



CALIFORNIA STATE UNIVERSITY, CHICO

Department of Recreation, Hospitality, and Parks Management

Standards for Retention, Tenure, and Promotion (RTP):

Personnel Policies and Procedures

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SECTION I. INTRODUCTION

The Department of Recreation, Hospitality, and Parks Management Faculty Personnel Policies and Procedures document has been developed in accordance with the University's Faculty Personnel Policies and Procedures (FPPP) <http://www.csuchico.edu/vpaa/FA/fppp.shtml> and the Collective Bargaining Agreement Memorandum of Understanding (CBA) <http://www.csuchico.edu/vpaa/wasc/cpr/CFRs3/CBA.html>. It outlines standards, policies, and procedures that take into consideration the unique qualities and needs of the Department of Recreation, Hospitality, and Parks Management as a professional program within the college and university. If any discrepancies exist between the FPPP, CBA, and this document, the FPPP and CBA take precedence.

All faculty members are required to contribute to the development of the Department of Recreation, Hospitality, and Parks Management and its programs. The tasks and duties around these responsibilities will be given significant weight in personnel evaluation process.

SECTION II. PURPOSES

The Department of Recreation, Hospitality, and Parks Management Personnel Policies and Procedures purposes are:

- A.** To delineate policies and procedures related to the
 - 1. Retention, tenure and promotion of faculty
 - 2. Evaluation of part-time and full-time lecturers/faculty
 - 3. Fifth year evaluation of tenured faculty
 - 4. Evaluation and recommendation of part-time faculty for Range Elevation
- B.** To support the programmatic needs and personnel considerations delineated by, and inherent in, the Department's strategic plan at various levels.

SECTION III. ASSUMPTIONS

Mission and Goal of the Department of Recreation, Hospitality, and Parks Management

We create a welcoming community committed to academic excellence that prepares students to lead and serve others in the fields of recreation, hospitality, and parks management. We value choice, civic engagement, community, diversity, globalism, honesty, joy, happiness, and quality of life, knowledge and scholarship, lifelong learning, service, including service learning opportunities, and sustainability.

The goal of the Department of Recreation, Hospitality, and Parks Management is to prepare liberally educated individuals whose philosophical and practical approaches to the provision of recreation services and facilities are based on the latest methods and techniques. Students learn to be inquisitive and receptive to varying points of view, proficient in a broad range of professional knowledge, skills and abilities, and practiced in multiple modes of communication and interpersonal relations. Graduates will be well prepared to motivate, serve, and lead their diverse communities to help others enrich their lives and work in the fields of recreation, hospitality, and parks management.

- A.** The University's FPPP must support the Department of Recreation, Hospitality, and Parks Management's programmatic needs which are based on this mission.

- B. The Department of Recreation, Hospitality, and Parks Management will devote the majority of its resources to the development of the bachelor programs because of the increasing need for employment throughout the region, state, and nation. Admission to the MA program in Recreation Administration is currently suspended but we will support campus interdisciplinary masters programs when there are benefits to the department faculty or programs.
- C. The recreation, hospitality, and parks management faculty is committed to the spirit and practices of the University Diversity Action Plan/University Strategic Plan. There shall be no discrimination based upon ethnicity, national origin, sexual orientation, religion, gender, physical ability, veteran's status, or age in any personnel action, including recruitment, appointment, teaching performance review, retention, tenure, promotion, the granting of leaves, and/or any disciplinary or grievance action.

SECTION IV. THE PERSONNEL COMMITTEE

Responsibilities. The Department of Recreation, Hospitality, and Parks Management Personnel Committee has the responsibility of evaluating faculty candidates for retention, tenure, and promotion.

A. The Personnel Committee is entrusted with the responsibility to:

- Maintain confidentiality about candidates, evidence, and deliberations.
- Mentor candidates in the presentation of evidence in the dossier and insure that the Working Personnel Action File (WPAF) “accurately reflects the full performance record” (FPPP, https://www.csuchico.edu/oapl/_assets/documents/fppp1920final.pdf).
- Understand and apply department standards for retention, tenure, and promotion.
 - Annually review RHPM Personnel Policies and Procedures document for its currency with program needs and consistency with the FPPP.
- Evaluate the quality, quantity (FPPP), and originality of the faculty member's performance based upon documented evidence.
 - Evaluate faculty performance based on Retention, Tenure and Promotion (RTP) procedures.
 - Recommend qualified faculty for appointment, retention, tenure, and promotion.
 - Conduct Fifth-Year Evaluation of Tenured Faculty.
 - Implement Range elevation policies and procedures for temporary faculty.
 - Implementing procedures for review of the Department Chair.
- Evaluate a candidate based on the formative or developmental feedback reported in previous performance evaluations prepared by the department chair and/or department personnel committee.
- Assign specific FPPP summary evaluation ratings (Superior, Effective, Adequate, and Inadequate) for each of three areas (Instruction, Professional Growth and Achievement, and Other Contributions to the University and Community) of faculty performance.
- Justify evaluation ratings in each of the areas by referencing specific criteria for performance evaluation.
- Evaluate evidence of candidate contribution to the Strategic Plans and Goals of the Department/Unit, College, and University (FPPP 8).
- Submit a minority report when a committee member does not agree with the majority report.
- Maintain communication with subsequent levels of review throughout the process.

