



UNIT STANDARDS REVIEW
SIGNATURE FORM

Department of:

English

Year:

February 3, 2017

1) Department Chair:

Beverly Ann Chin

Signature

2-3-2017

Date

2) Dean:

Chiffha Con

Signature

2-8-2017

Date

3) Chair, UM Unit Standards Committee:

Douglas W. Richey

Signature

7/21/17

Date

4) Provost and Vice President for Academic Affairs:

Brad Silcox

Signature

9/1/17

Date

Department of English STANDARDS AND PROCEDURES FOR FACULTY EVALUATION AND ADVANCEMENT

The Department of English standards and procedures for faculty evaluation and advancement supplement the current Collective Bargaining Agreement (CBA), which specifies the University of Montana standards for faculty retention, salary increments, promotion, and tenure as well as the procedure by which a faculty member may appeal an evaluation. All references in this document are to relevant sections of the CBA in force in 2008 (effective dates July 1, 2013 through June 30, 2017).

STANDARDS

1. **General Criteria:** The Department of English is responsible for the education of undergraduate and graduate students; production of creative and/or scholarly contributions to the fields of literature, literary study, literacy education and composition studies; and contribution to the policy-making and administrative governance of the university and profession. Every member of the bargaining unit is simultaneously a) an instructor, b) a scholar/artist, and c) a member of the faculty of The University of Montana and the profession more broadly. These functions and responsibilities should be thought of as overlapping and complementary. Therefore, Less-Than-Normal contribution in one area must be balanced by greater-than-normal contribution in another. A department- or university-sanctioned reduction in one area will be taken into account in the evaluation process, and should be noted at the beginning of FEC reports. A reduced teaching load shall be balanced by either greater service expectations or a higher standard of research/creative activity. Activities for evaluation in the Department of English, outlined in part in the CBA (10.120) are as follows.
 - a. **Teaching:** Performance of instructional duties should reflect acceptable instructional and advising loads along with effective pedagogical skills. Evidence of instructional performance may include, but is not limited to any of the following, which are not ranked in order of importance:
 - i. Pedagogical effectiveness as indicated by student evaluations, unsolicited student letters, and peer review
 - ii. Honors or awards for excellence in teaching or advising
 - iii. Extra-to-load class offerings during the regular semesters
 - iv. Direction of independent studies
 - v. Design and development of new courses
 - vi. Experimentation with pedagogical methods and innovations (innovations may include service learning opportunities, bringing in guest speakers, co-teaching a course with a colleague, using new technologies, developing creative student projects, etc.)
 - vii. Direction of undergraduate projects such as senior theses or Watkins Scholarship projects
 - viii. Direction of graduate theses or professional papers

- ix. Membership on graduate thesis, dissertation, or professional paper committees
- x. Mentoring of students for participation in professional conferences
- xi. Participation in General Education, ordinarily by teaching courses carrying General Education credit
- xii. Participation in interdisciplinary programs
- xiii. Leadership roles in the development of curriculum or assessment practices
- xiv. Student achievements that may be reasonably connected to the faculty member's influence (e.g. published work that the faculty member had a significant and substantial role in overseeing)
- xv. Regular and punctual meeting of classes
- xvi. Consistent availability to students during office hours
- xvii. Advising of students
- xviii. Promotion of a productive learning environment for students

Note: The Department encourages all tenured, tenurable, lecturers, adjunct, and visiting faculty to collect both quantitative (computer-readable) and qualitative (open-ended, written) course evaluations for every course taught, unless enrollment in a course is too low to allow the preservation of student confidentiality (fewer than six students).

In the case of faculty members holding administrative positions, the quantity of teaching activities will be measured against the administrative duties, taking into account the current terms of the faculty member's assignment.

