

Evaluation of Teaching Faculty

A. Introduction

So that personnel decisions may be systematic and equitable, a process for evaluating teaching faculty 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.

Some processes include evaluation by a Senior Faculty Review Committee. The following defines the membership and duties of that group

1. "Senior faculty" are full-time teaching faculty who hold the rank of senior lecturer, associate professor or professor.
2. A committee will consist of a minimum of three senior faculty members (as defined above) from one's department, when possible; appointed by the dean, in consultation with the chair.
3. Where there are an insufficient number of senior faculty members in a department, senior faculty from other departments will be appointed by the dean, in consultation with the chair.
4. A chair may serve as a senior faculty member on the review committee of another department within a school/division. However, a department chair may not serve on her or his department's review committee.
5. Appointments to the senior faculty review committee will be for 1 year on an as-needed basis.
6. Senior faculty review committees evaluate the teaching, service, and professional activity of candidates as is appropriate for contract extension. The committee prepares a written recommendation summarizing the conclusions of the committee and submits it to the dean by January 30.

B. Reviews

1. Annual Review

Each teaching faculty member is reviewed annually by the department chair (Unit III), whose evaluation reflects material included in the faculty member's annual report (Unit I), and the student evaluation of the learning process (Unit IV). The dean will indicate that he or she has reviewed all Unit III's by signing the Unit III report that is placed in the faculty member's personnel file. The dean will complete the Unit III for department chairs in his or her college/school.

2. Second Year Review

Occurs during the second year for teaching faculty on continuing track or lecture track and for those appointed to tenure track or professional track when the probationary review is scheduled for the fourth year of appointment. The faculty member's performance is thoroughly evaluated by the dean in consultation with the faculty member's department chair. This review could include classroom observations, annual evaluation material, and a conference between the faculty member and the dean. Results are forwarded from the dean to the faculty member and also are placed in the faculty member's personnel file.

3. Third Year Review

Occurs during the third year for teaching faculty appointed to tenure track or professional track when the probationary review is scheduled beyond the fourth year of appointment. The faculty member's performance is thoroughly evaluated by the dean in consultation with the faculty member's department chair. This review could include classroom observations, annual evaluation material, and a conference between the faculty member and the dean. Results are forwarded from the dean to the faculty member and also are placed in the faculty member's personnel file.

4. Fourth Year Continuing Track or Lecture Track Review

Occurs during the fourth year for teaching faculty on continuing track or lecture track appointments. The faculty member's performance is thoroughly evaluated by the dean in consultation with the faculty member's department chair and with the senior departmental faculty committee. This review could include classroom observations, annual evaluation material, and a conference between the faculty member and the dean. The decision to grant a continuing contract rests with the provost/vice president for academic affairs. Results are forwarded from the dean to the faculty member and also are placed in the faculty member's personnel file. Those candidates not offered a continuing track or lecture track contract may be given an additional year of employment.

5. Professional Status Review

Occurs during the final year of the agreed upon probationary period (4, 5, or 6 years) for all teaching faculty on professional track appointments. The review is similar in content to the second or third year review. Upon successful completion of this review and approval by the president, a 2-year annually renewable contract will be awarded.

6. Tenure Review

Occurs during the final year of the agreed upon probationary period (4, 5, or 6 years) for all teaching faculty on tenure track appointments. The review is similar in content to the second or third year review. Upon successful completion of this review, with the recommendation of the president and approval of the Board of Trustees, tenure will be awarded. (Refer to II-2 for further details regarding Contracts for Teaching Faculty.) The review is as outlined below in the Schedule of Activities for Evaluation of Teaching Faculty (Part M). The applicant is responsible to meet the guidelines in place at the year of application.

7. Promotion Review

- a. Faculty members eligible to stand for promotions appropriate to their appointment contract (refer to II-4, Faculty Rank and Responsibilities) shall be notified by the provost in the summer prior to the academic year in which they are first eligible. The faculty member must submit a formal letter of application to the provost/vice president for academic affairs indicating his or her desire to be reviewed for promotion. Faculty members who choose not to stand for review or who are denied promotion in a given year continue to be eligible in subsequent years. No further notification shall be sent to the faculty member. The faculty member must submit formal application in any subsequent year he or she wishes to be reviewed. The review is as outlined below in the Schedule of Activities for Evaluation of Teaching Faculty (Part M). The applicant is responsible to meet the guidelines in place during the year of application.
- b. Those teaching faculty not recommended for promotion should confer with their department chair and dean to understand the rationale for the recommendation and should outline methods to address existing concerns. It is recommended that these faculty members wait at least one additional year before re-applying for promotion.

