

## 8. Faculty Evaluation

- 8.1 Faculty evaluation is important for two reasons: (1) it assists the faculty member in improving his performance; and (2) it provides a formal basis for decisions respecting renewal or non-renewal of contract and respecting promotion or special merit pay. The procedures for evaluation as described in this section are under the joint control of the Vice President for Academic Affairs and the Faculty Senate.
- 8.2 Evaluation by Students: All students in each class will be requested to fill out a standard survey of student opinion of instruction, evaluating the performance of their teachers with respect to clarity of instruction, organization, and the ability to motivate students. The survey of student opinion will be administered by the faculty in cooperation with the Registrar according to procedures issued by the Vice President for Academic Affairs. It is the duty of each faculty member to administer the survey in each of his classes each semester. The completed survey will be returned to the Registrar's office, whence it will be sent out for processing. Tabulated summaries will be provided for each faculty member, the Vice President for Academic Affairs, and upon his request to the President of the College each semester. These results will be kept in the faculty member's permanent file by the Vice President for Academic Affairs, who will review them each semester, addressing problems with the faculty member and his department chairman indicated by the students' evaluations. The Vice President for Academic Affairs will incorporate student evaluation results into his final evaluation of the faculty member (see [8.5.6](#) and [8.8](#))
- 8.3 Evaluators: The Vice President for Academic Affairs, the undergraduate Department Chairmen, and the Dean of the Graduate School have the responsibility for evaluating members of their undergraduate departments and the NDGS faculty, respectively.
- 8.4 Criteria for Faculty Evaluation: The following is a description of the criteria for faculty evaluation. Faculty will be evaluated in three areas - teaching, service to the college, and scholarship.
- 8.4.1 Teaching: These are the most important criteria of evaluation. Criteria for evaluations in teaching are as follows:
- Inadequate* - Faculty member fails to fulfill substantially all five requirements for good teaching.
  - Good* - This is the level of achievement in teaching that every Christendom professor must meet. In order for a professor to receive this rating he must substantially fulfill all five requirements:
    1. Before the course: the professor plans his courses well, his syllabus fulfills college requirements, and he chooses appropriate readings.
    2. In class: the professor speaks clearly and audibly, presents

classroom material in an intelligible way, understands student questions, and accomplishes most of what his syllabus promises.

3. In class: the professor behaves appropriately. He does not make rude or vulgar comments and he does not spend time in the classroom criticizing the intelligence or character of his colleagues or the college's administration.
4. In class: the professor maintains student interest in his subject.
5. Outside of class: the professor meets students during office hours, measures student progress, and makes the information available to the student. He assigns reasonable grades and writes the necessary comments on tests and papers.

- *Very Good* - A rating at this level presupposes that the professor has fulfilled all of the requirements for the previous rating and then has substantially met the following criteria:
  1. Before the course: the professor's syllabus outlines a reasonably demanding course with a list of readings that precisely targets the goals of the course.
  2. In class: the professor communicates the more difficult ideas with clarity or stimulates active learning on the part of the student.
  3. In class: the professor's method of presentation increases student interest in his subject.
  4. Outside of class: the professor spends extra time giving students individual attention. His measures of student progress also enhance student learning.

- *Excellent* - A rating at this level presupposes that the professor has fulfilled all of the requirements for the previous rating and is able to stimulate students to adopt the goal of being lifetime learners and to see positively the connections of the professor's field of study to other Christendom disciplines and to the broader field of human learning and experience. This achievement as a teacher will be exemplified in the following ways:
  1. In Class: The professor's method of presentation creates enthusiasm among students for his subject and effectively stimulates them to see connections with knowledge and experiences beyond that subject.
  2. Outside of class: The professor makes comments on student's written work which are unusually detailed or instructive.

#### 8.4.2 Service to the College

- *Inadequate* - faculty member neither cooperates in administrative tasks nor attends important events.

- *Good* - faculty member cooperates in administrative tasks and attends important events (e.g., participates in IEP process, goes to faculty meetings, hands in syllabi, gets expenditures approved through proper channels, etc.).
- *Very good* - faculty member cooperates in administrative tasks and attends important events and *either* takes on additional administrative duties (chairman, committee member, etc.) *or* is reasonably active in student life (attending events, hosting parties, etc.).
- *Excellent* - faculty member cooperates in administrative tasks and attends important events and *both* takes on additional administrative duties *and* is reasonably active in student life.

#### 8.4.3 Scholarship

- *Inadequate* - does not demonstrate a commitment to ongoing learning.
- *Good* - does demonstrate a commitment to ongoing learning. (e.g. keeping current on scholarship, redesigning course syllabi based on further learning, reading toward the improvement of courses.)
- *Very good* - does demonstrate a commitment to ongoing learning and also *either* demonstrates a serious commitment to his own professional development (attending conferences, giving papers, publishing articles, etc.) *or* uses his research to enhance substantially the curriculum (developing new courses, advising curricular changes, etc.).
- *Excellent* - does demonstrate a commitment to ongoing learning and also *both* demonstrates a serious commitment to his own professional development (attending conferences, giving papers, publishing articles, etc.) *and* uses his research to enhance substantially the curriculum (developing new courses, advising curricular changes, etc.).

