VI. EVALUATION OF FACULTY

E. Procedures for the Annual and Merit Evaluation of Regular Instructional and Library Faculty

1. Introduction

In keeping with S.C. state law, all faculty members at the College of Charleston will be evaluated annually in accordance with the College’s established standards and criteria and with established procedures.

Department Chairs and the Dean of Libraries are responsible for the annual performance evaluation of each faculty member within their departments. In the exceptional case that a faculty member is housed in a program and not in a department, the Program Director will assume the role of Department Chair in the evaluation process.

Annual evaluations shall serve two functions: (1) to guide the professional development of the faculty member, and (2) to record part of the evidence upon which personnel decisions and salary recommendations shall be based. Accordingly,

- each regular faculty member of the College of Charleston will be evaluated annually on the basis of performance over the last calendar year at the College.

In addition,

- each faculty member with at least one full calendar year of service at the College will be assigned a merit category on the basis of performance over the last three calendar years (or the time since hire if this is less than three years) as one factor to be considered in the determination of any salary increase.

Newly hired faculty members will not be assigned a merit category. Instead, normally each will receive an “average” raise determined by the relevant dean and based on the percentage of the salary pool allocated to the faculty member’s school for raises.

Each annual performance evaluation should include strengths, weaknesses, and specific recommendations for improvement. Probationary faculty should be rigorously evaluated each year in preparation for third-year and tenure reviews. In the case of a
tenured faculty member or a Senior Instructor, the assessment may be less detailed. A faculty member, Chair, Dean or Provost can request that a more extensive evaluation be conducted in any given year. A faculty member may make a request for a more detailed evaluation at any time. A Chair, Dean or Provost should make a request by October 1 of the calendar year for which performance is to be evaluated in order to provide time for a faculty member to assemble required materials.

The form of the performance evaluation may vary by school and department, as well as by the rank of the faculty member being evaluated. At a minimum, the Chair or Dean of Libraries will provide an appraisal letter addressing teaching effectiveness, research and professional development, and professional service (for teaching faculty) and professional competency, professional growth and development, and professional service (for library faculty). Notification to the faculty member of the merit category assigned, which may take place separately from the discussion of the annual evaluation, should include a brief justification of the category assigned. Departments and schools may develop additional rating instruments.

It is the responsibility of the individual faculty member to ensure that he/she is making progress toward meeting the criteria published in the Faculty/Administration Manual for other evaluations (tenure and promotion) as well as any additional criteria approved by the school and/or department, and to seek the advice of the Chair or Dean of Libraries and other department faculty toward that end.

A tenure and/or promotion review requires additional evidence beyond that required for an annual review of performance or assignment of merit category, as well as assessment over a different time frame. For instance, a department may conduct a peer review of teaching or an external review of research, and graduate surveys are solicited, at the time of tenure and promotion decisions.

Annual performance and merit reviews constitute only one of many factors that are considered during the tenure and/or promotion decision-making process and in no way conclusively determine that outcome. Because tenure and promotion decisions often involve an assessment of career achievement and potential, as well as a demonstrated ongoing commitment to scholarship and to the mission of the institution, annual performance reviews and the assignment of merit categories to a faculty member for
purposes of salary administration for one or several years are insufficient, by themselves, to determine the outcome of such important decisions.

2. Standards, Criteria and Evidence for Annual Evaluation

Schools and departments will develop specific policies, criteria and standards for annual evaluation and the assignment of merit categories in their units. Criteria should be clearly stated and available to all members of the department. They may vary in detail but they must be consistent with general College policies. (See Faculty/Administration Manual, Sections VI.A, VI.B, and VI.C.) In particular, teaching is the primary responsibility of faculty at the College of Charleston.

The Faculty Welfare Committee and an ad hoc committee of past members of the Advisory Committee on Tenure, Promotion and Third-Year Review will provide comments on departmental and school evaluation instruments upon their initial development. Approval of these plans by the appropriate Academic Dean and by the Provost is required before implementation. After initial adoption, any significant changes must be sent to the Faculty Welfare Committee for review/recommendations and to the Provost for approval before implementation. All approved school and department annual evaluation and merit review policies will be available to all College faculty members.

3. Annual Evaluation and Merit Review Process

Annual evaluations will normally be completed early in each calendar year. A calendar for the evaluation process will be posted on the website of the Office of Academic Affairs.

While specific policies may differ by school and department, all annual evaluations should provide sufficient information to allow for full, fair and constructive evaluation without being unnecessarily burdensome to faculty or Department Chairs. At a minimum, faculty members will provide

- a current curriculum vitae, and
- a 1-2 page personal statement presenting accomplishments in the areas of teaching, research and professional development, and service (or, in the case of librarians, professional competence, professional growth and development, and service) over the last calendar year.
Schools and/or departments may require faculty to submit additional material, and required documentation may vary by tenure status and rank. Evidence of the sort typically provided for major evaluations should be requested of probationary faculty; schools may require less extensive documentation for tenured faculty and Senior Instructors. Schools and departments may require that the personal statement include goals for the next one-to-three years. The Department Chair or Dean of Libraries will conduct the annual evaluation and will have access to additional information, including the faculty member’s

- previous annual evaluations and personal statements,
- course evaluations, and
- information included in the Faculty Activity System.