8. Long Range Professional Development Review

This evaluation occurs in a 5-year cycle after successful completion of probationary review. 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).

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C. The Evaluation System for Teaching Faculty Applying for Tenure, Professional Status and/or Promotion

The evaluation system for teaching faculty involves four stages and follows the Schedule of Activities for Evaluation of Teaching Faculty (Part M).

1. Stage One

Involves the creation of a file, consisting of material drawn from the faculty personnel file as well as additional information included by the faculty member (see J, 1). It is the responsibility of the individual faculty member to see that the file is in finished form by *October 15* of each year so that stage two may proceed.

2. Stage Two

Involves the separate evaluation of this file by the deans and by the promotions and tenure committee. Stemming from this evaluation, the deans prepare recommendations regarding employment, salary, tenure, professional status, and promotion while the promotions and tenure committee independently prepares recommendations regarding tenure, professional status, and promotions.

3. Stage Three

Entails personnel decisions made by the president of the university on the basis of these recommendations.

4. Stage Four

Entails, as appropriate, personnel decisions made by the Board of Trustees.

D. The Evaluation System for Teaching Faculty Applying for Continuance at Elon on Continuing Track or Lecture Track Appointments

The evaluation system for teaching faculty on continuing track or lecture track during the fourth year involves two stages and follows the Schedule of Activities for Evaluation of Teaching Faculty (Part M).

1. Stage One

Involves the creation of a file consisting of material drawn from the faculty personnel file as well as additional information included by the faculty member (see J, 1). It is the responsibility of the individual faculty member to see that the file is in finished form by *October 15* so that stage two may proceed.

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2. Stage Two

Involves the separate evaluation of this file by the chair, the senior departmental faculty committee and the dean. Stemming from this evaluation, the dean prepares recommendations regarding removal of probationary status. Recommendations are given to the provost/vice president for academic affairs who will recommend the final decision to the president.

E. Criteria for Evaluation of Teaching Faculty

1. Criteria for Evaluation of Tenured, Tenure Track, Professional Status and Professional Track Faculty.

- a. Full-time tenured and tenure track teaching faculty at Elon University are evaluated annually according to the criteria listed below and by the guidelines found in the Statement of Professional Standards.
- b. The criteria for evaluation are divided into two levels of priority. All criteria are considered in evaluating faculty. Teaching is given top priority. The second level of priority is contributions to the life of the university and professional activity, each of which is considered necessary and of equal value.
- c. Furthermore, a teaching faculty member is not expected to be accomplished in all indicators to fully meet the criterion. The list of indicators under each criterion is not intended to be a set of requirements, nor is the list exhaustive.

1.) First Level Criterion – Teaching

Effective teaching is activity which promotes the intellectual vitality of the university and the wider 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 advising, supervising and mentoring of students, the sharing of personal and professional growth with others, and the presentation of intellectual and moral concerns within the university community. Some indications of effective teaching are:

- a.) Ability to communicate effectively with students
- b.) Attention to academic advising
- c.) Availability to students
- d.) Command of the subject matter
- e.) Concern for the wholeness and well-being of students
- f.) Interdisciplinary Teaching
- g.) Mentoring undergraduate research
- h.) Participation in general studies

- i.) Participation in workshops which develop teaching skills
- j.) Putting knowledge into practice through, for example, community engagement or service learning
- k.) Use of appropriate and varied methods and strategies of teaching, assessing, and grading
- l.) Use of current and relevant materials
- m.) Use of technology

2.) Second Level Criteria – Contributions to the Life of the University and Professional Activity

a.) Contributions to the Life of the University

Contributions to the university community reflect a commitment to the university and its mission and a willingness to be responsible for the life of the university. Indications of involvement can include activities such as:

- 1 Leadership and service given to student organizations
- 2 Leader or service to the academic programs
- 3 Leadership or service within the wider community
- 4 Participation in formal university events
- 5 Participation in fund-raising, community relations, admission, trustee and alumni events
- 6 Service on appointed task forces and advisory groups
- 7 Service on school, college, or university committees

b.) Professional Activity

- 1 Peer-reviewed scholarship, as defined in a document generated by the department and approved by the dean, is a necessary but not sufficient condition for promotion and tenure to associate or full professor.
- 2 Other professional activities are also expected. These activities should promote the exchange of ideas and acquisition of knowledge that enrich one's teaching and contribute to the advancement of learning in the profession at large. Indications of scholarly or artistic activity may be:
 - a Academic presentations, exhibitions and creative performances of a professional nature that are not defined as peer-reviewed scholarship
 - b Attendance at professional meetings and conferences
 - c Continued study in one's field