- The Personnel Committee will be available to consult with the Department Chair to review the hiring eligibility of part/full time lecturers (Order of assignments (CBA Article 12.29 & FPPP 5), and review careful consideration of part/full time lecturers (FPPP 8, 9, 10, &11)

B. Membership

The Department Chair may be part of the Committee. Tenured faculty members are eligible to serve on the Committee and there must be a minimum of three members. The Committee may be augmented with faculty from other departments in closely related disciplines when necessary. Each spring semester, the Personnel Committee will determine the maximum number of committee members needed for the next AY per number of faculty review/reports.

All tenured faculty members may serve on the Personnel Committee unless they serve on a personnel committee at a different level within the University. Faculty members on leave for any part of the academic year may serve on the Personnel Committee if elected and they make themselves available for all Committee activities and deliberations during the entire review cycle. Faculty members on the Faculty Early Retirement Program (FERP) may serve if elected and the Dean approves, and they are employed during the entire portion of the review cycle for which the committee is responsible.

In promotion considerations, Personnel Committee members must have a higher rank/classification than those being considered for promotion.

C. Procedures for Committee Selection

1. The tenured and probationary faculty will elect by majority vote the Personnel Committee members including external members when the number of tenured RHPM faculty eligible to serve on the committee is two or less. Upon receiving their permission, faculty may nominate in writing potential external members.
2. The committee shall elect a chair and a secretary from its membership each academic year.
3. The chair of the Personnel Committee is the individual who will deal with any issues regarding actions of the Personnel Committee or assignment of tasks. Unresolved issues will be handled by the Department Chair.
4. All Personnel Committee meetings shall be in executive session (Personnel Committee members only).
5. Minutes shall include: time, place, date of meeting, members present and absent, and action taken. No discussion of deliberations shall be recorded.
6. Faculty under review are responsible for providing the committee with letters from university and community individuals who may write letters that speak to their contributions to the profession, teaching, scholarship, service, and professional growth.
7. The Personnel Committee Chair will assign faculty to conduct classroom visitations of faculty under review and write a report of their observations.
8. Faculty under review may request the Personnel Committee Chair change the faculty assigned to observe their class(es). Faculty under review will submit in writing this request to the Chair of the Personnel Committee. The request and resulting change to another tenured faculty member, if granted, will be reflected in the minutes.
9. Faculty teaching seated classes are required to have Student Evaluations of Teaching in paper format unless the paper option is not available due to University-wide action. In such instances

on-line SETs will be required. On-line and field-based classes can use either format if the course schedule or mode of instruction allows in person SET during the administration period.

10. Probationary faculty are encouraged to request additional faculty, such as mentors or master teachers, to observe their class(es) and to submit a written report(s).
11. Tenured or tenure track faculty members will be interviewed by the Personnel Committee and Department Chair prior to their final deliberation on personnel recommendations.
12. Written minutes of the Personnel interviews for faculty under review will be given to the college office to be placed in their PAF.
13. Once recommendations are finalized, faculty shall receive a written report of their strengths as well as any and all areas needing improvement in their performance. The Personnel Committee shall establish minimum acceptable improvement guidelines in their report and recommend means by which to achieve such improvement
14. Department Chair may participate as members of the Department *Personnel Committee* when the committee is undertaking a *periodic evaluation* or a *performance review* (FPPP 4.1).

D. Regulations

1. Confidentiality is a prerequisite for effective personnel procedure. Any unauthorized discussion of personnel matters, exclusive of policy and procedures, with nonmembers of the Personnel Committee is considered a breach of confidentiality. Any breach of confidentiality will be considered as a violation of professional ethics. In particular, RECOMMENDATIONS from any faculty review process, including PERFORMANCE REVIEWS, PERIODIC EVALUATIONS, and POST-TENURE REVIEWS shall be confidential. Only the affected faculty member, APPROPRIATE ADMINISTRATORS, the President, and the Personnel Committee members shall have access to written Recommendations.
2. Reports and recommendations shall be submitted to faculty under review only in written form.
3. Reports for probationary faculty shall be submitted electronically to the Personnel Committee Chair who will edit, format, and then submit to the College office.
4. Reports for part-time faculty shall be submitted electronically to the Personnel Committee Chair who will edit, format, and then submit to the College office.
5. Abstentions and minority votes must be submitted in writing.
6. Personnel Committee members who generally agree with the evaluations or recommendations, but who wish to submit an additional or alternative analysis and/or interpretation, may submit a concurring report.
7. A quorum consisting of a majority of the Personnel Committee must be present to conduct business.
8. No proxies are permitted.

