

## **Section 1: Introduction and Overview**

This document sets forth policies and procedures to be used by the FIREL personnel committee and the department chair for annual merit evaluations. The procedures for assigning ratings in each area (teaching, research, and service) are presented in section 2. The procedure for assigning an overall rating is described in section 3. Guidelines for evaluating faculty performance in each area are presented in sections 4 (teaching), 5 (research) and 6 (service.)

The guidelines presented in section 4, 5 and 6 of this document are neither a checklist nor a point system. It is the responsibility of each member of the personnel committee to use their professional judgment in the assignment of ratings for teaching, research, and service. In particular each evaluator must be careful not to grant credit for pro forma or perfunctory execution of the activities listed under the guidelines for excellent or exceptional performance.

The lists of activities presented in various sections of this document are neither exclusive nor exhaustive. It is the responsibility of each faculty member to provide complete supporting information for any activities not presently included on these lists. It is the responsibility of all members of the FIREL personnel committee to give full and fair consideration to all documented activities in each area, regardless of whether or not these activities are formally acknowledged in this document.

Special consideration is granted for certain faculty under these guidelines. Specifically:

Tenure track faculty with a six year probationary period shall automatically receive a rating not less than satisfactory in research and service during each of the first two years of their probationary period.

Tenure track faculty with a three year probationary period shall automatically receive a rating not less than satisfactory in research and service during the first year of their probation period.

In consideration of the research requirements for tenure, tenure-track faculty who meet the standards for satisfactory service shall automatically receive an excellent service rating.

Faculty who have served as department chair or associate dean shall automatically receive a rating not less than satisfactory in research during each of the first two years following their return to full-time faculty status.

**Section 2: Procedure for determining ratings in each area: teaching, research, and service.**

Each member of the PAC will assign one of the following ratings to each full time faculty (other than themselves) in each of the three areas (teaching, research, and service<sup>1</sup>):

Exceptional

Excellent

Satisfactory

Unsatisfactory

Each member of the PAC shall submit their ratings to the committee chair. The chair shall assign a preliminary rating to each faculty for each area according to the following rules:

Exceptional if a clear majority [50 % + 1 member] of the committee rate the faculty as Exceptional.

Excellent if a clear majority rates the faculty as excellent or exceptional.

Satisfactory if a clear majority rate the faculty as satisfactory, excellent, or exceptional.

Unsatisfactory otherwise.

The committee shall meet to review these preliminary ratings. As part of this review, the chair shall provide the complete set of anonymous ratings (from each committee member) for each faculty to the entire committee. After review and discussion, each member of the committee shall have the opportunity to submit revised ratings to the chair.

The committee may choose to repeat the process of review and revision until no further revisions to ratings are made by committee members.

Members of the personnel committee do not evaluate themselves.

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<sup>1</sup> Elsewhere in this document (especially in sections 4, 5, and 6) these areas are referred to formally as instructional activities (teaching) and scholarly, creative, and professional activities (research.)

**Section 3: Procedure for determining overall rating.**

The Exceptional Overall Rating is intended to be the equivalent of an award for outstanding achievement during the rating period. It is anticipated that very few faculty will receive this rating as it is reserved as a high honor. The intent is to reward the faculty member who publishes an article in a prestigious journal; publishes a highly regarded book; wins regional, national, or international recognition for research, teaching, or service; raises a significant sum of money for the department, college, or university such as a research or teaching grant or student scholarships; or an accomplishment the PAC considers the equivalent of the achievements listed above.

3.1: Full time faculty with 2 course (or equivalent) /semester (40/40/20) teaching load.

The chair of the committee shall assign an overall performance rating according to the following rules:

Exceptional: A rating of exceptional in research or teaching will qualify a faculty member to be considered by the committee for the exceptional overall rating. A clear majority (50% + 1 member) of the committee must rate the faculty as exceptional overall

Excellent: Excellent in two of three areas and satisfactory in the third.