- d Faculty internships
- e Grant proposal writing
- f Interdisciplinary study
- g Leadership roles in a professional organization related to one's field
- h Participation in workshops and seminars
- i Pedagogical achievements
- j Professional involvement within the community
- k Research and experimentation, including that which involves undergraduate research associates
- l Service as a consultant
- m Service as a judge of artistic or scholarly works

2. Criteria for Evaluation of Continuing Track Faculty

Full-time continuing track teaching faculty at Elon University are evaluated annually according to the criteria listed above and by the guidelines found in the Statement of Professional Standards. Review of a continuing track faculty member is based primarily on demonstrated teaching and service, and secondarily on professional activities.

3. Criteria for Evaluation of Lecture Track Faculty

Full-time lecture track teaching faculty at Elon University are evaluated annually according to the criteria listed above and by the guidelines found in the Statement of Professional Standards. Review of a lecture track faculty member is based primarily on demonstrated teaching and service and on participation in professional activities that keep them abreast of their fields and enhance their teaching and service to the institution.

4. Criteria for Evaluation of Visiting and Limited Term Appointment Faculty

Full-time visiting and limited term faculty at Elon University are evaluated annually according to their primary assignment, normally teaching and service, and by the guidelines found in the Statement of Professional Standards.

5. Criteria for Evaluation of Part-Time Faculty

Part-time faculty members without other responsibilities are evaluated only in the area of teaching.

F. Files for Teaching Faculty

1. Faculty Personnel File

- a. The personnel file of each teaching faculty member is maintained in the office of the provost/vice president for academic affairs. The faculty personnel file is available to the following persons: the individual faculty member, the department chair, dean, the provost/vice president for academic affairs, the promotions and tenure committee, and the senior departmental faculty committee, where appropriate for making a decision, and the president.
- b. It is the responsibility of the provost/vice president for academic affairs to collect and store the material that comprises the faculty personnel file. It is the responsibility of the faculty member to keep his or her file updated. In order for the file to be used, it should be placed in proper form by *October 15* of each year.
- c. The faculty personnel file generally includes the following material:
 - 1.) Current resume
 - 2.) The faculty member's annual report (Unit I) contains the faculty member's account of activities and accomplishments during the past calendar year.
 - a.) Normally, the annual report will be guided by the Criteria for Evaluation listed above in section E. It will be helpful if the criteria are discussed in the order presented there. Faculty are encouraged to be clear and concise in their 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 calendar year and relate to a long-range professional development plan.
 - 3.) Personnel recommendations (Unit II) may be requested by a faculty member who feels that such documents 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 E.
 - a.) The provost/vice president for academic affairs may request additional recommendations for the faculty member's file. These recommendations will be identified as requested by the provost/vice president for academic affairs or the dean.

- b.) 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, tenure, professional status or continuance is required. The chair will normally observe at least one class session of first year faculty.
 - c.) Summaries of "Student Evaluation of the Learning Process at Elon University" (Unit IV).
 - d.) Other relevant materials added by the provost/vice president for academic affairs or faculty member.
 - e.) The dean's evaluation of the faculty member (Unit V).
- d. A significant aspect of the dean's evaluation of the faculty member is the personal interview. This should occur during a faculty member's second or third year, as part of the evaluation process, and as part of a continuing professional development review.
2. Tenure/Professional Status/Promotion File
- a. Teaching faculty members standing for tenure, professional status, or promotion will create a tenure/professional status/promotion file, which will serve as the basic resource in the tenure, professional status, or promotion decision. The file is drawn from material in the faculty personnel file, but may be supplemented by material of the faculty member's choosing (e.g., personal recommendations). Generally the file will include the following material organized according to these guidelines:
 - 1.) Part I

A letter of consideration for tenure or professional status or of application for promotion which reflects on the faculty member's time at Elon and recent reviews. The letter should summarize the faculty member's case for tenure, professional status, or promotion.
 - 2.) Part II

A current curriculum vitae.
 - 3.) Part III

The faculty member's Annual Report (Unit I) for the faculty member's term of employment at Elon University or the previous 6 years.

