G. Evaluations and Reviews

Updated February 2014, September 2015, January 2017, April 2017, February 2018, February 2020, January 2021, June 2026

1. Annual Evaluations

The University annually evaluates all tenured faculty, tenure-track faculty, professional-track faculty, and faculty on term contracts. All teaching faculty to be evaluated will be judged in light of the general criteria indicated above in F. Criteria for the Assessment of Full-Time and Pro- Rata Faculty Members. In addition, the more specific criteria that will be used for promotion to Associate Professor and/or tenure will be kept in mind as faculty on the tenure-track and professional-track meet with their school deans. The purposes of annual evaluations are to serve as a developmental tool for the faculty member advancing toward consideration for promotion and/or tenure, as a basis for renewal of term contract faculty, as the basis for merit raises, and/or to remind and motivate faculty concerning increasing excellence in their professional competence, teaching and academic citizenship.

Evaluation forms will be provided by the Office of the Provost. During the Spring semester faculty members will use the form to list their activities and accomplishments for the current year and to identify professional goals for the following year. During the Fall semester, faculty members complete the self-evaluation form prior to their meeting with the school dean. The form will be submitted to the school dean upon completion. In ample time before the deadline stated on the forms, the school dean and the faculty member will meet to discuss the contents of the evaluation and to agree upon an appropriate developmental plan, if needed. Prior to this meeting, the school dean will consult with the department chairperson or assistant dean about the evaluation and the developmental plan if such a plan is needed. As an indication of the outcomes of this meeting, the faculty member and school dean will sign the form. Electronic copies are kept by the faculty member and the department, and the school dean forwards the file to the Provost. The Provost may request additional materials if deemed necessary.

In the event of a negative evaluation of a tenure- track or professional –track faculty member, the faculty member and the school dean will consult with the Provost, and will develop and sign a written plan for performance growth. The plan will be shared with the department chairperson or assistant dean and be included in the next annual evaluation. Failure to adequately address the issues of concern outlined in the performance growth plan may result in non-reappointment or dismissal for cause according to the provisions of this Handbook.

2. Evaluation for Teaching Faculty Promotion and Tenure

a. *Tenure Track*: Ordinarily, after the fifth year of full-time service the faculty member on the tenure track will apply for promotion and tenure to the Promotion & Tenure (P&T) Committee. In unusual circumstances, special time arrangements can be agreed upon by the faculty member and the Provost. This provision can apply to pro-rata faculty on a proportional basis. (See Tenure-Track Contracts in the section D. Contracts)

   During the second semester of each year the P&T Committee presents a workshop in which the details of the following process are explained, instructive materials are distributed and questions are answered. Copies of these instructions are also available from the Office of the Provost. Appendix F of this Handbook contains general information concerning the P&T process.

The decision to award or withhold tenure is an extremely important decision for both the candidate and the University. In order to be awarded tenure, the faculty member must have the terminal degree. She/he must have completed at least five years of University teaching at the time of applying for consideration. A minimum of three years must have been served at Mount St. Joseph University prior to the granting of tenure. The candidate must have reached the level of a distinguished teacher, scholar, and academic citizen, having exemplified excellence in fulfilling the criteria for all three categories. (See F. Criteria for the Assessment of Full-Time and Pro-Rata Faculty Members)

The candidate bears the obligation of establishing and documenting worthiness for promotion and tenure. Because the material submitted to the P&T Committee is central to making that determination, the packet should contain significant materials organized according to the direction of the P&T Committee.

It is the responsibility of the candidate to compile the required data, request letters of recommendation from the appropriate sources, and submit the completed electronic packet to the P&T Committee on or before the established deadline. That deadline is ordinarily around September 15.

The Provost serves as ex-officio, non-voting member of the P&T Committee. The role of the Provost on the P&T Committee is primarily to listen carefully to the discussion that takes place, and participate in the discussion as necessary. The Provost is not present for the vote taken by the committee.