- b. Research and Scholarly/Creative Activity:** University of Montana English Department tenured and tenurable faculty members have a responsibility to actively engage in research or scholarly activity to such a scope that they can contribute to our programs of study (both graduate and undergraduate) and to their field. Evidence of research and scholarly/creative activity may include, but is not limited to, the following criteria, which are ranked in general order of significance. The importance of the work and the reputation of the press/publisher will affect the relative weight of the research and scholarly/creative activity.
- i. Publication of books (academic and scholarly studies; collections of poems, short stories or essays; novel; scripts and plays), or contractual acceptance of such work for publication; production of significant works of digital scholarship or film/video.
 - ii. Editing books, including collections of poems, essays, and short stories.
 - iii. Peer-reviewed articles and book chapters. (Faculty should indicate peer-reviewed and invited publications, and should list the number of pages—either published or manuscript—for articles.)
 - iv. Publication of individual poems or groups of poems, stories, and short essays in journals and book collections.
 - v. Publication of translations.
 - vi. Production of film or video.

- vii. Publication in electronic media or other contributions to on-line or digital resources, such as databases, archives, encyclopedias, or videos.
- viii. Other forms of digital authorship, whether produced individually or collaboratively (e.g., web-based projects and other webtexts, scholarly/professional blogs and websites, etc.), as well as other multimedia projects.
- ix. Book reviews.
- x. Completed book manuscripts (submitted but not yet accepted for publication).
- xi. New editions or reprints of previously published work.
- xii. Papers read or presentations made at international, national, regional, or local professional conferences.
- xiii. Grants or fellowships received, which may rank higher depending on the significance of the award.
- xiv. Professional speaking engagements or invited readings.
- xv. Scholarly and professional honors and awards received.

Note: In the case of faculty members holding administrative positions, the quantity of scholarly and creative activities will be measured against the administrative duties, taking into account the current terms of the faculty member's assignment.

- c. **Department, University, and Professional Service:** All faculty members have an obligation to assist in the proper administration of departmental and university affairs compatible with their teaching, research and other commitments. It is therefore expected, unless otherwise specified in faculty members' job descriptions, that they will serve on department, college, and university committees; participate in department, college, and university functions; and render professional and /or public service in the areas of their professional competence. Evidence of service may include, but is not limited to the following activities, which are not ranked in order of importance:
- i. Participation in departmental operations (service on committees, regular attendance at and participation in meetings, participation in development of policy and programs, etc.).
 - ii. Service on College or University committees.
 - iii. Administration of programs within the Department (Creative Writing, Composition, Film Studies, Graduate Studies, Irish Studies, Literature/Literature and the Environment, Teaching), or the Department as a whole (Chair).
 - iv. Recruitment, public relations, and fund-raising efforts on behalf of the Department, College, or University.
 - v. Participation in University activities (scholarship application review, graduation activities, etc.).
 - vi. Guest lectures or other teaching activities in classes outside the Department, College, or the University.

- vii. Organization of and participation in events that support the intellectual, creative, or social life of the Department, College, and the University.
- viii. Service in support of interdisciplinary programs compatible with the faculty member's expertise, such as Women's Studies, African-American Studies, the Center for the Rocky Mountain West, the Davidson Honors College, the Liberal Studies program, the Teaching and Learning program, etc.
- ix. Participation/membership in national, regional, or state professional associations.
- x. Public or community service directly related to the faculty member's professional expertise, such as participation in in-service training sessions or mentorship programs for school districts, consultation or lectures to off-campus organizations, and cooperative activities with educators and continuing-education programs.
- xi. Editorial activities, including reviewing submissions for publication and/or serving on the editorial boards of professional journals.
- xii. Organizational work for professional conferences, including organizing and/or chairing panels, workshops, and sessions.
- xiii. Receipt of service awards, such as the President's Diversity Award.
- xiv. Officer in an international, national, regional, or state professional association that serves as evidence of recognition for expertise in that field.

Note: In the case of faculty members holding administrative positions (depending on the terms of their assignment), evaluation of service may involve precise benchmarks for program development, outreach, and/or fund-raising.