4.) Part IV

Description, self-evaluation, documentation, and representative samples of the faculty member's achievement relative to the Criteria for Evaluation as outlined above in section E.

5.) Part V

The department chair's annual evaluations (Unit III) for each year of the faculty member's term of employment at Elon University or for the previous 6 years

6.) Part VI

A letter from the faculty member's department chair assessing the member's performance relative to the Criteria for Evaluation as outlined above in section E and concluding with an overall recommendation. If the faculty member standing for tenure, professional status, or promotion is the department chair, he or she, in consultation with the dean, determines which senior colleague in the department should write the letter.

7.) Part VII

Annual summaries of "Student Evaluation of the Learning Process at Elon University" (Unit IV) for the faculty member's term of employment at Elon University or for the previous 6 years.

8.) Part VIII

The dean's evaluations of the faculty member (Unit V) during the faculty member's term of employment at Elon University or the previous 6 years.

- b. The tenure/professional status/promotion file becomes the basic resource in the tenure, professional status, or promotion review. However, if further clarification becomes necessary, those involved in the decision may consult and use the faculty member's personnel file (described above).
 - c. The tenure/professional status/promotion file exists only for the duration of the evaluation process. Once this process has been completed, the file is returned to the faculty member.
3. File for Faculty Applying for Continuance on Continuing Track or Lecture Track Appointments

- a. Teaching faculty members applying for continuance for either the continuing track or lecture track will create a file which will serve as the basic resource for the decision. The file is drawn from material in the faculty personnel file, but may be supplemented by material of the faculty member's choosing (e.g., personal recommendations). Generally, the file will include the following material organized according to these guidelines:

b. Part I

A letter of consideration for removal of probationary status which reflects on the faculty member's time at Elon and recent reviews. The letter should summarize the faculty member's case for removal of probationary status.

c. Part II

Current curriculum vitae.

d. Part III

The faculty member's Annual Report (Unit I) for the faculty member's term of employment at Elon University or the previous 4 years.

e. Part IV

Description, self-evaluation, documentation, and representative samples of the faculty member's achievement relative to the appropriate Criteria for Evaluation as outlined above in section E.

f. Part V

The department chair's annual evaluations (Unit III) for each of the faculty member's term of employment at Elon University or for the previous 4 years.

g. Part VI

A letter from the faculty member's department chair assessing the member's performance relative to the appropriate Criteria for Evaluation as outlined above in section E and concluding with an overall recommendation. If the faculty member standing for continuance is the department chair, he or she, in consultation with the dean, determines which senior colleague in the department should write the letter. The senior colleague should not serve as a member of the faculty member's senior departmental review committee.

h. Part VII

Annual summaries of “Student Evaluation of the Learning Process at Elon University” (Unit IV) for the faculty member’s term of employment at Elon University or for the previous 4 years. In the faculty evaluation system at Elon University, teaching is of paramount importance and the “Student Evaluation of the Learning Process at Elon University” (Unit IV) is the principal tool in assessing learning in the classes of teaching faculty and others in the university community who serve a teaching role. This component of the evaluation system is discussed above. However, reflecting the broadening scope of teaching and learning activities at the university, evaluation of faculty members’ overall teaching effectiveness may also include teaching portfolios, peer evaluations, and other devices used in conjunction with the student evaluation of teaching/learning instrument.

i. Part VIII

The dean’s evaluation of the faculty member (Unit V) during the faculty member’s term of employment at Elon University or the previous 4 years.

4. The file becomes the basic resource in the review. However, if further clarification becomes necessary, those involved in the decision may consult and use the faculty member’s personnel file (described above).
5. The file exists only for the duration of the evaluation process. Once this process has been completed, the file is returned to the faculty member.

G. Student Evaluation of Teaching/Learning (Unit IV)

In the faculty evaluation system at Elon University, teaching is of paramount importance and the “Student Evaluation of The Learning Process at Elon University” (Unit IV) is the principal tool in assessing learning in the classes of teaching faculty and others in the university community who serve a teaching role. This component of the evaluation system is discussed below. However, reflecting the broadening scope of teaching and learning activities at the university, evaluation of faculty members’ overall teaching effectiveness may also include teaching portfolios, peer evaluations, and other devices used in conjunction with the student evaluation of teaching/learning instrument.