SECTION V. GENERAL PROVISIONS FULL TIME TENURE TRACK FACULTY

A. Terminal Degree

The terminal degree for tenure and promotion in Recreation, Hospitality, and Parks Management is an earned Doctorate.

B. Procedures

The Department Chair and the Chair of the Personnel Committee shall inform candidates of their need to create and maintain a Dossier (FPPP definitions p.9-15) and inform them of the types of

material to be included. The Department Chair will also provide candidates with a copy of the CV guidelines and template and discuss its use in retention, tenure and promotion. The Department Chair and the Personnel Committee Chair may assist candidates in making certain their Dossier accurately reflect their full performance record. However, ultimately, it is the candidates' responsibility to include all material favorable to retention, tenure, and/or promotion in their WPAF (FPPP 8). Candidates should refer to the FPPP 8 to assure that all required documents are submitted. Those documents shall include a copy of the Department's Personnel Policies and Procedures, their CV, an index of all material in any supplemental dossier, a narrative, and data and interpretation.

C. Evaluation (FPPP 8)

Faculty will be evaluated on their teaching effectiveness as a primary consideration for retention, tenure and promotion. Effectiveness in Professional Growth and Achievement and Other Contributions to the University and Community are required for tenure and promotion. Faculty members are expected to make Contributions to the Strategic Plans and Goals of the Department, College, and University.

1. Instruction

This section includes contributions to the creation and support of innovative, high-quality, student-centered learning environments in the classroom and in the practicum.

As evidence of teaching effectiveness, it is the responsibility of the candidate to submit examples of some combination of the following:

- Formal classroom observations conducted by a faculty member assigned by the Department Personnel Committee Chair
- Audio and /or video tapes or other artifacts of a teaching session submitted by the candidate
- Student Evaluations of Teaching (SETs)
- Course syllabi, examinations, and original instructional materials; text selections
- Self-reflection on the teaching process and individual growth
- Samples of student products achieved as a result of instruction
- Samples of assessment instruments, criteria and methodology

AND/OR

- Reports of formal classroom observations by other colleagues
- Reports from colleagues based on team teaching, and guest lectures
- Evidence of the research base being used for each course

Evidence regarding teaching effectiveness should address the specific Department standards for courses to be considered in the evaluation, and other support materials required by the Department. Even though peer evaluations and SETs are in the candidate's WPAF, the candidate may wish to place a table summarizing these evaluations in the dossier, along with his/her comments and interpretations (FPPP 8)

2. Professional Growth and Achievement

Evidence of professional growth and achievement shall include documentation of involvement in the activities listed below. Growth means movement toward achievement in those areas and is used in retention decisions. Achievements or accomplishments in those areas are used for tenure and promotion decisions. The Department of Recreation, Hospitality, and Parks Management gives recognition to joint and multiple authors.

FPPP 8. Professional Growth and Achievement. The dossier must contain the materials specified by the Department standards. When compiling these materials, the candidate should keep in mind that the quality of these activities is more important than the quantity of activities. The dossier should provide reviewers with the information necessary to make accurate judgments regarding such quality (FPPP 8)

3. Service that contributes to the Strategic Plans and Goals of the Department/Unit, College, University, and Community (also referred to as “Service”).

Faculty under consideration for retention, tenure, and promotion shall be evaluated on their contributions to the Department of Recreation, Hospitality, and Parks Management, the University, the profession, and the community. Evidence of contributions to the Department, College, University, profession, and community shall include an assessment of their scope and breadth in maintaining and improving the quality of university life and the discipline.

“Other materials that would help evaluators assess the candidate’s performance and Service that contributes to the Strategic Plans and Goals of the Department/Unit, College and University and to the Community should be included. When compiling these materials, the candidate should keep in mind that the reviewers will assess the quality as well as the quantity of activities; therefore, this section of the dossier should provide reviewers with the information necessary to make accurate judgments about such quality and quantity. The candidate may add a statement that guides reviewers to the evidence in the dossier that relates to strategic plans and goals. Such activities or achievements may include, but are not limited to, innovations in diversity, sustainability, service learning, civic engagement, and service to the North State (FPPP 8)

See FPPP Section 9, 10, or 11, as appropriate, for additional details on recommended/required dossier contents for temporary, full-time temporary, or probationary faculty.”