2. **Evaluation Documentation:** Faculty performance will be evaluated for salary increments, promotion, and tenure according to the General Criteria, above, and specifications outlined in the CBA (section 10.110). It is the responsibility of the individual faculty member under review to submit his/her own IPR and documentation. The individual faculty member under review should specify the review period (CBA 10.210) and his/her request for Normal, Merit, Tenure, and/or Promotion.
 - a. **Leave:** In the case of a sabbatical, teaching exchange, or any other university-sanctioned leave, lack of regular performance in Teaching and/or Service should be understood as Normal.
 - b. **Tenured and Tenurable Faculty:** Refer to the Office of the Provost and Vice President for Academic Affairs website for guidance on faculty evaluation materials and how to submit them.
 - i. First year faculty and faculty on leave should consult with the CBA 10.210 and CBA 10.340, respectively.
 - ii. **First year faculty:** Faculty members in their first year of service at The University of Montana or on a terminal year contract are not required to prepare or submit an IPR. (CBA 10.210)

- iii. **Exemption:** Exemption from evaluation is outlined in the CBA section 10.340, and each year's rotation is announced early in the fall by the Provost's office. A tenured full or associate professor, exempt from evaluation by the terms of the CBA and not wishing to be considered for a merit increment or promotion, will, in lieu of submitting a performance report, sign and submit to the Department Administrative Associate the "Evaluation Exception for Tenured Faculty OPT/OUT." (This form is available on the Provost's web page.)
- iv. **Promotion, Merit, or Tenure:** Faculty members initiate consideration for promotion, merit, or tenure by clearly requesting such consideration in the IPR and submitting it, along with supporting documentation, to the FEC Subcommittee Chair.
 - i. **Merit :** An FEC Subcommittee recommendation for a Merit , which may be made for any faculty member except Short-Term Adjuncts and Visiting Faculty, will be based upon 1.) Above Normal achievement in two of the three areas and Normal in the third area, or 2.) Outstanding achievement in one of the areas and Normal achievement in the other two areas see CBA (section 10.110.3a).
- c. **Non-tenurable faculty:** Non-tenurable faculty in the Department consist of adjuncts, lecturers, or visiting faculty, of various academic ranks. Non-tenurable faculty who qualified for UFA membership must submit IPRs identical in form to those described for tenured and tenurable faculty. They do not follow the exemption rotation of tenured faculty.
- d. **Program Variability:** The existence of several programs within the English Department calls for awareness of and sensitivity to differing standards of Normal activity in some areas. For example, Creative Writing has a large number of graduate students with an accompanying amount of thesis direction and application review. English Teaching has a smaller faculty and handles a great deal of advising, mentoring, and thesis direction. Literature faculty often teach larger classes with extensive amounts of grading. Composition handles a large administrative load, including the supervision of TAs. Such variations should be recognized as Normal.
- e. **Workload Variability:** Variations in workloads for tenured and tenurable faculty – such as greater administrative duties or negotiated reductions in teaching loads – should be reflected in the understanding of "Normal" performance, both in the reduced or increased areas, as well as in the other areas affected by such reductions or increases. If a reduction in teaching is designed to facilitate greater administrative responsibilities or greater scholarly/creative output, for example, both the reduction in one area and the resulting increase in the other should be understood as Normal. The FEC Subcommittee reports should indicate the existence of such arrangements.
- f. **Evaluation of the Department Chair:** The Department Chair shall be evaluated as a faculty member according to the CBA (section 16.240).

3. Salary Increments:

Performance for assigning salary increments will be judged according to the General Criteria, above, and specifications outlined in the CBA (section 10.110.3). For the

determination of Normal pay increments, the FEC Subcommittee will evaluate each of the three areas and write an overall evaluation for the review period. For promotion and tenure, the FEC Subcommittee will evaluate each of the three areas and write an overall evaluation for the review period. For Merit pay increments, the FEC Subcommittee will evaluate and write an evaluation for each of the areas for the review period.

a. Evaluation of Teaching

- i. **Normal Teaching:** Evidence of teaching effectiveness as defined by student evaluations of, on the whole, “good” or “very good”; direction of and/or membership on committees for graduate student theses or professional papers, according to the expectations of the program; normal teaching load ; participation in assessment practices; regular and punctual meeting of classes; consistent availability to students during office hours; informed advising of students; promotion of a productive learning environment for students.
- ii. **Above Normal Teaching:** Evidence of teaching effectiveness that exceeds the Normal standard. For example, a faculty member’s teaching may be considered Above Normal if one consistently receives very good to excellent student evaluations or designs a new course.
- iii. **Outstanding Teaching:** Evidence of teaching effectiveness far exceeds the Normal standard. For example, a faculty member’s teaching may be considered Outstanding if one receives a teaching/advising award, chairs numerous graduate thesis or professional paper committees, or receives uniformly excellent student evaluations.
- iv. **Less-than-Normal Teaching:** No or insufficient evidence of teaching effectiveness.

