dean of Academic Affairs, the Promotions and Tenure Committee, and the Provost and the President.

It is the responsibility of the Dean of Academic Affairs to organize material from the individual faculty file for review by the Promotions and Tenure Committee. It is the responsibility of the faculty member to keep his or her file updated. In order for the file to be used for promotion, tenure, and salary decision, it should be placed in proper form by October 15 of each year. The Faculty Personnel File generally includes the following material:

1. A Current Resume
2. The Faculty Member Annual Report (Unit I) contains the faculty member's account of activities and accomplishments during the past summer and current academic year.
 - a. Normally, the annual report will be guided by the Criteria for Evaluation listed above in Section D. It will be helpful if the criteria are discussed in the order presented there. Faculty are encouraged to be clear and concise in the self-evaluation statements.
 - b. Appropriate materials such as letters of commendation, reprints of articles, descriptions of new courses, comments from student evaluation forms, etc., may be submitted with the annual report.
 - c. The annual report should also present an annual plan for professional development. The plan should focus on the upcoming summer and academic year and relate to a long-range professional development plan.
3. Personal Recommendations (Unit II) may be requested by a faculty member who feels that they would add to the file a more complete account of his/her professional activities. Such recommendations must be candid to be of value and should speak directly to one or more of the Criteria for Evaluation listed above in Section D. The Dean of Academic Affairs may request additional recommendations for the faculty member's file. These recommendations will be identified as requested by the Dean.
4. The Department Chair's Evaluation (Unit III) is kept in each department member's file. The chair is expected to keep the evaluation updated. A conference with candidates who are eligible for promotion and tenure is required. The chair will normally observe at least one class session of first year faculty.

5. Summaries of Student Evaluation of Teaching (Unit IV).
6. Other relevant materials added by the Dean of Academic Affairs or faculty member.
7. The Division Dean's evaluation of the faculty member (Unit V).

A significant aspect of the Division Dean's evaluation of the faculty member is the personal interview. This should occur during a faculty member's third year, as part of the promotion and tenure process, and as part of a continuing professional development review.

F. Student Evaluation of Teaching (Unit IV)

1. Purpose and Procedure. The purpose of the Student Evaluation of Teaching is to determine the effectiveness of courses and instructors. The instrument for this evaluation is a questionnaire which records the perceptions of students regarding their learning experience. Specific items in the questionnaire are designed to measure each of the following issues:
 - a. Organization of the course
 - b. Effectiveness of Instructor
 - c. Grading
 - d. Assignments
 - e. Effect on student learning
 - f. Sensitivity to student opinions and problems
 - g. Availability of Instructor
 - h. Overall evaluation.

The responses to the questionnaire are compiled and presented in summary form to the individual faculty member and to the Dean of Academic Affairs for inclusion in the Faculty Personnel File.

2. Scheduling. Unless exception is granted by the Dean of Academic Affairs, each faculty member will conduct student evaluation of teaching for all class sections during the fall semester of each academic year. The faculty member will choose an appropriate time during the last month of the term. Additional evaluations in Winter Term or Spring Semester are optional unless requested by the Dean, Department Chair or Division Dean.
3. Administration. Faculty members will administer the evaluation for each class in accordance with instructions from the Dean of Academic Affairs. The instructions include a description of coding and a prepared statement explaining the nature and purpose of the questionnaire. The faculty member designates a student from the class

to distribute the questionnaires, collect them upon completion, and return them to the Dean's Office. The faculty member is to leave the classroom during the evaluation.

4. Presentation of Data. The statistical data generated by these responses generally includes the following:
 - a. A separate summary sheet for each class for each faculty member
 - b. A summative sheet for all classes for each faculty member
 - c. Summative data for each department and the College.

5. Uses of the Data. These data are to be available to the individual faculty member, the Department Chair, Division Deans, the Dean of Academic Affairs, the Provost, the President, and the Promotions and Tenure Committee.

G. Faculty Evaluation Schedule of Activities

Target

<u>Completion Date*</u>	<u>Person Responsible</u>	<u>Activity Scheduled to be Completed</u>
October 1	Faculty Member	If eligible, submit application for promotion
October 15	Department Chair Division Dean	Conferences conducted with candidates in line for tenure, promotion and 5th year term appointment review
	Faculty Member	Unit II (Personal Evaluation) filed as appropriate with Dean of Academic Affairs (included in personnel file)
November 1	Department Chair	Tenure, promotion and 5th year term appointment recommendations sent to Division Dean & Dean of Academic Affairs
December 1	Division Dean	Tenure, promotion and 5th year term appointment recommendations sent to Dean of Academic Affairs
	Faculty Member	Unit IV, Student Evaluation of Teaching conducted

* While the College aims to complete the activity by the target date, depending on circumstances, the completion date may be later.