

LYMAN BRIGGS COLLEGE
FACULTY EVALUATION PROCEDURES
FOR REAPPOINTMENT, TENURE,
PROMOTION, AND SALARY RAISES

As adopted by unanimous vote of the LBC faculty 9-4-2007.

	<u>Page</u>
Part I Criteria for Faculty Performance Evaluations	1
Part II Faculty Evaluation Procedures for Salary Raises	5
Part III Faculty Evaluation Procedures for Promotion, Reappointment, or Tenure	9

Faculty Evaluation Procedures for Reappointment, Tenure,
Promotion, and Salary Raises

(This document replaced “Tenure and Promotion Procedures” specified by the LBC Bylaws)*

All faculty shall have their professional performance evaluated annually and shall be privately informed by the Dean at least once a year of their progress. It shall be the duty of the Dean to explain to all faculty the criteria that are used in the judgment of their progress. The three areas for evaluation are (1) Teaching, (2) Research, and (3) Service/Outreach/Engagement. The evaluation shall be the basis for recommendations to the Dean for salary raises. A similar but more comprehensive evaluation shall be the basis for recommendations concerning re-appointment, tenure and promotion.

In general research expectations for faculty will be adjusted to take into account teaching loads and the extent to which the lack of graduate assistants, laboratory space and research funds limit research activities. Finally, due consideration must be given to the job performance within, and evaluation criteria of, any other unit to which a faculty member is formally assigned so that those with such assignments not be disadvantaged by the evaluation procedure.

I. Criteria for Faculty Performance Evaluations

A. Instruction

Since the role of Lyman Briggs College (LBC) is to educate undergraduate students, it is expected that Briggs faculty members will be good teachers.

*The contents of this document are not part of the LBC Bylaws and thus amendment requires but a simple majority of the voting faculty as defined in paragraph 1.1 of the Bylaws. In this document, BAC refers to Briggs Advisory Council as defined in the LBC Bylaws and SAC refers to the Student Advisory Council.

Therefore, performance as a teacher is a primary consideration in faculty performance and will be the foremost determinant as to whether a faculty member is qualified for reappointment, promotion, tenure or merit raises. When applicable, the following performance indicators should be considered in relation to teaching in all curricular areas and venues. Primary assessment will be on quality and degree of initiative or innovation involved.

The following is a list of items to be evaluated; no significance is implied by their order.

1. Classroom performance in terms of content, structure, and presentation.
2. Contributions to course and curriculum development.
3. Performance in working with students on out-of-class academic projects (e.g. independent study.)
4. Student evaluations (assessed relative to the level and nature of the course and the size of the class).
5. Scholarly activity encouraged among students.
6. Preparation of instructional materials, i.e. class projects, videotapes, slides, transparencies, instructional modules, computer programs or software, etc.
7. Experimental instruction techniques or other innovations in a course.
8. Institutes, workshops, and other programs attended that are relevant to instruction.
9. Teaching load in terms of class size, number of sections, number of preparations, TA's supervised, and laboratories coordinated.
10. All other material that the faculty member feels in germane to the support of instruction.

B. Research, Scholarship, and Professional Development

Scholarly and creative activities have important effects on all academic units regardless of their primary mission. For Lyman Briggs College, scholarly activities are critical in maintaining faculty vitality, enhancing the unit's credibility, and enriching the profession and society. As in the case of teaching and service, excellence in research alone is insufficient, but important to ensure promotion or merit increases. The quality of scholarly work will be measured according to evidence submitted by the faculty member or solicited by LBC. In the case of publications, such criteria include the stature of the journal or publisher, and whether the work was refereed or non-refereed.

The following is a list of items to be evaluated; no significance is implied by their order.

1. Books, written or edited.
2. Chapters in books, journal articles, monographs.
3. Articles in meeting proceedings.
4. Magazine articles, book reviews.
5. Radio/TV programs written.
6. Research and technical reports.
7. Grant proposals written and/or funded.
8. Reviewer of grant proposals.
9. Presentations of a highly expert nature.
10. Service as a referee or editor of a professional journal.
11. Academic recognition (awards, election to a professional academy, etc.).
12. Organizational or scholarly activities associated with professional meetings.
13. Professional workshops, short courses, seminars, institutes, symposia, etc. attended.