1. Purpose and Procedure

The purpose of the “Student Evaluation of the Learning Process at Elon University” 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. Course organization and goals
- b. Communication
- c. Faculty/student information
- d. Assignments, exams and grading

In fall semester and other semesters/terms when student evaluations are required, the responses to the questionnaire are compiled and presented in summary form to the individual faculty member. A copy of fall semester evaluations is maintained by the provost/vice president for academic affairs for inclusion in the faculty personnel file. Copies are also sent to the department chair and dean. While the office of the provost/vice president for academic affairs does not maintain student evaluation data for semesters other than fall, faculty may elect to include such student data in materials submitted for promotion and tenure.

2. Scheduling

Fall Semester

Unless exception is granted by the provost/vice president for academic affairs, each faculty member will conduct student evaluations of teaching/learning for all class sections during the fall semester of each academic year.

Other Semesters

In cases where departments, colleges or schools require it, faculty members will conduct student evaluations in spring semester and/or winter and summer terms. The faculty member will choose an appropriate time during the last month of the term. Additional evaluations in winter term, spring semester or summer term are optional except as noted above. In semesters other than fall, Deans' offices will distribute student feedback to faculty members.

3. Administration

Faculty members will administer the evaluation for each class in accordance with instructions from the provost/vice president for 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 office of the provost/vice president for academic affairs. *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

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- b. A summative sheet for all classes for each faculty member
- c. Summative data for each department and the university

5. Uses of the Data

These data are to be available to the individual faculty member, the department chair, senior departmental faculty (for continuing track and lecture track decisions), the dean, the provost/vice president for academic affairs, the president, and the promotions and tenure committee.

H. Schedule of Activities for Evaluation of Teaching Faculty

Target Completion Date*	Person responsible	Activity
October 1	Faculty member	If eligible, submit application for promotion to provost/vice president for academic affairs
October 15	Faculty member	File submitted for tenure, continuance, professional status, or promotion
October 15	Department chair, dean	Conferences conducted with candidates in line for tenure, professional status, and promotion
October 15	Faculty member	Submit file for continuance, tenure, professional status or promotion
October 15	Faculty member	Unit II (personal recommendations) filed as appropriate with provost/vice president for academic affairs
November 1	Department chair	Promotion, tenure, and professional status recommendations sent to dean and provost/vice president for academic affairs
December 1	Dean	Promotion, tenure, and professional status recommendations sent to provost/vice president for academic affairs
December 1	Faculty member	Unit IV – Student Evaluation of the Learning Process administered
January 10	Promotion and Tenure Committee	Promotion, tenure, and professional status recommendations sent to provost/vice president for academic affairs

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January 15	Provost/vice president for academic affairs	Summary of Student Evaluation of Learning forwarded to faculty and included in personnel file
January 20	Faculty member	Unit I completed – sent to dean, department chair, and provost/vice president for academic affairs (to be included in personnel file)
January 30	Department chair	Conference conducted and Unit III completed for each faculty member and sent to faculty member, dean, and provost/vice president for academic affairs (to be included in personnel file). Dean conducts Unit III evaluation for department chairs in his or her college/school.
January 30	Dean	Mid-point review conferences conducted for faculty on tenure track and professional track. Unit V Completed and sent to provost/vice president for academic affairs (to be included in personnel file)
January 30	Department chair, departmental senior faculty	Fourth year probationary review conducted for faculty on continuing track and lecture track. Completed and sent to dean and provost/vice president for academic affairs (to be included in personnel file)
February 15	Dean	Fourth year probationary review conducted for faculty on continuing track and lecture track. Completed and sent to provost/vice president for academic affairs (to be included in personnel file)
February 15	Dean	Conference conducted with each department chair regarding departmental faculty
Spring board meeting (March)	President and provost/vice president for academic affairs	Notify faculty regarding tenure, professional status, and promotions actions. Notify continuing track and lecture track faculty of decisions regarding removal of probationary status
May 15	Dean	Long range professional development conferences conducted. Unit V completed and sent to faculty member and provost/vice president for academic affairs (to be included in personnel file)
June 1	Dean	Conferences conducted with each department chair to review department and faculty development
July 15	Provost/vice president for academic affairs	Notification of faculty in line for tenure, continuance, or professional status review, promotion, mid-point conferences, or long-range professional development review