Satisfactory: Satisfactory in all three areas.

Satisfactory but needs improvement: Satisfactory in teaching or research but unsatisfactory in service; or unsatisfactory in teaching with no prior evaluation of unsatisfactory teaching.

Unsatisfactory: Unsatisfactory in teaching for two three-year merit evaluation windows within five consecutive evaluations<sup>2</sup>.

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<sup>2</sup> For the purposes of satisfactory versus unsatisfactory evaluation, faculty will be held harmless for unsatisfactory performance in 2005, 2006, 2007 and 2008.

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3.2: Full time faculty with 4 course (or equivalent)/semester (80/00/20) teaching load.

The chair of the committee shall assign an overall performance rating according to the following rules:

Exceptional: A rating of exceptional in research<sup>3</sup> or teaching will qualify a faculty member to be considered by the committee for the exceptional overall rating. A clear majority (50% + 1 member) of the committee must rate the faculty as exceptional overall.

Excellent: Excellent in teaching and satisfactory in service or excellent in both areas.

Satisfactory: Satisfactory in both areas.

Satisfactory but needs improvement: Satisfactory in teaching but unsatisfactory in service; or unsatisfactory in teaching with no prior evaluation of unsatisfactory teaching.

Unsatisfactory: Unsatisfactory in teaching for two three-year merit evaluation windows within five consecutive evaluations.<sup>4</sup>

3.3: Faculty with non-standard load.

The procedure for overall rating for faculty with non-standard loads will follow the rules for faculty with a 2 course/semester (40/40/20) load. However, the department chair shall meet with the faculty assigned a non-standard load and establish reasonable and incremental changes in the guidelines for evaluation in section 4, 5, and 6 herein. A written copy of the changes in the guidelines shall be provided to the faculty involved. A written copy of the changes in guidelines shall also be submitted to the committee before the rating process begins. The committee will use the changed guidelines for rating purposes in the areas described in section 4, 5, and 6 herein.

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<sup>3</sup> Faculty with an 80/00/20 teaching load may have continued to do research and will be recognized accordingly.

<sup>4</sup> For the purposes of satisfactory versus unsatisfactory evaluation, faculty will be held harmless for unsatisfactory performance in 2005, 2006, 2007 and 2008.

**Section 4: Guidelines for Evaluation of Instructional Activities**

Activities beyond the satisfactory standards for teaching, no matter how superior, cannot compensate for indifferent classroom performance.

Student teaching evaluations are an important part of the evaluation process and must be given appropriate weight in the evaluation of instructional performance. At the same time, however, numerical scores on teaching evaluation forms shall never be the exclusive basis for evaluation.

Exceptional

Meets the criteria for Excellent performance and meets one of the following criteria:

Regularly engages in at least three of the activities, or a combination of three activities, awards, or grants such as those listed under the criteria for excellent teaching during the three year evaluation window.

Alternatively: chairs a doctoral dissertation.

Excellent

Meets the criteria for Satisfactory performance and regularly engages in one or more activities such as the following during the three year evaluation window:

Serves on a doctoral dissertation committee.  
Teaches a doctoral seminar.  
Participates in doctoral oral examinations and dissertation defenses.  
Submits (and grades as required) appropriate questions for doctoral written examinations.  
Supervises internships.  
Supervises special problems.  
Teaches a capstone class in a Master's program.  
Participates as a judge in BUSI 4940.  
Accepts teaching assignments at off-campus locations.  
Develops and maintains an on-line class.  
Participates in international education.  
Teaches an average of more than 2 preparations per academic year  
Teaches more than 75 students in organized classes for each 10 per cent of workload allocated to teaching.  
Faculty advisor for the Student Investment Group.