### 8.5 Procedure for the Evaluation of Faculty

- 8.5.1 The Chairman or Dean of the Graduate School schedules one or upon the request of either party two class visits and a time to meet beforehand to discuss the visits. He then requests the following materials:
- List and description of scholarly activities, including copies of publications if appropriate.
  - List of services rendered to the community (committee service, participation in student activities, etc.).
  - Materials pertinent to the class periods to be visited (syllabi, class readings, etc.).
- 8.5.2 The Chairman meets beforehand with the faculty member to discuss in detail the faculty member's plans and expectations for the upcoming class periods.

Specifically, they will discuss aims, both those of the course as a whole and those of that particular class period, and then how the means used in that period help to achieve those aims.

- 8.5.3 The Chairman visits the class period(s), taking notes.
- 8.5.4 The Chairman writes a preliminary report, which is shown only to the faculty member and is not made part of that member's permanent record. It includes
  - an assessment of Teaching ability with a rank (see [8.4.1](#));
  - an assessment of Service to the College with a rank (see [8.4.2](#));
  - an assessment of Scholarship with a rank (see [8.4.3](#));
  - Suggestions for improvement relating to all of the above (if applicable);
  - a recommendation for administrative action: non-renewal (see [6.8](#) and [6.9](#)), dismissal for cause (see [6.7](#)), retention, or promotion (at the appropriate times: see [9.2.3](#) and [9.2.4](#)) of the faculty member.
- 8.5.5 The Chairman and faculty member meet to discuss the preliminary report, which has been given to the faculty member under review prior to the meeting. This meeting is an opportunity for the Chairman to commend the professor, but also to make suggestions for improvement. It touches on all aspects of the report. It is also an opportunity for the faculty member to correct any misapprehensions he finds in the report. He may, for instance, ask to have the assessor visit another class period.
- 8.5.6 The Chairman revises the report in light of his meeting with the faculty member and submits the report to the Vice President for Academic Affairs. A copy of the report is given to the faculty member. It is the responsibility of the Vice President for Academic Affairs to measure this report against student evaluations. The Vice President for Academic Affairs will then meet with the faculty member. After this meeting, the Vice President for Academic Affairs will assign the final rank (inadequate, good, very good, excellent) for each of the criteria. The final report becomes a permanent part of that member's record.
- 8.5.7 Appeals against the Department Chairman's judgment and/or the Vice President for Academic Affairs final criteria ranks, report, and recommendations may be made in writing by the faculty affected to the President within two weeks of receipt of contract (which includes rank). The President, in consultation with the Vice President for Academic Affairs and the Department Chairman, will reply within two weeks, and his decision is final.
- 8.6 All probationary faculty must be evaluated through the above process each year. All non-probationary faculty may be evaluated less frequently (although student evaluations are to be administered for every course) at the discretion of the Vice President for Academic Affairs with the concurrence of the Chairman. The Vice President for Academic Affairs may insist that a faculty member be evaluated in any given year.

Every non-probationary Assistant Professor must be evaluated at least once every three (3) years; every non-probationary Associate Professor must be evaluated at least once every four (4) years.

- 8.7 When submitting their evaluations, the Department Chairman, or the Dean of the Graduate School in the case of graduate faculty, must adhere to deadlines communicated by the Vice President of Academic Affairs, which for probationary faculty in Year 1, February 15th, and in Years 2 and 3, December 15th (see also [6.2](#) and [6.8.2](#)). Timely submission by the department chairman is essential because these evaluations will be used for the purpose of judging the appropriateness of a promotion, special merit pay, or a recommendation for non-renewal. A copy of all evaluation materials will be kept by the Vice President for Academic Affairs. In the case of a poor evaluation, the Department Chairman and the Vice President for Academic Affairs must meet with the faculty member to discuss the evaluation and means for improvement. Records of the meeting will be kept in the faculty member's Evaluation File. A follow-up meeting will be held in the next evaluation cycle and be documented.
- 8.8 Oversight by the Vice President for Academic Affairs: The Vice President for Academic Affairs has oversight over the faculty evaluation process. He receives reports on student evaluations and copies of departmental faculty evaluations, and he may make personal classroom visitations. He may request additional faculty evaluations from extra-departmental faculty and staff, as well as self-evaluation reports. The Vice President for Academic Affairs keeps a faculty evaluation file which contains copies of syllabi for all courses taught by each faculty member, copies of major examinations for those courses, records of student course evaluation summaries, departmental and peer evaluations, self-evaluations, and records of professional development and achievement. He makes the final decision as to the rank assigned (inadequate, good, very good, excellent) on the evaluation report. This file will be used to advise the President in evaluating faculty.
- 8.8.1 Should a Department Chairman, Dean, or other administrative officer become concerned about the performance of any member of the faculty, either the Department Chairman, the Dean of the Graduate School, the Vice President for Academic Affairs, or the President will discuss fully their concerns with the faculty member involved before taking any action. If a problem persists, it can be grounds for dismissal according to the guidelines in [6. Contractual Security and Pay](#) (see [6.7-6.9](#))