14. Other scholarly activities which can be supported by an argument for their relevancy.

C. Service/Outreach/Engagement

In Lyman Briggs, service/outreach/engagement includes activities which enhance the mission of the unit and the University and which strengthen ties with the professional and lay communities. The following is a list of items to be evaluated; no significance is implied by their order:

1. College or university committee assignments with special consideration for serving as chairperson or secretary.
2. Service on graduate committees with special consideration for serving as chairperson.
3. Service as program or curriculum coordinator within LBC.
4. Academic advisement by those whose primary function(s) is other than advisement.
5. Participation in LBC recruitment activities.
6. Elected or appointed officer of a professional organization.
7. Conductor of workshops, speaking engagements or consultation with lay audiences.
8. Participation in activities involving life-long education.
9. Service on boards or external committees where professional expertise is the major reason for the faculty or staff members' participation.
10. Faculty or staff advisor to a registered campus organization.
11. Other service activities which can be supported by an argument for their relevancy.

II. Faculty Evaluation Procedures for Salary Raises

- A. Each faculty member shall report his/her accomplishments for the past calendar year by submitting to the Dean the four page Self Evaluation form (see attachment 1). The Dean will call for these forms at least one month prior to the end of the academic year in order that the BAC may complete the annual evaluation while the faculty are available for consultation.
- B. In addition, each faculty member below the rank of professor (except those to be considered for promotion) shall be reviewed annually by a two-member Review Committee, one member to be appointed by the individual being reviewed and the other by the BAC, provided, however, that one member of the committee must hold higher academic rank than the individual being reviewed, and that the BAC's appointee must be acceptable to the individual being reviewed and that the faculty member's appointee must be acceptable to the BAC. Members of the Committee may be chosen from the University faculty at large if this seems desirable or necessary. In case a committee cannot be selected in this manner, the Dean shall appoint one.
 1. Each committee appointed shall base its deliberation and judgment on at least the following:
 - (a) The faculty member's self evaluation (which includes all pertinent items listed in paragraphs I.A, B, and C of the criteria for evaluation.)
 - (b) The prior year's teaching evaluation forms (SIRS).
 2. The two-member Review Committees shall provide written evaluations of the faculty member's professional performance to the Dean, who will

in turn, submit these documents to the BAC for use in their salary raise deliberations.

C. The faculty members of the BAC are charged with the responsibility of evaluating every faculty member (except as noted in D.5. below) and making recommendations to the Dean concerning salary increases. They shall be careful to exclude hearsay, gossip, and unsubstantiated information when making judgments and to conduct the process in an unhurried and responsible manner. In making evaluations, forms A and B (attach 2 & 3) shall be used to record judgments and arrive at final recommendations, as described later. All the Self Evaluations and Forms A and B shall be returned to the Dean who shall keep these materials on file for 5 years. The confidentiality of these files shall be governed by the University policy for such records.

D. The Annual Evaluation Process

1. In all of the following, the acronym BAC will be used to denote the faculty members of the Briggs Advisory Council.
2. The Dean will recommend a baseline raise, measured in terms of salary percentage, that will be awarded uniformly to all faculty who performed satisfactorily. In addition, the Dean will attempt to award significant merit increases for performances that are above the norm.
3. In the event that the BAC has no member who historically has done a majority of his or her teaching for the unit in one of the major areas (STEM or HPS)*, the BAC shall ask the voting faculty of the unrepresented group to elect someone as a consultant to the BAC with

regard to the evaluation of his or her area colleagues. For this purpose, the voting faculty will consist of those faculty members with rank of Instructor or higher, who have taught at least one course in the relevant curricular area (HPS or STEM) during the year evaluated, and who currently hold some part of their appointment in the College.