To facilitate Chairs’ work in assigning merit categories, concurrent with the submission of materials for the annual evaluation of performance, any faculty member with at least one full calendar year of service at the College of Charleston will submit

- a 1-2 page personal statement presenting accomplishments in the areas of teaching, research and professional development, and service (or, in the case of librarians, professional competence, professional growth and development, and service) over the last three calendar years, if employed by the College during that period of time, or, for a faculty member with fewer than three years of service at the College of Charleston, over the period since hire.

The Department Chair or Dean of Libraries will assign a merit category on the basis of this three-year summary and the annual evaluations over the same three calendar years. In the case of the Department Chair, this assignment will normally be tentative until discussed with the Dean. Newly hired faculty members need not submit any additional materials.

In the case of a faculty member undergoing a major evaluation (Third-Year Review, tenure and/or promotion, post-tenure review, or renewal as Senior Instructor), an evaluation of performance over the last calendar year will not be conducted. A merit category for the purposes of salary administration will be assigned. Normally, the documentation provided by the faculty member in the major evaluation will be sufficient to allow the Chair to assign a merit category. (Since major evaluation packets are completed early in the fall semester, documentation of activities through the end of
the calendar year could reasonably be added for this assignment.) This assignment of a merit category will consider the faculty member’s performance during the same three-year window used for other faculty.

The Department Chair may consult with a faculty committee in conducting the annual evaluation or assigning a merit category.

The faculty member must present the requested documents in accordance with the established format for his/her department or school and the published schedule. Any faculty member who fails to submit the required documentation for his/her annual evaluation and assignment of merit category will receive a merit rating of “does not meet the merit threshold” and will be ineligible for a salary increase that year.

In the case of library faculty who are supervised by department heads and/or assistant deans, these supervisors will provide written comments on the performance of the librarians. These comments are forwarded to the Dean of Libraries who uses them as he/she writes the final evaluation narrative. The librarian receives the comments from all supervisors in addition to the Dean’s final evaluation.

After reviewing materials submitted by the faculty member, the Department Chair or the Dean of Libraries shall provide the faculty member with a signed and dated evaluation.

4. Chair’s Interview with the Faculty Member

By the date designated on the evaluation calendar, the Chair or Dean of Libraries shall conduct an interview with each member of his/her department. At least one week prior to the interview, the faculty member will receive the Chair’s or Dean of Libraries’ narrative assessment of strengths and weaknesses and suggestions for improvement. Records of the evaluation will be on file in the office of the Department Chair.

At the evaluation interview, the faculty member and the Chair or Dean of Libraries will discuss the evaluation narrative. The faculty member will sign the form to indicate that he or she has met with the Chair or Dean of Libraries. If there is disagreement about any part of the evaluation, the Chair or Dean of Libraries and the faculty member shall seek to resolve those differences. If a resolution is reached, the Chair shall change the evaluation document accordingly if appropriate.
5. Appeal of Annual Evaluation

A faculty member may appeal his/her annual evaluation to the appropriate Academic Dean by submitting a written request for an appeal hearing to the Dean within 10 working days of the evaluation interview. The Dean will arrange and chair a meeting with the faculty member and the Department Chair to discuss the appeal. At the appeal hearing, the faculty member should state specifically the basis for the appeal and provide appropriate information in support of the appeal. The Dean will attempt to mediate an agreement between the faculty member and the Chair. If unsuccessful, the Dean will reach a decision and inform all parties in writing. The faculty member may appeal the Dean’s decision to the Provost who will receive all written material pertaining to the case. After consultation with the faculty member, the Department Chair and the Dean, the Provost will render the final decision in writing to all parties concerned.

Library faculty should follow the steps outlined above. Their appeals should, however, go directly to the Provost, who will render the final decision.

6. Dean’s and Provost’s Role in the Assignment of Merit Categories

The Dean plays an active role in the development of departmental and school criteria and standards for annual evaluation and the assignment of merit categories. The Dean is responsible for ensuring that these standards and criteria are applied by chairs equitably across departments in his or her school. The Provost is responsible for ensuring that these standards and criteria are applied by Deans across schools. Normally a Dean and Chair will discuss the assignment of merit categories before a faculty member is notified of such. Notification to the faculty member of the assignment of a merit category may occur separately from the annual evaluation.

7. Appeal of Merit Category Assigned

A faculty member may appeal the assignment of a merit category to his or her performance by following the procedure outlined in Section VI.E.5, above. Chair, Dean and Provost will proceed as in Section VI.E.5. However, the Provost’s role in this appeal is limited to ensuring, through discussion with the Dean and/or Chair, that the assignment of the merit category is consistent with criteria and standards at the Department, School and College level and
with the assignment of merit categories to others in the Department or School, as appropriate.

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