b. Evaluation of Research and Scholarly/Creative Activity

- i. **Normal Research and Scholarly/Creative Activity:** Evidence of work on research and scholarly/creative projects. Given that different projects require different amounts of time to complete, and given that faculty members pursue a variety of projects according to their interests and fields, the Department recognizes the need for considerable flexibility in determining, in any given review period, what constitutes Normal achievement in Research and Scholarly/Creative Activity. At the same time, the Department also recognizes that faculty members must maintain significant research activity and professional publication; to that end, in any given review period, a faculty member must demonstrate (and provide evidence for FEC Subcommittee review) reasonable progress toward a book-length project and/or demonstrate sustained scholarly or creative achievement through the presentation of work at professional meetings

and publication in creative or scholarly, peer-reviewed venues such as magazines, journals, or books (or other venues deemed acceptable, upon review, by the FEC Subcommittee).

- ii. **Above Normal Research and Scholarly/Creative Activity:** Evidence of Research and Scholarly/Creative activity exceeds the Normal standard. For example, a faculty member provides evidence of publication of a peer-reviewed article, a book chapter, presentations at conferences, and other scholarship/research/creative work. Successful award of a grant is also Above Normal activity.
- iii. **Outstanding Research and Scholarly/Creativity Activity:** Evidence of Research and Scholarly/Creative activity far exceeds the Normal standard. For example, the faculty member provides evidence of the publication of a book, editing of a significant series, invited articles and creative works, awards for scholarship/research/creative activity; a contract with the publisher counts as evidence of sustained scholarly or creative achievement; laudatory reviews by other scholars/peers in the field, invited and/or keynotes at national or international conferences. Successful award of a major competitive or multi-year grant is Outstanding activity.
- iv. **Less-than-Normal Research and Scholarly/Creative Activity:** No or insufficient evidence of Research and/or Scholarly/Creative activity.

c. Evaluation of Department, University, and Professional Service

- v. **Normal Service:** Evidence of Normal Service through consistent participation in departmental operations (service on committees, regular attendance at and participation in meetings, participation in development of policy and programs, etc.). Tenured faculty should serve on at least one College or University committee and participate in University activities (scholarship application review, graduation activities, etc.). All faculty should serve beyond the University of Montana through membership and/or participation in international, national, regional, or state professional associations and/or public or community service.
- vi. **Above Normal Service:** Evidence of service on several department, college, and/or university committees exceeds the Normal standard. For example, a faculty member serves on department, college, university, and/or professional committees that require significant time and energy; participation in important professional associations; contribution to public and/or community events.
- vii. **Outstanding Service:** Evidence of service on departmental, college, university, and/or professional committees far exceeds the Normal

standard. For example, the faculty member is an officer or chair of a major committee that requires exceptional commitment of time and energy. Evidence of awards and/or recognition for major contribution to the department, college, university and/or profession; appointed or elected leadership positions in professional associations; leadership in significant public and/or community events.

- viii. **Less-than-Normal Service:** No or insufficient evidence of participation in department, college, university or professional committees.
4. **Promotions:** Tenured, tenurable, and long-term-adjunct faculty are eligible for promotion. The FEC Subcommittee will use the promotion requirements outlined in the CBA 10.110.
- a. **Instructor to Assistant Professor:** The Department will ordinarily hire tenurable faculty at the rank of Instructor only if the person is reasonably expected to complete the terminal degree before the beginning of the next academic year. Promotion requires possession of a terminal degree in the appropriate area of specialization and recognition by the faculty that the individual is capable of effective academic activity, research productivity, and contribution to the life of the Department and the University.
 - b. **Assistant Professor to Associate Professor:** Promotion to Associate Professor requires four or more years of full-time service in rank as Assistant Professor prior to the date of promotion. (Application may be made during the fourth year in rank.) The performance and quality of service in rank as Assistant Professor according to the General Criteria outlined above shall demonstrate clear professional growth and an increasingly valuable contribution to the University. The individual must have published in peer-reviewed and/or professional journals/presses while an employee of The University of Montana. In addition, she/he must have gained a level of professional recognition within and outside the University as indicated by unsolicited letters, commendations, and/or appointments to committees, boards, etc.
 - c. **Associate Professor to Professor:** Except in unusual circumstances, promotion to Professor requires five or more years of full-time service in rank as an associate professor. (Application may be made during the fifth year.) The character of service in rank as Associate Professor according to the General Criteria outlined above shall demonstrate clear professional growth and an increasingly valuable contribution to the University. No faculty member may be promoted to full professor on the basis of teaching and service alone. Scholarship shall be demonstrated by a clear record of on-going scholarly publication and/or recognition for creative works.