SECTION VI. POLICIES FOR RETENTION, TENURE, AND PROMOTION

A. Retention

1. Retention or non-retention of probationary faculty is based an assessment of their performance. This assessment includes a review of qualifications beyond the terminal degree.
2. A review of the established criteria as indicated in “policies for tenure and promotion” shall be made each year to determine faculty progress towards retention and tenure.
3. Retention shall be reviewed as a progression over the six-year cycle towards achieving the instructional skills, professional growth and development, participation in university service, and the contribution to development and maintenance of the Department of Recreation, Hospitality, and Parks Management.

4. In order to be recommended for retention, faculty must be rated at least “adequate” in all three areas and show improvement as they progress towards tenure.
5. By year three instruction must be at least “effective.” If by year three instruction is not deemed at least “effective” the committee will recommend non-retention barring clearly extenuating circumstances.

B. Early Tenure and Promotion

According to the FPPP (10.5), probationary faculty can make a written request for consideration for early tenure and/or promotion prior to meeting the required years of service. They must meet the requirements of exceptional for promotion and for a special case for tenure, in addition to having a rating of “Superior” in all three areas of evaluation. In considering the uniqueness of special case for early tenure/accelerated promotion, the standard applied is at a much higher level than expectations for “on time” tenure and promotion. The greater the divergence from “normal time in service,” the more evidence is required to determine superior ratings in all three areas of review.

C. Tenure and Promotion to Associate Professor

1. Faculty will normally possess tenure or be awarded tenure simultaneously.
2. Time in rank, including credit for prior year(s) of service, is normally expected to follow the guidelines of the University FPPP and CBA documents.
3. A minimum rating of “Effective” in all three areas as described below:

TEACHING:

While student evaluations of teaching are an important indicator of effective teaching, many factors can influence these scores. SET score ranges listed for all the rating areas below are the desired range of scores for each area, and in some cases candidates can achieve the rating area without falling in the range listed. Candidates are encouraged to explain why their scores fall outside of the desired range if they believe there are factors that will help those reviewing their file to more completely understand the true quality of their teaching. In general, scores should show improvement over time and should be supported by positive comments on the qualitative portion of the SETs.

For an Adequate rating, the candidate must meet the following criteria:

An overall rating of “adequate” is the minimal level of achievement for retention, but it is insufficient to justify the awarding of tenure and/or promotion.

- Average student ratings (SET) for overall score of 3.0 and above (Per CBA, SET ratings cannot count for more than 25% of the overall evaluation of teaching for retention, tenure, promotion purposes)
- Overall effective peer evaluations

For an Effective rating, the candidate must meet the following criteria:

- Average student ratings (SET) for overall score of 3.5 and above (not to count for more than 25%)

- Evidence of having considered student feedback
- Overall effective peer evaluations
- Demonstrated currency in the field

The following activities will also be considered in reviewing teaching effectiveness at an “effective” level:

- Lead on a course
- Developed a new course
- Redesigned a course
- Facilitated specialized training
- Chaired or supervised thesis, project, or independent study
- Connected research to teaching and practice
- Two or more new course preps in a year

For a Superior rating in teaching, the candidate must be able to demonstrate achievement that is substantially above what is expected for an Effective rating and Average student ratings (SET) for the overall quality of teaching in the class. Peer evaluations should reflect that a majority of items are ranked as “superior”.

PROFESSIONAL GROWTH AND DEVELOPMENT:

An overall rating of “adequate” is the minimal level of achievement for retention, but it is insufficient to justify the awarding of tenure and/or promotion. **Professional Growth and Development activities and products shall be relevant to RHPM.**

For an Adequate rating, the candidate must meet at least **one** of the following criteria per academic year, and the activity or product shall be related to RHPM:

- Work in progress: manuscripts or ongoing data collection
- Presented at a local/regional conference or meeting
- Submitted an internal grant

AND

The candidate must meet at least **one** of the following criteria, on average per academic year, and the activity or product shall be related to RHPM

Section A

- Author or coauthor of a published book
- Author or coauthor of two published articles in refereed journals
- Author of two published book chapters
- Secured an external grant and author or co-author of an article in a refereed journal

- Secured an external grant and author or co-author of a book chapter

For an Effective rating, above what is expected for an “Adequate” rating the candidate is required a minimum of **five points** from the following criteria (Section B) per academic year, and the activity or product shall be related to RHPM. A minimum of **two** of the following five areas is required for an **Effective rating per academic year**. Contributions with extraordinary merit may be allocated additional points.

Section B

Area 1. **One** point:

- Presented at a local/regional (multi-state) conference or meeting
- Active in a professional organization
- Presented at poster session at a state, national or international conference
- Work in progress: manuscripts submitted or ongoing data collection
- Reviewed article for a publisher or journal
- RHPM related article in a newspaper or magazine
- Citation/quotation in article in the news media or industry media (excluding press releases)
- Submitted an internal grant (unfunded)

Area 2. **Two** points:

- Accepted or presented a peer reviewed paper at a national or international conference
- Authored a book review
- Member of a journal editorial board
- Secured an internal grant
- Submitted an external grant (unfunded)

Area 3. **Three** points:

- Developed a film or other non-print media that is peer-reviewed or nationally recognized
- Chapter in a book (above the required for adequate)
- Secured an external grant

Area 4. **Four** points:

- Edited a book
- Publication in a peer reviewed journal (above the required for adequate)

Area 5. **Five** points:

- Authored a book (above the required for adequate)

For a Superior rating in Professional Growth and Development, the candidate must be able to demonstrate achievement that is substantially above what is expected for an Effective rating.

