



Summary of Criteria for Personnel Evaluation

December 13, 2013
Updated August 27, 2017

I. Introduction

This document is designed to summarize the university, college, and unit criteria pertaining to personnel actions including contract renewal, tenure, and promotion. This document is not a substitute for the full policies contained in the Board of Trustees (BOT) policies (formerly the Administrative Manual), the CLAS Standards, or the Department Workload and Evaluation document. Rather, it aims to provide relevant excerpts in a concise format for the purposes of facilitating informed discussion of personnel actions based on the relevant standards and criteria.

II. General Requirements for Contract Renewal, Tenure, and Promotion

The following general guidelines apply to all personnel actions:

- **Contract Renewal.** For contract renewal, the level to which the criteria must be met depends on the number of years remaining until the tenure decision (MTH Workload & Evaluation).
- **Tenure.** For someone seeking tenure, the person should demonstrate performance at a level consistent with the current rank as well as progress toward the next rank¹ (MTH Workload & Evaluation). All decisions regarding the granting of tenure will necessarily entail judgments about both the present level of a faculty member's accomplishment and performance and the prospect of its continuation in the future (BOT, Section 4.2.8.3).
- **Promotion.** For promotion, the individual should demonstrate performance at the new rank sought (MTH Workload & Evaluation).
 - **To Associate Professor:** Ordinarily, at least five full time equivalent years at the rank of Assistant Professor must be completed before an Assistant Professor may be considered for promotion to Associate Professor. The five-year requirement includes any allowance for prior service (BOT, Section 4.2.5.1).
 - **To Professor:** Ordinarily, at least six full time equivalent years at the rank of Assistant Professor must be completed before an Assistant Professor may submit materials for review to be considered for promotion to Professor. The six-year requirement includes any allowance for prior service. Seniority alone shall not be sufficient for promotion (BOT, Section 4.2.5.1).
- **Early Tenure and/or Promotion.** To be awarded early tenure and/or promotion, a faculty member must demonstrate that he/she has exceeded the expectations in all three areas of evaluation (see BOT, Section 4.2.9.1), as defined by unit and college criteria (BOT, Section 4.2.8.4).
- **Burden of Proof.** For the personnel actions listed above, the burden of proving that their performance warrants the personnel action under consideration rests with the regular faculty member to be reviewed. It is the University's responsibility to process the requested personnel action (BOT, Section 4.2.9.1).

¹ According to the BOT policies (Section 4.2.8.3), a candidate at the rank of associate professor must meet the standards and criteria for that rank (as specified in Section 4.2.5.1) to be awarded tenure. A candidate at the rank of full professor must meet the standards and criteria for that rank (as specified in Section 4.2.5.1) to be awarded tenure. According to Section 4.2.9.1.C, unit standards and criteria may be more specific than College standards and criteria (which may be more specific than University standards and criteria), but may not contradict or conflict with them or the University standards and criteria.

III. Criteria for Evaluating Teaching

BOT Policies. Effective teaching facilitates student learning and includes, but is not limited to, knowledge of the field taught, classroom and mentoring performance, and communication and human relations skills. Faculty members teach effectively by challenging and engaging students, by supporting their academic and professional growth, and by establishing and maintaining high academic standards. They address in their courses relevant knowledge together with intellectual and practical skills pertinent to the discipline or profession. They use appropriate pedagogies and relevant assessments of student learning. They contribute to revising or developing courses and curricula as needed by their units. Effective teaching must be documented by: a) self-evaluation, b) peer evaluation, and c) student evaluations (Section 4.2.9.A).

CLAS Standards. Effective teaching presumes and is demonstrated through:

- Active, vigorous engagement with students in the classroom
- Diligent class preparation
- Clear communication with students
- Dedication to students, including treating students respectfully and being available to them outside of class
- Timely, fair, and instructive evaluation of student work
- Remaining current in the areas of teaching responsibility
- Revising coursework to reflect changes that emerge in one's teaching areas
- Careful course design, clearly articulated goals
- Continual course development to enhance learning
- Thoughtful and effective development of curriculum
- Active, vigorous engagement with students in other learning environments
- Effective academic and professional advising
- Self-critique and personal pedagogical development

The CLAS Standards specify criteria for effective and excellent teaching in five different areas:

- Assigned teaching
- Course content and curricular development
- One-on-one mentoring or research with students
- Advising of students
- Reflection on teaching

MTH Workload & Evaluation. The Mathematics Department values a diverse array of teaching activities that result in student learning. Criteria for evaluating teaching, and examples of how these criteria may be demonstrated, can be found in Section 1 of the CLAS Standards & Criteria for Personnel Evaluation. We recognize that effective and/or excellent teachers need not meet all of the criteria in the CLAS Standards, but should strive to meet as many as possible. In addition, we acknowledge that there are characteristics and activities of effective and excellent teachers that are not enumerated in the CLAS document. It is the responsibility of each faculty member to clearly articulate how her/his teaching activities relate to the five areas described in the CLAS Standards and meet the stated criteria.

Tenure and/or Promotion to Associate Professor. Both tenure and promotion to Associate Professor require consistent teaching effectiveness, or as the CLAS Standards put it, “a pattern of consistent, effective teaching performance.”

Promotion to Professor. Promotion to Professor requires consistent excellence in teaching (BOT, Section 4.2.5.1). The CLAS Standards specify: “By the time the candidate is reviewed for promotion to Professor, the faculty member must demonstrate consistent excellence in teaching performance.”