The P&T Committee will make a recommendation based on their vote directly to the President, and also share that recommendation with the Provost who will make his/her own recommendation to the President. The recommendation of the Provost will take into consideration the recommendation and discussion of the P&T Committee, the portfolio

presented to the P&T Committee, the personnel records on file in the Office of the Provost, and the interests of the institution. In determining his/her recommendation, the Provost may request a meeting with the candidate, the P&T Committee, and others who have knowledge of the candidate, e.g. school dean, department or committee chairpersons. If information considered by the Provost to be relevant to his/her decision is not referred to in the P&T portfolio, it will be discussed with the candidate before the Provost makes his/her recommendation.

If the Provost intends to make a recommendation that is different than the recommendation of the P&T Committee, the Provost will meet with the committee prior to formalizing the recommendation and discuss this intention with them. The Provost will then make his/her formal recommendation to the President and discuss it with him/her. The focus of the discussion with the President will be on the reasons for the Provost's recommendation, not the deliberations of the P&T Committee. The President will have the option of meeting with the P&T Committee, with or without the Provost's presence, to discuss further the committee's recommendation.

The President will make the final decision on whether or not tenure and promotion will be awarded and communicate this decision to the Board of Trustees.

If tenure is granted, the faculty member's contract for the forthcoming year will reflect the commitment to continuous employment by both the faculty member and the University. Tenure resides in the academic department of the faculty member at the time tenure is awarded. It is not transferable to another department.

If tenure is not granted because of less than satisfactory performance, a one- year term contract will be issued and the services of the faculty member will terminate with the conclusion of the contracted year.

The University will retain copies of each faculty member's packet in the faculty member's electronic personnel file, managed by the Provost's Office.

b. *Professional Track* – Promotion Only: Faculty seeking promotion from Instructor to Assistant Professor will first submit a "Letter of Intent" to apply for promotion to their Dean and to the Provost Office by the same date on which letters of intent for Tenure and Promotion are due, typically on or around May 15 of the preceding year. Next, the faculty member will prepare a brief portfolio stating how they meet the criteria for Assistant Professor. This portfolio and an updated CV are due to the Dean by September 15. The portfolio is reviewed by the Dean and forwarded, with a recommendation, to the Provost by October 15. A decision will be communicated by the end of December. There is no penalty to the faculty member if the promotion is not obtained.

Faculty seeking promotion from Assistant to Associate Professor will prepare portfolios for review by the University's Promotion and Tenure Committee. Professional Track faculty will meet the same standards for professional competence and citizenship as Tenure Track faculty but modifications will be made for professional scholarship. Please see Appendix C: Faculty Scholarship. Professional faculty need to submit only one external letter of evaluation of scholarship. There are no penalties if promotion to Associate rank is not obtained. Professional Track faculty are not required to apply for promotion to associate status. They are not eligible for tenure.

1. **First- and Second-Year Reviews** - the first year and second year reviews will be conducted by the Dean of the School to which the faculty member has been appointed for re- appointment to a one-year contract. The Dean will review the faculty's professional development, citizenship and scholarship with the professional faculty member according to the regular evaluation schedule and will make recommendations, in writing, to the faculty member regarding strengths and areas to improve. Non-reappointment recommendations will be made by the Dean to the Provost and communicated to the first-year professional faculty member.
2. **Third Year Review** – the third-year review will be conducted by the Dean who will review the faculty's professional development, citizenship and scholarship with the professional faculty member according to the regular evaluation schedule and will make recommendations, in writing, to the faculty member regarding strengths and areas to improve. Non- reappointment recommendations will be made by the Dean to the Provost and communicated to the professional faculty member. After a positive 3rd year evaluation, the professional faculty member is eligible for 3-year contracts.
3. **Fourth Year and Beyond** - professional faculty will receive annual evaluations according to the University evaluation process. The Dean will make a recommendation to the Provost before the faculty is re-issued subsequent 3-year contracts.

3. Pre-Tenure Review

a. Process

The pre-tenure review will ordinarily take place for tenure-track faculty members during the third year of their employment at the University. The time frame will be adjusted for those using experience at other institutions as part of the normal six years preceding the tenure decision.