SERVICE THAT CONTRIBUTES TO THE STRATEGIC PLANS AND GOALS OF THE DEPARTMENT/UNIT, COLLEGE, UNIVERSITY, AND COMMUNITY (ALSO REFERRED TO AS “SERVICE”):

An overall rating of “adequate” is the minimal level of achievement for retention, but it is insufficient to justify the awarding of tenure and/or promotion. **To receive a rating of Adequate**, individuals must meet all of the following criteria per academic year:

- Attend and participate in Department meetings/events
- Serve on at least one Department committee for at least one year
- Be actively engaged in providing advising to their assigned advisees
- Demonstrate a willingness to work collaboratively and productively with department colleagues, including completing assignments in a timely fashion (If this standard is met at a satisfactory level, the Department need not address it in the RTP report and recommendations.)

To receive a rating of Effective individuals must meet all the activities for Adequate, plus the following per academic year:

- Demonstrate active participation in faculty meetings and on committees, which could include at least **one** of following activities:
 - Serve on College committee(s)
 - Work on project(s)
 - Develop or revise policy
 - Write or revise report(s)
 - Complete a report/document related to accreditation or a similar process
 - Staff tables at various events such as admitted student preview day/recruitment/lobby days
 - Other activities that demonstrate engagement and active participation

AND

- Serve on at least one University or community-based Committee

AND

At least **three** of the following additional activities per academic year:

- Advisor or co-advisor of a student organization
- Serve on a RHPM related community or professional board
- Involve students in a University or community effort outside of a class assignment
- Hold an appointment or be an officer in a RHPM related organization
- Contribute to Department or College outcome assessment development and evaluation
- Demonstrate additional contributions to the Strategic Plan of the University
- Serve as chair of a Department of RHPM or CME committee

- Give guest lectures
- Provide trainings
- Chair an independent study, thesis project, or serve on more than one master's thesis committee
- Provide RHPM expertise to organizations, agencies, clients, communities and/or groups
- Speak at community events/meetings
- Other activities that the individual can demonstrate that provides a service to students, the Department, the college, the University, or community

To receive a rating of Superior individuals must be able to demonstrate achievement that is substantially above what is expected for an Effective rating.

D. Promotion to Full Professor

1. Clear evidence of teaching effectiveness as well as demonstrated achievement and potential for growth in all three areas of evaluation are required.
 - a. Teaching: Positive SET scores (see scores for an "Effective" rating for tenure/promotion to Associate Professor), positive peer evaluations, and evidence of involvement in the curriculum development process and/or individual course development are required.
 - b. Professional Growth and Development: Faculty will have demonstrated substantial professional growth, achievement and recognition at and/or beyond the University itself. At a minimum this includes a record of achievement beyond that required for tenure and promotion to Associate Professor.
 - c. Service that contributes to the strategic plans and goals of the department/unit, college, university, and community (also referred to as "service").
 - d. Faculty must demonstrate at least an effective record of other contributions to the University and Community, meeting the requirements noted above for tenure and promotion to Associate Professor, plus a demonstrated record of increasing leadership at some level in the University, community or profession. The Department recognizes that not all service activities are equal in terms of workload, and will evaluate the quality, duration and effectiveness of the service given.
2. To some extent, exceptional performance in one area of review may compensate for lesser contributions in other areas of review (FPPP 10.1.3).
3. The Personnel Committee will take note of the normal time in rank as one criterion.

SECTION VII. EVALUATION OF TENURED FACULTY

For the purpose of maintaining and improving a tenured faculty member's effectiveness, tenured faculty shall be subject to periodic evaluations at intervals no greater than 5 years. Please refer to FPPP 11 and data gathering details in FPPP 8.

A. Committee Membership

1. The Committee for the evaluation of tenured faculty shall be selected from the Department Personnel committee and shall be elected according to the guidelines in the FPPP 11.
2. Faculty members from outside the Department, but in closely related disciplines, may serve on the committee.