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

I. Responsibilities in the Evaluation of Full-Time Teaching Faculty

1. Role of the Department Chair in Evaluation of Full-Time Teaching Faculty

- a. Receives copy of faculty self-evaluation (Unit I)
- b. Receives teaching evaluations for each course
- c. Makes appropriate classroom visits
- d. Reviews appropriate course related material (e.g., syllabi)
- e. Conducts annual evaluation of faculty (Unit III)
- f. Makes recommendations to dean concerning salary increases
- g. Appoints senior departmental committee (in consultation with dean) for continuing track and lecture track probation review (when appropriate)
- h. Makes recommendations concerning promotion, professional status, and tenure decisions to dean and promotions and tenure committee
- i. Provides input to dean on mid-point and final probationary reviews
- j. Makes recommendation to dean concerning continuing track and lecture track final probationary status reviews
- k. Receives copy of mid-point and final reviews from dean

2. Role of the Dean in Evaluation of Full-Time Teaching Faculty

- a. Oversees faculty evaluation process within school/college
- b. Reviews faculty self-evaluation (Unit I)
- c. Reviews content and quality of Unit III (chair evaluations)
- d. Conducts annual evaluation (Unit III) of chairs in his or her school/college
- e. Receives syllabi for each course taught
- f. Receives teaching evaluations for each course
- g. Meets formally with tenure track faculty member normally during first year and for mid-point and final reviews
- h. Meets formally with continuing track and lecture track faculty members during the second year
- i. Visits classroom as appropriate
- j. Assists chair in appointing departmental senior faculty committee
- k. Recommends on probationary removal for continuing track and lecture track faculty to the provost/vice president for academic affairs
- l. Writes mid-point and final reviews for tenure track faculty and submits to provost/vice president for academic affairs (copy to faculty member and department chair)
- m. Discusses status of each faculty member annually with department
- n. Recommends salary increases (with justification) to the provost/vice president for academic affairs
- o. Recommends promotion, professional status and/or tenure decisions to the provost/vice president for academic affairs

3. Role of the Provost/Vice President for Academic Affairs in Evaluation of Full-Time Teaching Faculty
 - a. Before deliberations concerning promotions and tenure or professional status begin, the provost/vice president for academic affairs meets with the dean and the promotions and tenure committee to discuss policies and procedures regarding promotions and/or tenure or professional status
 - b. The provost/vice president for academic affairs receives a copy of Unit I for employee files
 - c. The provost/vice president for academic affairs receives a copy of Unit III for employee files
 - d. The provost/vice president for academic affairs approves annual salary increases
 - e. The provost/vice president for academic affairs approves continuation/termination of probationary faculty, including continuing track and lecture track 4-year probation decisions
 - f. After the provost/vice president for academic affairs has received the tenure, professional status, and/or promotions recommendations from both the dean and the promotions and tenure committee, the provost/vice president for academic affairs will meet with the dean and the promotions and tenure committee to discuss the substance of the deliberations that led to their specific recommendations
 - g. The provost/vice president for academic affairs recommends promotion, professional status, and tenure decisions to the president
4. Role of the President in Evaluation of Full-Time Teaching Faculty
 - a. The president of the university, as the chief executive officer, is delegated the authority to "... appoint or remove university administrative officials, faculty and staff..." (Trustee Bylaws, Article IX). All faculty personnel decisions, except those involving the granting of tenure or the promotion in faculty rank, are made by the president. The president recommends promotion and tenure action to the Board of Trustees.
 - b. The president prepares promotion and tenure recommendations for the spring meeting of the Board of Trustees. The president also reports professional status decisions at the spring meeting of the Board of Trustees. Presidential and/or Board of Trustees faculty personnel decisions are communicated to:

- 1.) The individual faculty member
- 2.) The provost/vice president for academic affairs
- 3.) The chair of the promotions and tenure committee

J. Faculty Appeal

Faculty members who believe that a decision has been made in their case which violates university procedures should discuss their case with the provost/vice president for academic affairs and then make written request as described in II-11.

K. Removal for Cause

The president of the university, in consultation with the dean and provost/vice president for academic affairs, may remove a faculty member for cause without regard to the faculty evaluation schedule. "For cause" may include any or all of the following:

1. Illegal activity
2. Bona fide financial exigency
3. Abolition of the faculty member's discipline or department
4. Action inconsistent with the university goal of maintaining fairness with regard to sex, race, religion, national origin and individual disabilities
5. Professional incompetence
6. Gross personal or professional misconduct, and/or
7. Other actions by a faculty member that are detrimental to the goals and missions of the university and which require prompt removal

Faculty members who believe that a decision has been wrongfully made in their case may request a hearing as described in II-11.