During the fall semester of the year of review, the faculty member will ask one of the appointed peer teaching evaluators to conduct a teaching evaluation. The peer evaluator will observe the faculty member teach and also review his or her

philosophy, course materials and syllabi. The peer evaluator will write an evaluation based on the same criteria used for a tenure evaluation (available through the P&T Committee). This is sent directly to the Pre-Tenure Committee by January 15.

By January 15 of the review year, the faculty member will submit the following to the
Pre-Tenure Review Committee:

- an updated curriculum vitae
- a brief statement of the faculty member's approach to teaching, citizenship and scholarship
- school dean's (or department chairperson's) annual evaluations to date
- summary of student ratings (numerical summary and selected narrative comments)
- peer teaching evaluations
- one outside evaluation of the faculty member's scholarship by an evaluator of the faculty member's own choosing (optional)

b. The Pre-Tenure Review Committee will produce a written review of the submitted materials, identifying strengths and weaknesses in the areas of teaching, citizenship and scholarship. The committee will send this written report, along with the peer evaluation of teaching, to the faculty member before meeting with him or her. After the faculty member and committee members have met, the committee will produce a summary of the review which the candidate will submit as part of the packet for promotion and tenure. The summary will allow room for a response by the faculty member. One copy of the summary of the committee review, along with the faculty member's response (should there be one), will be forwarded to the Provost and be kept on file until the faculty member is considered for tenure. Copies will be forwarded to the department chairperson or assistant dean and the school dean. The faculty member will retain one copy of the summary (and response,
should there be one). The faculty member will retain the peer teaching evaluation, which he or she may choose to include in the tenure packet.

c. Pre-Tenure Review Committee's Connection with P&T Committee
To ensure continuity with the work of the Promotion & Tenure (P&T) Committee, there will be two annual meetings between the Pre-Tenure Review Committee and P&T both convened by the chair of the P&T Committee. The first meeting will occur in September so that P&T can share expectations about tenure-level packets and details of the decision-making process. The second meeting will occur in January after P&T members have made their recommendations about promotion and tenure; this session will be a "debriefing" opportunity where P&T, without violating confidentiality, can discuss in general terms issues they confronted in making recent decisions. The goal of both these meetings is to aid the Pre-Tenure Review Committee in making more helpful suggestions to faculty members on their way to the tenure decision.

d. Pool of Peer Teaching Evaluators

This group of faculty members will serve as evaluators for the pre-tenure review and for promotion and tenure packets. (A faculty member applying for tenure chooses one evaluator from this pool and another of his or her own choice.) This group of evaluators will have the status of a standing committee. Department chairpersons will identify faculty members they believe are effective teachers and also have the potential to become effective evaluators of teaching. After asking the faculty member's permission to nominate him or her, the chairperson will forward names to ECFA. From among the nominees, ECFA will identify a group of 10 faculty members to serve as peer teaching evaluators. The group will be appointed by the Provost.

Early in the academic year these evaluators will meet to discuss criteria of effective teaching and to be trained in effective evaluation of teaching. It is recommended peer evaluators evaluate no more than two faculty members during any semester, whether for pre- tenure review or for promotion packets.

4. Post-Tenure Review

A post-tenure review will occur in the spring semester of every fifth year after the faculty member has been awarded tenure. If a faculty member receives promotion to full professor, the schedule for post-tenure review will be reset to occur every fifth year after promotion. The post-tenure review is part of the overall ongoing evaluation of a faculty member's performance.

The primary goals of the review are:

a. To assure the continued quality and viability of the University as an institution of higher learning.

b. To enhance the faculty member’s development and to encourage the faculty member to take advantage of available institutional resources for continued development.

Post-tenure review will consist of a meeting with the faculty member, the school dean and the Provost, to discuss past progress relative to the areas of professional competence, academic citizenship, and scholarly and creative activity consistent with being a tenured faculty member, and plans for future achievement. During the five-year cycle, a faculty member is expected to show activity in all three areas, although he or she need not have emphasized all three equally. The standard of appraisal will be whether the faculty member discharges duties associated with his or her position conscientiously and effectively, not whether he or she meets the current standards for award of tenure, as those might have changed since the initial granting of tenure.