Alternatively:

Meets the criteria for Satisfactory performance and receives one or more of the following:

Competitive teaching award  
Competitive instructional grant of at least US \$ 1,000

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Satisfactory

The instructor meets obligations associated with the instructional role of a faculty appointment within the three year evaluation window. Specific characteristics of a satisfactory teacher include all of the following:

- meets class as scheduled
- uses class time to cover relevant course material
- maintains adequate office hours for course load and number of students
- prepares and distributes a course syllabus which includes such topics as course objectives, topic and exam schedule, grade components, method of grade determination, and other specific course policies.
- conforms to all university, COBA, and departmental requirements pertaining to paperwork processing

The personnel committee will rely on the student's evaluations as part of this review.

**Section 5: Guidelines for the Evaluation of Scholarly, Creative, and Professional Activities**

Recognition of excellent or exceptional research productivity ultimately rests on the professional judgment of each member of the personnel committee. In view of the scope, number, and diversity of journals both within and among the four functional areas of the FIREL department this document neither presents nor endorses any journal list or lists for the purpose of evaluating research. Although certain journals are well known as prestigious research outlets and shall be recognized accordingly, the committee must give fair consideration to meritorious research published in less well-known outlets.

Exceptional

One paper published or accepted for publication in one of the most prestigious outlets appropriate for business school faculty.

or:

Three papers published or accepted for publication in high quality refereed journals.

Excellent

Meets one of the following criteria:

a. Has two papers published or accepted for publications during the three year evaluation window.

or:

b. Has one paper published or accepted for publications during the three year evaluation window **and** evidence of research in progress in the form of two current working papers **and** at least two separate instances of activities such as the following:  
Serving on a program committee for a regional or national meeting in a capacity that involves accept/reject decisions on manuscripts.  
Ad hoc reviewer for a journal.  
Discussant at professional meeting.

Untenured faculty are strongly advised to consult departmental, college, and university promotion and tenure standards. A consistent record of 'excellent' research by department merit evaluation standards may not be sufficient for tenure.

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Satisfactory

The faculty member meets one of the following two criteria for satisfactory research:

1. One publication or acceptance in a refereed journal, law review or equivalent, within the most recent three year evaluation window.
2. Documented evidence of work in progress during the most recent three year evaluation window **and** one publication in a refereed journal, law review or equivalent, within the previous five years, i.e., the three year evaluation window plus two prior years.



**Section 6: Guidelines for the Evaluation for Service**

Exceptional

Meets the criteria for Excellent service, except the committee service is one of the following:

Member of the University Promotion and Tenure Committee.

Member of the University Review Committee

Member of the University Executive Committee.

Chair of the Faculty Senate

Chair of the FIREL Personnel Affairs Committee or Promotion, Tenure, and Reappointment Committee.

Chair of assessment, re-accreditation, or functionally equivalent committee.

*Or* engages in internal or external service activities that are equivalent to any of the above in the professional judgment of the committee.

Alternatively:

Meets the criteria for satisfactory service and raises \$ 10,000 in external funds for the department during the three year evaluation window

Excellent

Tenured Faculty:

Meets the criteria for satisfactory service, except the committee service is one of the following:

Chairs a department, college, or university committee that meets regularly during the year.

Member of the FIREL Personnel Affairs Committee or Promotion, Tenure, and Reappointment Committee.

Member of assessment, re-accreditation, or functionally equivalent committee.

*Or* engages in internal or external service activities that are equivalent to any of the above in the professional judgment of the committee.

Alternatively:

Meets the criteria for satisfactory service and serves on two additional (three total) department, college, or university committees and/or engages in three service activities.

Alternatively:

Meets the criteria for satisfactory service and raises \$ 2,500 in external funds for the department during the three year evaluation window.

Tenure-track faculty:

In consideration of the research requirements for tenure, tenure-track faculty who meet the standards for satisfactory service shall automatically receive an excellent service rating.

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Satisfactory

A faculty member performing satisfactory service accomplishes the uncompensated service activity expected as a minimum of any faculty within the three year evaluation window. These include all of the following:

- Membership and service on at least one committee, task force, or other service related assignment at the department, college, or university level.
- Attendance at departmental faculty meetings
- Membership in a professional organization