IV. Criteria for Evaluating Scholarly / Creative Activity

BOT Policies. [Scholarly/creative activity] includes, but is not limited to, professional research, creative activities, scholarly writing, editorial boards, scholarly presentations at conferences, participation in professional activities, degrees and continued education, and holding official positions in professional organizations when the position has scholarly outcomes. (Section 4.2.9.B)

CLAS Standards. The college expects all CLAS faculty to be active scholars or artists who, through on-going scholarly or creative activities such as basic and applied research, artistic expression and performance, and other forms of scholarship, contribute to the development and application of knowledge and create a dynamic environment for learning. The college expects a faculty member to establish a record of scholarly or scholarly activity or creative endeavor that is meaningful within the scholar's discipline. Although the goal of scholarly activity is a creative, intellectual contribution to knowledge that is validated by peers and shared with others, such activity depends on, and can be demonstrated through, personal professional development, engagement in scholarly discourse, and research in progress. Whatever form the activity takes, the work and results must be appropriately documented so that colleagues are able to evaluate its quality and significance.

An active scholarly or creative agenda must be demonstrated beyond the Grand Valley State University community by discipline-appropriate peer review, dissemination or public performance / exhibition. This may be demonstrated in the following ways:

- Well-defined, focused goals for one's scholarly or creative activity (these goals might address several distinct scholarly or creative areas)
- Continued growth and productivity within one's scholarly or creative activity
- Participation in the larger community of that scholar's discipline
- Active use of one's scholarly/creative endeavor in the classroom
- Engaging in scholarly work that is student-centered, actively engages students, and provides a high-impact learning experience.

Pre-tenure Contract Renewal. The candidate's portfolio will provide specific evidence of progress toward achieving the professional standing necessary for promotion and/or tenure (MTH Workload & Evaluation).

Tenure and/or Promotion to Associate Professor. Both tenure and promotion to Associate Professor require professional recognition through scholarship or creative activity, as well as evidence of professional development. According to the CLAS Standards (Section 2), a candidate "must demonstrate at least one completed scholarly contribution while at GVSU appropriate to the faculty member's discipline. The goal of such activity is a creative intellectual contribution to knowledge that is validated by peers and shared with others outside of Grand Valley State University. Whatever form it takes, the work and results of scholarly/creative activity must be appropriately documented so that qualified colleagues are able to evaluate its quality and significance."

Promotion to Professor. For promotion to Professor, a faculty member "should have achieved acknowledged professional recognition through scholarship or creative activity" and "have demonstrated professional development." (BOT, Section 4.2.5.1). The CLAS Standards specify: "By the time a candidate is reviewed for promotion to Professor, they must demonstrate a consistent record of scholarly or creative contributions to their discipline. The candidate should have achieved professional recognition through scholarship or creative activity and continued demonstration of engagement in scholarship/creative activity after achieving [the rank of] Associate Professor." The MTH Workload & Evaluation document states: "In personnel actions, department colleagues have the authority and responsibility to judge the quality and significance of a candidate's scholarly contributions and to decide if the contributions establish a consistent record. Department colleagues may bring their own disciplinary expertise to bear in making these judgments."

V. Criteria for Evaluating Service

BOT Policies. A faculty workload includes service to the unit, College, and University, as well as to the community/profession. Unit, college and university service includes, but is not limited to, participation in university governance, unit, college and university committees, curriculum development, serving as an advisor to student organizations, and carrying out special assignments. Community service and service to the profession involves the engagement of a faculty member's professional expertise. Community service includes, but is not limited to, engaging in community outreach, acting as a board member in a community based organization, participating in public service programs, and work as a pro bono consultant on community projects when representing the University. Service to the profession includes leadership or committee roles in professional organizations. Each unit will determine the types of community/professional service most appropriate to its specific mission and program objectives. It is the responsibility of each faculty member to describe the nature of the service and the time commitment involved (Section 4.2.9.1.C).

CLAS Standards. Active, responsible citizenship presumes and is demonstrated through:

- Sharing in the collective work of the unit, college, and university by attending meetings, serving effectively on committees, and assisting with activities that help fulfill the unit, college, and university missions. Participating in these activities is an expected foundation of everyone's annual workload, but is not alone sufficient to achieve tenure or promotion.
- Participation in events and activities that help create a vibrant university culture and foster an atmosphere of inquiry and learning.
- Involvement with their profession and community beyond the campus.

MTH Workload & Evaluation. As in teaching and scholarship, the Mathematics Department joins the College of Liberal Arts and Sciences in celebrating the diverse and creative ways that our faculty demonstrate responsible citizenship through service to some combination of the unit, college, university, and community. Faculty are expected to engage in active, effective service appropriate to the needs of the department and the faculty member's rank. The CLAS Standards list some examples of appropriate service activities, as well as some possible ways that faculty can demonstrate effective service; we recognize that neither list is exhaustive. It is the responsibility of each faculty member to clearly articulate how her/his service activities relate to the CLAS Standards and meet the stated criteria.

Tenure and/or Promotion to Associate Professor. Promotion to Associate Professor requires "contributions to the university and community" (BOT, Section 4.2.5.1) and tenure requires "contributions to the unit, College, University, and community" (BOT, Section 4.2.8.3). The CLAS Standards clarify: "By the time the candidate is reviewed for promotion to Associate Professor, they must demonstrate active service in the unit, as well as service in *at least* one of the other areas (college, university, and professional/community service)."

Promotion to Professor. For Promotion to Professor, an Associate Professor must "have provided vital contributions to the unit, college, university and community" (BOT, Section 4.2.5.1). The CLAS Standards, Section 3, elaborate on this as follows: "By the time the candidate is reviewed for promotion to Professor, they must demonstrate a sustained record of active service within and beyond their unit. Their involvement can be demonstrated by vital contributions to the unit, college, university and community. They should also serve as leaders as well as participants. Their leadership can be measured in vital and sustained contributions in the unit and beyond (in CLAS, the university, and/or community, as broadly defined above)."