Post-tenure review is initiated when the Office of the Provost schedules a meeting with the faculty member and school dean during the relevant spring semester.

Several weeks prior to the meeting, the faculty member will share an updated curriculum vitae with the Provost's Office and school dean. The previous five years of the faculty member's annual evaluations will also be reviewed.

Subsequent to the meeting, the Provost will provide a brief written summary of the meeting, indicating whether or not the outcome is satisfactory. This decision is the sole judgement of the Provost. In acknowledgment of a satisfactory post-tenure review, the faculty member will have access to professional development funds, as approved by the Provost, beyond the normal limit in the year following the review. No additional funds will be available in the case of an unsatisfactory review.

5. Evaluation of School Deans

A school dean is evaluated annually by the regular faculty members of his or her school. The process for this evaluation will be communicated by the Provost to whom the completed and confidential evaluations will be forwarded. The Provost will subsequently discuss with the dean a summary of the faculty evaluations and/or comments.

6. Evaluation of Department Chairs

A department chairperson is evaluated annually by the regular faculty members of his or her department. The process for this evaluation will be communicated by the school dean to whom the completed and confidential evaluations will be forwarded. The school dean will subsequently discuss with the chairperson a summary of the faculty evaluations and/or comments.

7. Evaluation of Librarian Faculty

All Librarian Faculty participate in the performance management program developed for University staff which includes an annual evaluation by the Director of Library Services in consultation with the Provost.

a. **Promotion from Librarian I to Librarian II**

After one year of service as Librarian I, a librarian must be able to demonstrate the competencies required for the rank of Librarian II. The mandatory area for emphasis for Librarian II is Professional Competence. The case is strengthened by participation in citizenship activities and by active scholarship.

Competencies required for the rank of Librarian II are as described above in General Criteria for Librarian Faculty - Service and Professional Competence. In order to demonstrate competencies for Librarian II a candidate will have successfully completed his/her first year as demonstrated by the University's performance management program. The program must demonstrate that the candidate has achieved competence in the areas specified (See "General Criteria for Librarian Faculty" in C. Faculty Rank and Credentials), has

become an integral part of the library staff, and is likely to continue activities vital to further promotion. The Performance Management Review will be the major tool used to determine such competencies. Should the competencies not be demonstrated, the ordinary recommendation would be for termination consistent with the employee's at-will status.

b. **Promotion to Librarian II to Librarian III**

In order to gain promotion from Librarian II to Librarian III, a candidate must first meet with the Director of Library Services to determine whether or not his/her credentials merit consideration. If approval is given, the candidate should submit a packet to the Director of Library Services. The packet should consist of a thorough narrative self-evaluation and include copies of relevant supporting materials. Evaluation and judgment shall be based on the librarian's demonstrated excellence in service and professional competence, scholarship, and academic citizenship. Applicant should demonstrate continuing professional growth and maturity in Professional Competence, Service, and Academic Citizenship, and his/her Scholarship should make meaningful contributions to the literature. Based on evaluation of the packet, the Director of Library Services makes a recommendation to the Provost who make the final decision.

If promotion is denied, the candidate may apply once more, at least two years after the original submission. There is no penalty for failing to gain promotion from Librarian II to Librarian III.

c. **Promotion to Librarian III to Senior Librarian**

In order to gain promotion from Librarian III to Senior Librarian, a candidate must submit a packet to the Director of Library Services. If the applicant is the Director of Library Services, he/she should submit a packet to the Provost. He/she must demonstrate outstanding service and professional ability; growth in knowledge and maturity; and creation/implementation of innovative and expanded programs designed to aid library patrons. His/her scholarship should be continued and developed, of greater depth and quality than required for Librarian III and recognized among colleagues. His/her academic citizenship should show evidence of ongoing and outstanding service to the University and the professional community.

If promotion is denied, the candidate may apply once more, at least two years after the original submission. There is no penalty for failing to gain promotion from Librarian III to Senior Librarian.