B. Procedures

1. Candidates under review will submit current curriculum vitae and all pertinent data for the evaluation of teaching and currency in the field, scholarship and creativity, contributions to the Department of Recreation, Hospitality, and Parks Management and its programs, and service to the University by the deadline established during the review cycle year. Please see FPPP 11 for further information.
2. Other responsibilities identified in the CBA and deemed relevant to the position should also be evaluated.
3. After assessing the data but prior to writing the report, the committee shall interview candidates to clarify any unresolved questions. The report from the Department Personnel Committee shall be completed and forwarded to the Dean in accordance with the CSU FPPP Schedule.
4. The Committee Chair and the Dean will meet with the faculty under review to discuss the faculty member's performance.
5. The Dean may initiate additional evaluations of tenured faculty can be initiated by the Dean per FPPP 11.

SECTION VIII. HIRING AND EVALUATION OF LECTURERS: TEMPORARY FACULTY

A. Hiring

The Department of Recreation, Hospitality, and Parks Management maintains the following criteria as the basis for employment in a temporary position. Additionally, the Department will comply with university policies of Affirmative Action. All temporary hiring is anticipated to be in direct response to probationary or tenured faculty on leave, released time, assignment elsewhere in the University, or the lack of qualified tenure track or tenured faculty to fill an anticipated vacancy.

The Department Chair will consult with Option Coordinators regarding hiring of temporary faculty for their respective options. The order of assignments of available work is based on CBA 12 & FPPP 5.2.

1. Candidates seeking to teach RHPM courses must possess either a master's degree in a closely related discipline and have at least two years professional experience, or have extensive professional experience in a related field
2. Disciplinary specialties, skills, and flexibility that coincide with current and future needs of the undergraduate and graduate programs as outlined by the Department of Recreation, Hospitality, and Parks Management will be considered.
3. Evidence of an ability to communicate effectively orally and in writing is essential.
4. Potential for and commitment to professional RHPM activities and professional growth is expected of temporary faculty.
5. Evidence of the human relations skills necessary to work effectively with students and colleagues is essential.
6. Placement in the temporary pool will be based on applicants' resume, application, and satisfactorily meeting the minimum requirements. The application process is open year-round. See CBA 12, FPPP 5.2 for further information.

B. Procedures

The Department Chair and the Chair of the Personnel Committee shall inform candidates of their need to create and maintain a Dossier (FPPP definitions p.10) and inform them of the types of material to be included. The Department Chair or the Personnel Committee Chair will also provide temporary faculty with a copy of the CV guidelines and discuss its use in evaluation. In addition, the Department Chair or the Personnel Committee Chair shall inform the temporary faculty of their rights and responsibility, health benefits, sick leave, pension plans, and department policies on advancement and evaluation (FPPP 5).

The Department Chair and the Personnel Committee Chair will assist temporary faculty in making certain their Dossier accurately reflect their full performance record. However, ultimately, it is the temporary faculty's responsibility to include all materials favorable to their evaluation in their WPAF (FPPP 7). Temporary faculty should refer to the FPPP to assure that all required documents are submitted. Those documents shall include a copy of the Department's standards, their CV, an index of all material in any supplemental dossier, a narrative, and support material. All relevant evidence or documentation in a dossier needs to be prepared following the directions in Appendix __

1. Each *temporary* faculty member ineligible for nor currently holding a three-year appointment will undergo an annual review for the initial two personnel cycles of his/her appointment, followed by biennial rather than annual reviews. This requirement may be waived for *temporary* faculty who are in their first semester of employment as described in CBA Article 15. At the discretion of the Personnel Committee, Department Chair, or upon the candidate's petition, a review may be scheduled in a year succeeding an annual or biennial review. The evaluation shall consider the faculty member's work performance since the individual's initial date of appointment or since the last evaluation, whichever is more recent (FPPP 9).
2. All *temporary* faculty members eligible for an initial three-year appointment pursuant to CBA Article 12 shall be evaluated in the academic year preceding the issuance of the initial three-year appointment. The evaluation shall consider the faculty member's cumulative work performance during the entire six or more years of consecutive service on the same campus that make up the qualifying period for the initial three-year appointment (FPPP 9).
3. When the *Appropriate Administrator* determines, based on the *personnel action file*, that an eligible *temporary* faculty member has performed in a satisfactory manner, and absent documented serious conduct problems, an initial three-year appointment shall be offered. Otherwise, an initial three-year appointment shall not be offered and the reasons for this determination shall be reduced to writing by the *Appropriate Administrator* and placed in the *personnel action file* (FPPP 9).
4. All *temporary* faculty members holding three-year appointments and eligible for subsequent reappointment pursuant to CBA Articles 12 and 15, shall be evaluated in the third year of their appointment and may be evaluated more frequently upon the request of either the employee or the President (or designee). The evaluation shall consider the faculty member's cumulative work performance during the entire preceding three-year period (FPPP 9.1.4.d).

5. When the *Appropriate Administrator* determines, based on the *personnel action file*, that a *temporary* faculty member already holding a three-year appointment has performed in a satisfactory manner, and absent documented serious conduct problems, a subsequent three-year appointment shall be offered as long as there is sufficient work. Otherwise, a subsequent three-year appointment shall not be offered and the reasons for this determination shall be reduced to writing by the *Appropriate Administrator* and placed in the *personnel action file* (FPPP 9.1.4.e).