5. Tenure: Eligibility for tenure is outlined in the CBA (section 9.310).

- a. **Criteria:** Professional growth, activity, and prospects shall be measured according to the General Criteria, outlined above. Research and Scholarly/Creative Activity expectations for tenure will be met with the following: Literature, English Teaching

- and Composition faculty must publish (or have accepted for publication) a book with a reputable publisher or a minimum of four peer reviewed articles of substantial length or of significance to the field. Creative Writing faculty must publish a book (novel, collection of poems, essays, short stories) with a reputable publisher.
- b. **External Review:** A reputation in Research and Scholarly/Creative activity beyond The University of Montana is required for tenure. This reputation can be demonstrated through methods which include, but are not limited to the following: publications in nationally recognized journals or by nationally recognized presses, honorary awards or grants, favorable reviews of published work. In addition, two peer evaluations, external to The University of Montana, will be used to assist in judging the candidate's scholarship and standing in his/her field. These letters will address the candidate's professional potential and accomplishments rather than personal qualities. Specific objective assessments of scholarship/research/creative activity and specific comments on the quality of the written work and the candidate's productivity are essential.
- c. **Procedure for External Tenure Review:** The Department Chair, the FEC Subcommittee, and the candidate will collaborate to identify a pool of 4-6 potential evaluators. The potential evaluators should be able to provide objective, professional, peer assessment of the candidate's scholarship and stature in the field. Neither the candidate's dissertation advisor nor anyone who has collaborated on research/scholarship/creative activity with the candidate in the last three (3) years may appear on the list of 4-6 names. The candidate will be allowed, if he or she chooses, to remove names of individuals with whom there is a conflict of interest. To allow sufficient time for this process, the candidate, the FEC and the Department Chair should compile the list no later than the Friday before Spring Break in the semester before the candidate wishes to submit his/her application for tenure (in the following year). The Department Chair will contact two evaluators from this list. The candidate will provide the Department Chair with copies of the scholarship portion of the tenure materials to be sent to evaluators. During the Spring and Summer semesters, the Department Chair will contact the evaluators and request that letters be submitted by September 1 to the Department Chair so that the FEC Subcommittee can include these letters in their evaluation of the candidate.
- d. In the event that a request to evaluate the candidate's scholarship is declined, the Department Chair will continue to solicit external written evaluations from the list of potential evaluators. In the event that the required number of evaluations is not received by October 10, the FEC Subcommittee chairperson will inform the candidate and request other evidence, such as published reviews of the candidate's scholarship, in lieu of external written evaluations. The FEC Subcommittee will proceed with the evaluation of the faculty member's record based on the available evidence and will add written evaluations or other evidence to the candidate's file up to October 30.

Note: The CBA (10.230) states that materials submitted to the FEC Subcommittee for a candidate's evaluation must be signed, must be made available to the candidate, and can have no expectation of confidentiality.

PROCEDURES

1. Faculty Evaluation Committee (FEC) is made up of all tenured and tenurable faculty. The FEC assigns most of the evaluative work to the FEC Subcommittee. However, the FEC will be responsible for these matters:

- a. To hear and vote on cases for which the FEC Subcommittee did not reach agreement regarding the evaluative report
- b. To hear and vote on cases for which the FEC Subcommittee and the individual faculty member did not agree regarding the evaluative report
- c. To hear and vote on Tenure and Promotion cases. Only tenured faculty may hear and vote on these cases.
- d. Discuss progress toward tenure for not-yet-tenured faculty.
- e. All FEC members (tenured and tenurable faculty) may vote, with the proviso that they may not vote on their own cases or on the cases of colleagues for whom there may exist a conflict of interest as defined in the CBA (10.310).
 - i. The student observer may not vote.
 - ii. Only tenured faculty may vote on tenure and promotion decisions.
 - iii. All discussions, deliberations, and votes within the FEC Subcommittee and FEC must remain confidential.
 - iv. The Department Chair may not vote.