4. The end result of BAC evaluation deliberations will be the assignment of a score to the performance of each faculty member and a discussion with the Dean of the evidence on which the score is based.
5. Each BAC member will be evaluated by a group consisting of the remaining two BAC members and a faculty member appointed by the Dean in consultation with the BAC. When possible, the choice of the third member will be someone in the same or an allied discipline at the same or higher rank.
6. In addition to completing the four-page self-evaluation form, faculty members should attach copies of all papers, lab manuals, and other printed outputs referred to in the self-evaluation. In instances where an individual wishes to make a case for an accomplishment of an unusual high quality, the BAC should be given additional evidence in the form of evaluative comments, solicited or unsolicited, from disciplinary peers.
7. Temporary faculty will be evaluated on the basis of their instructional performance with research and service accomplishments treated as extra rather than expected outputs.

* HPS stands for History, Philosophy and Sociology of Science. STEM refers, in this

8. The BAC is entrusted by the faculty to make impartial, well balanced assessments of each individual's accomplishments. It is essential to the review process that the forms A and B (see attachment 2, 3) are used by the BAC. The structure of these forms (or later versions as may be created by faculty vote) guarantee that certain procedures be adhered to by the BAC, namely;
 - (a) The outputs related to instruction, research, and service are given the relative weights of 5, 4, 3, respectively.
 - (b) The subjective rating scale shall range from 1 to 6 points, with the preponderance of the scores falling in the 2—5 point range.
 - (c) Each BAC member shall independently evaluate the College's faculty members, (except as noted in 5. above) but the final evaluation score for each faculty member will at some point involve a general discussion among the BAC.
 - (d) Each individual's evaluation will be supported by a written rationale. The Dean will use these written comments during a conference with the individual.
9. A faculty member who is on voluntary leave – either sabbatical or otherwise – for part or all of the calendar year has the option of receiving a raise for that leave period that equals the control percentage received from the Dean's Office. A standard review following the above guidelines will be conducted if this option is not exercised.

context, to the fields of Biology, Chemistry, Mathematics, and Physics.

10. The Dean shall use the recommendations received from BAC, the SAC and from the several Review Committees as part of the evidence on which to base decisions concerning reappointment, tenure, promotion, salary adjustments, and merit raises.

III. Faculty Evaluation Procedures for Promotion, Reappointment, or Tenure

The basic principles for promotion, reappointment and the granting of tenure are found in the Faculty Handbook. These procedures are consistent with and add specificity to those principles.

- A. Prior to May 15 the Dean shall consult with each faculty member who is eligible for promotion or tenure in order to determine those who wish to be formally considered for promotion or tenure during that the next academic year.
- B. The Dean shall inform the BAC who wishes to be considered for promotion, reappointment or tenure. BAC shall then, for each candidate, select at least 3 tenured faculty members of higher rank than the candidate to serve on the promotion review committee (PRC). Individuals may serve on more than one such committee. The following conditions shall be observed:
 - (1) Both science disciplines and HPS areas shall be represented by at least one member.
 - (2) If the candidate is a minority or woman, one member shall be appointed as an affirmative action representative. This person may be selected from outside the school if necessary.

- (3) One member shall represent the candidate's discipline.
The candidate specifies his/her discipline.
- (4) One member can simultaneously serve to satisfy conditions (1), (2), and (3).
- (5) The candidate will select one tenured faculty member of any rank and from any unit to ensure that all aspects of his/her record are examined. The candidate may waive this requirement.
- (6) The Dean may not serve on such committees.
- (7) The PRC shall consist of either 3 or 5 members.

C. In evaluating scholarship, the Dean shall, in a manner consistent with the MSU policy on External Letters of Reference issued May 3, 2006, solicit written opinions from scholars qualified to judge the candidate's work. Such scholars may be members of the MSU faculty, but normally at least four opinions shall be obtained from scholars not at MSU. The Dean, in consultation with the PRC and the Chair (if any) of the candidate's joint appointment department, shall form a list of referees as follows.

1. The candidate may suggest four [4] evaluators to be solicited and may specify two [2] individuals not to be solicited.
2. The Dean shall then add names to those suggested by the candidate to form the complete list of potential referees.

3. The Dean will determine which of the potential referees will be asked to provide letters of reference; at least 2 letters of reference shall be solicited from persons suggested by the candidate.