C. Evaluation

The Department of Recreation, Hospitality, and Parks Management maintains the following criteria as the basis for evaluation for a temporary position and follows the guidelines established in the CBA 15.23- 15.27 and FPPP 9.1.

1. All temporary faculty members will undergo an annual review and classroom observation for the initial two personnel cycles, followed by biennial reviews. If candidates' course assignments change, the review process returns to the initial two-year annual review followed by either an annual or biennial review cycle. At the discretion of the Personnel Committee, Department Chair, or upon the candidates' petitions, a review may be scheduled in a year succeeding an annual or biennial review.
2. All temporary faculty members will participate in the normal Student Evaluation of Teaching (SETs) process for all classes taught.
3. At the beginning of each personnel cycle or semester of appointment and in accordance with FPPP 9.1.2.d, the Personnel Committee shall notify temporary faculty of their responsibility to (a) update their Dossier and their curriculum vita, each academic year they are employed, and (b) submit these documents annually to the Department of RHPM for review by the Department Personnel Committee, regardless of whether they are scheduled for review during that cycle.
4. The Department Chair and the Chair of the Personnel Committee shall review with faculty the criteria for evaluation and for the classroom visitation that will take place prior to the 11th week of the first semester of their appointment each academic year or semester of appointment.
5. Temporary faculty have a responsibility to review materials in their personnel action files (in the Dean's Office) and provide supplementary materials for their evaluations in the Temporary Faculty Dossier. The dossier must be submitted to the Recreation, Hospitality, and Parks Management Office (Yolo 173) by the designated fall or spring evaluation date (on or before the Friday immediately preceding final exams).
6. The Department Personnel Committee shall submit reports to the candidates through the College Office. The chair of the Personnel Committee will submit the report to the Dean for review and entry into the Working Personnel Action File (WPAF). The report shall contain a written evaluation of teaching effectiveness and a statement addressing whether the teaching performance is satisfactory.
7. The Department Chair and the Personnel Committee Chair will assist temporary faculty in making certain the dossier reflects accurately the full performance record. However, it is the temporary faculty's responsibility to see that all materials favorable to continued consideration for employment, or range elevation are included in their file.
8. Temporary faculty personnel files shall be completed and officially due in time for the University Review Cycle. The Chair of the Department Personnel Committee and the faculty member under review must both sign off that the file is complete.

D. Criteria

Temporary faculty will be evaluated according to the professional standards of the disciplines in which they are appointed and as defined by the Department/Unit as appropriate to their work assignments.

1. Teaching effectiveness shall be the primary criterion for evaluating all temporary faculty regardless of their time-base. Three criteria will be to use evaluate teaching effectiveness: 1) peer evaluations, 2) Student Evaluation of Teaching, and 3) supplemental evidence.

Evaluations of teaching performance, for those who teach. Student evaluations of teaching shall be used but shall not weigh excessively in the overall evaluation of teaching performance and shall not be used to determine a candidate's knowledge of his/her discipline. Consequently, it is in the candidate's best interests to carefully provide supplemental evidence in a manner that allows evaluators to accurately assess teaching performance. The candidate must diligently provide meaningful evidence of teaching performance consistent with the candidate's *Range* classification and teaching responsibilities. At least one classroom visit resulting in a peer evaluation of teaching performance shall take place each review year. At the discretion of the Personnel Committee, Department Chair, or upon the candidate's petition, a classroom visit resulting in a peer evaluation of teaching performance shall occur more frequently, (FPPP 9.1.c.1 & Appendix I).

2. Other Activities, including Professional Growth and Achievement

Temporary faculty in exclusively instructional assignments are evaluated only on their teaching assignments.

Evaluation of performance related to any other work assignment(s), besides teaching, as applicable. As there is no common basis for evaluating non-teaching work assignments, non-teaching assignments will be specified in the appointment letter along with clear expectations for satisfactory performance of these assignments. If the candidate receives release time, he/she must provide supporting evidence of achievement related to non-teaching work (FPPP 9.1.2.c.2).

- a. Evaluation of any activities by the faculty member that support currency appropriate to the individual's appointment. Activities supporting currency in the discipline are defined by the Department/Unit. A variety of means may be used to support currency, including, but not limited to, continued education, research (broadly defined, including applied research in education), scholarship, and other creative and professional activities. Expectations for activities supporting currency must be consistent with the candidate's *Range* classification and responsibilities (FPPP 9.1.2.c.3).

- b. Evaluation of any other activities or achievements related to the individual's work assignment(s) that provide a positive contribution to the University. Such activities or achievements may include, but are not limited to, innovations in diversity, sustainability, service learning, and civic engagement (FPPP 9.1.2.c.4).