2. The Faculty Evaluation Subcommittee is responsible for providing peer evaluation and review of performance for individual faculty members in the bargaining unit. It evaluates the areas of Teaching, Research and Scholarly/Creative activity, Service (i.e. Normal, Above Normal, and Outstanding) and votes on Normal, Merit, or Less-Than-Normal pay increases, as well as makes recommendations on Promotion and Tenure. While the FEC Subcommittee takes individual faculty member's self-assessment into consideration, the FEC Subcommittee may determine that a different evaluative ranking is appropriate.

- b. The FEC Subcommittee is made up of 5 tenured faculty members and is responsible for most of the evaluative work. The Department Chair will annually appoint the FEC Subcommittee and will strive for committee membership that reflects gender balance and represents the various programs of the Department. The Department Chair will appoint the FEC Subcommittee in the spring of the year prior to service so that the outgoing subcommittee can serve as consultants to the new subcommittee. The FEC Subcommittee will elect its own chair or two co-chairs.
- c. The FEC Subcommittee Chair will appoint a student observer to its committee. The student observer shall be selected from among the majors and/or graduate students in the department. The student observer may not vote and should not be a member of the Student Evaluation Committee (SEC).
- d. At the first meeting of the incoming FEC Subcommittee in Spring, the members of the FEC Subcommittee will meet to discuss their plans for the following Autumn and to select from their number a Chair (or Co-Chairs). Since the procedure is designed to finish most FEC Subcommittee work by the end of October, the FEC Subcommittee Chair will need to devote some hours during the summer to learning the department's Unit Standards and the relevant portions of the Collective Bargaining Agreement (CBA), as well as to considering any problems in the process

- in the past and crafting solutions. The incoming FEC Subcommittee should meet with the outgoing FEC Subcommittee for purposes of establishing continuity and consistency in procedures.
- e. The FEC Subcommittee can determine its own internal timeline in order for it to fulfill its work - including meetings with the FEC- by the CBA deadline. Timeframes should take into consideration the number of cases to be reviewed, as well as their complexity. The FEC Subcommittee will share their timeline with the FEC. When dates fall on a weekend or holiday, the deadline should be taken as referring to the first business day following that weekend or holiday. The FEC Subcommittee shall consult with the Provost's webpage regarding deadlines and other important matters.
 - f. The FEC Subcommittee Chair will inform the faculty of the deadlines for submitting IPRs and supporting documentation. The FEC Subcommittee Chair will ensure all members of the FEC receive a list of which faculty are due for evaluation.
 - g. The FEC Subcommittee will decide on the assignment/allocation of cases among its members. It will also discuss and agree upon a common format and approach to the evaluative reports that will appear on the Faculty Evaluation Committee's Recommendation forms.
 - i. If a faculty member and the FEC Subcommittee do not agree on the evaluative report, the faculty member may request a hearing with the FEC Subcommittee. After that hearing, the FEC Subcommittee may affirm or revise its original evaluative report.
 - ii. If the FEC Subcommittee and the individual faculty member do not reach an agreement on the evaluative report, the individual faculty member may request a hearing with the FEC, which will adjudicate the case.
 - iii. If the FEC Subcommittee cannot reach agreement on an individual faculty member's evaluative report, it will bring that case to the FEC for adjudication.
 - h. The FEC Subcommittee will discuss progress toward tenure for not yet tenured faculty.
 - i. The FEC Subcommittee Chair will distribute to the FEC the recommendations for Tenure and Promotion, with the IPRs and documentation. The FEC Subcommittee Chair will also convene the FEC meeting to discuss and vote upon these cases. At this meeting, the FEC will also hear any cases that require adjudication. If such adjudication cases exist, the FEC Subcommittee Chair will provide in advance to the FEC the relevant IPRs and documentation. Any member of the FEC may raise questions of substance in writing on the cases for tenure, promotion and for adjudication in advance of this meeting. All comments and questions should be in writing, signed, and submitted to the FEC Subcommittee Chair at least 1 week in advance of the FEC adjudication meeting.
 - j. At the close of all FEC deliberations and decisions, the FEC Subcommittee Chair will sign and submit final evaluative reports to the Department Chair.
 - k. The FEC Subcommittee Chair will solicit feedback regarding the Faculty Evaluation Process and make recommendations for the next year's FEC process.