All letters soliciting evaluations relative to promotion, reappointment and tenure recommendations must include the MSU statement on confidentiality and a request to disclose any potential conflicts of interest. The candidate will be reminded that s/he must not discuss her/his case with prospective or actual evaluators at any stage of the review process. Soliciting letters of reference and providing materials to the referees is solely the responsibility of the Dean.

- D. The PRC may elect to visit one or more of the candidate's classes. If so, the candidate will select the date(s) of the visit(s).
- E. The Dean will solicit comments from the Student Advisory Council (SAC) which s/he will provide to the PRC. The Dean will impress upon the SAC the need for such comments to represent the broadest student opinion and be devoid of hearsay and personal bias.
- F. The candidate shall submit a formal self-assessment of her/his performance as a teacher, scholar, and member of the University and College based upon criteria specified in Part I. The candidate is responsible for ensuring that evidence to be considered, other than letters of evaluation, is assembled and organized for review by the committee. This would include but not be limited to copies of all published work, presentations given, letters of commendation or recommendation, materials used in the classroom, student evaluations, etc.
- G. After the PRC has evaluated all the materials they will prepare a written advisory report on both candidate's strengths and weaknesses, without making any

recommendation as to tenure or promotion. Prior to presenting this report to the ad hoc committee (see H below) the candidate will be given an opportunity to read it and attach a written statement if he/she chooses or to meet with the committee. All other documents and opinions obtained by the review committee shall be held in strictest confidentiality and not shown to the candidate.

- H. After this final review by the candidate, the review committee shall arrive at a written recommendation. The ad hoc committee consisting of tenured members of the voting faculty of rank higher than the candidate (including the Dean) shall be convened. The Dean will provide the candidate written notification of time and place of the ad hoc committee meeting at least one week in advance. A candidate wishing to confer with the ad hoc committee must inform the Dean writing at least 3 days in advance. If so, the first order of business will be a discussion between the candidate and the ad hoc committee, at the conclusion of which the candidate shall be excused. The chair of the review committee shall present the report and recommendation to the ad hoc committee and conduct the ensuing discussion confidentially. A vote shall be taken (excluding the Dean). The Dean will inform the candidate of the outcome of the vote.
- I. The Dean shall, in consultation with the BAC and the Associate Dean, convene a college-level ad hoc committee on Reappointment, Tenure, and Promotion [the RPTC]. This college-level RPTC shall be charged by the Dean with providing a broader perspective on the qualifications of all candidates under consideration in that academic year. The RPTC shall consider the following information regarding each candidate:

1. The materials submitted by the candidate, in accordance with university procedures.
2. The solicited letters of reference [per III.C above].
3. The report of the PRC [per III.G above]. Any analogous report from a unit in which a candidate holds a joint appointment.
4. The vote of the LBC faculty of appropriate rank [per III.H above]. Any analogous vote from a unit in which a candidate holds a joint appointment.

Membership on the RPTC will be drawn from the **tenured** professors of LBC, James Madison College, the Residential College for Arts and Humanities and/or other appropriate liberal arts and sciences units across the university, subject to the following principles:

1. Members will be chosen such that their collective expertise spans the range of fields represented by the cohort of candidates for that year
2. A majority of RPTC members **may** come from outside LBC but at least one will be from within LBC.
3. No member of the RPTC may be the Chair, Director, or Dean of any unit in which the candidate has a joint appointment.
4. Individuals who have served on the Lyman Briggs PRC for the candidate or an analogous committee in a unit in which the candidate holds a joint appointment may not also serve on the RPTC evaluating the candidate in the same academic year.

5. Members will be generally be full professors, except in special circumstances when a full professor with the requisite expertise for the year in question is not available.

The RPTC shall provide the Dean with a written advisory report and written recommendation for each candidate.

- J. For those candidates holding partial appointments in another unit, the Dean shall consult with his/her administrative counterparts in that unit, and in the college to which it belongs, and arrive at a final recommendation to the Provost after considering all the available evidence and evaluations coming from the other unit, its college, and LBC.

Attachment 1: Four Page Self Evaluation Form

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