3. Student Evaluation Committee (SEC) shall prepare summary reports of faculty's Instructor and Course Evaluation (ICES) forms approved by the Department and supplementary written evaluations collected by instructors. (See CBA 10.220). Faculty should submit to the SEC student evaluations from all courses, unless the course is an independent study or the course has very low enrollment (1 to 4 students). Evaluations should not compromise the anonymity of the student.

The SEC is made up of 5 to 7 students, representing the different programs in English. The SEC should also include both undergraduates and graduates, and attention should be paid to balance in gender. The students nominated should be individuals who are honest, objective, fair, and discrete.

a. SEC Faculty Observer

The Department Chair appoints the SEC Faculty Observer who must be a tenured or tenurable faculty member (CBA 10.220). The SEC Faculty Observer responsibilities are to:

- i. Solicit nominations from faculty and contact students to request their participation, making clear the time commitment of approximately three weeks of work. After inviting students to join and receiving their confirmation, the SEC Faculty Observer informs the Department Chair and the FEC Subcommittee Chair of the SEC membership.
- ii. Work with the FEC Subcommittee Chair by making recommendations for the Student Observer of the FEC (who shall not be a member of the SEC).
- iii. Convene first SEC meeting in which SEC members elect their own student chair. Reinforce the confidentiality and discretion of the scope and nature of the SEC's work. Instruct SEC members in how to fairly weigh and represent the information in student evaluations for their reports. Offer guidance in establishing a standard form, style, and length of the evaluative reports.
- iv. Advise and monitor the allocation and time frame of the SEC's work. Consult regularly with SEC chair regarding the committee's progress.
- v. Ensure that final SEC reports are completed and signed by the SEC chair.
- vi. Make completed SEC reports available to faculty for signature. If a faculty member disagrees with the SEC Report, he/she may append a written response to that report (CBA 10.220)

b. SEC Chair

The SEC elects its own chair at its first meeting. The SEC Faculty Observer has no vote in this election. The SEC chair responsibilities are to:

- i. Assign each individual faculty case to two student members ensuring that no student is assigned the case of a faculty member with whom she or he has taken a class.
- ii. Set up a timeline scheduling whole-group editing sessions in which the SEC read and compare their draft reports with a minimum of four SEC members required for a quorum. These editing sessions should

- minimize inconsistencies in writing styles, format, and degree of detail.
- iii. Consult regularly with the FEC Faculty Observer regarding committee progress and/or problems.
- iv. Ensure SEC reports are completed and signed by deadline.

c. **SEC Responsibilities:**

The SEC reviews and summarizes student evaluations for each faculty member, attending to both the objective assessment instrument and responses to open-ended questions. The SEC will review all faculty members for the teaching done in the previous academic year, regardless of whether the faculty member is being evaluated by the FEC Subcommittee. The SEC should strive to offer a fair summary of both kinds of information. When describing or quoting students' written comments, it should seek to select comments that are representative of clear patterns, and never use comments (whether favorable or unfavorable) that represent only one student's opinion. Where student opinion about the class or professor is divided, it should seek to make clear the majority and minority positions. Finally, the SEC should strive for consistency in order of elements and tone across their reports.

4. Departmental Chairperson's Review: For each faculty member under review, the Department Chair will read that person's IPR, supporting documentation, the FEC Subcommittee Report, and the SEC report. The Department Chair will write and sign an evaluative recommendation for normal, merit, promotion and/or tenure. After the faculty member has signed the Chair's recommendation, it will be sent to the Dean, by December 15 (CBA 10.240).