- c. The chair of the Department/Unit Personnel Committee shall notify the temporary faculty at the beginning of each personnel cycle that it is the responsibility of the faculty member to update his/her personnel file and supporting materials on an annual basis regardless of whether the faculty member is scheduled for review during that cycle (FPPP 9.1.2.d).

SECTION IX: APPENDICES

Appendix I: Temporary Faculty Dossier

You are asked to submit an updated Dossier each year when being reviewed, so that the Personnel Committee can write your Periodic Evaluation Report. The Personnel Committee requests that you submit the following information in your dossier and supplemental binder. After you have developed your first dossier, you can then update information that is relevant since your LAST report. Please note that “updated” and “current” means all elements of the Dossier (including the CV) include the most recent teaching and/or professional experiences that are to be considered in evaluations since the last review date to the dossier due date.

The report is made up of the following areas and to aid the committee in performing evaluations, all lecturers are asked to provide specific information needed, as noted below.

1. The Temporary Faculty Dossier should contain the following items per FPPP 8.1.3.e in a 3 ring-binder no more than 3”:
 - ◆ A copy of the Department RTP Standards
 - ◆ An updated curriculum vita/resume
 - ◆ A narrative
 - A philosophy of teaching statement
 - A statement of your teaching effectiveness
 - A summary of SETs (both quantitative scores and qualitative comments)
 - The overall means across the main areas of evaluation (A-I) for each course.
 - The candidate may want to calculate an Overall Mean for certain areas across semesters for the same class.
 - A brief summary of written comments, indicating themes, both positive and any concerns or problems voiced by students.
 - A statement reflecting SET scores and comments, specifically noting strengths and weakness areas, as well as including specific plans for improvements in weaker areas.
 - Submit SET results for the classes taught since the last report; however, candidate can also include past SET results if desired.
 - Peer evaluation report(s)
 - The candidate should include the following in the dossier (see current FPPP) as needed and relevant (be judicious), all items should be current and updated for the courses they are currently teaching or taught since the candidates’ last report:
 - Syllabi for each course taught
 - 1-2 assignments, grading rubrics, or PPT presentations for each course taught
 - Copies of current course material
 - Sample graded tests
 - Samples of evaluated student papers and/or projects

- Descriptions of student-centered learning activities, and/or student outcome assessment plans, materials and results
- Description/evidence of curriculum and program development (e.g., new courses and programs).
- (Based on individual contract) Performance in Non-Teaching Work Assignments. Address any work details specified in job description or appointment letter and/or provide evidence of performance in any area of work assignment other than teaching.
- (Optional) Currency in the Field & Professional Activity: (please list any activities that are applicable)
 - Presentations made
 - Publications
 - Workshops/Conferences attended
 - Other activities to maintain currency and knowledge
 - Professional organization membership
 - Community involvement
- (Optional) Service that contributes to the Strategic Plans and Goals of the Department/Unit, College, University, and Community - please list departmental or university activities participated in besides current classes that represent positive assistance to the department or university.

Appendix II: Definitions

Note: Terms defined here often appear in the text in italics, e.g., *range*. APPOINTING AUTHORITY

The President of the University or the designee empowered to make appointments to positions on the faculty or staff. For faculty it is the Dean of a College or his/her equivalent in other academic units.

APPROPRIATE ADMINISTRATOR

An employee serving in a position designated as managerial or supervisory by the Public Employer-Employee Relations Board (PERB) and designated by the President for a particular purpose. Administrative responsibilities, however, may be delegated to Department chairs or other employees in bargaining units.

BOOK (or PUBLISHED BOOK)

A book published by an established, reputable publishing house (e.g. Random House, HarperCollins), academic publisher (e.g. Routledge, Elsevier), university press, or academic press. A self-published book does not qualify as a book within these standards.

COLLECTIVE BARGAINING AGREEMENT (CBA)

Collective Bargaining Agreement, also known as MOU, Contract or Agreement. It is an agreement between the Trustees of the California State University and an exclusive representative of a unit of employees' union.

COLLEGE

For the purposes of this document, *College* also refers to School or Unit for Schools or Units that function like Colleges.

CURRICULUM VITA

The *curriculum vita* is a comprehensive summary of the faculty member's academic and professional history.

DEAN

For the purposes of this document, "*Dean*" also refers to a "Director" of a School or Unit for Schools or Units that function like Colleges.

DEPARTMENT/UNIT

The *Department/Unit* is the basic administrative entity to which faculty are assigned. Herein, the phrase for this entity is also "Department."

DISCIPLINE

Also known as “disciplinary action.” The imposition of suspension without pay, demotion, or dismissal for cause. Written reprimand and suspension with pay are not disciplinary.

DOSSIER

The professional file kept by each faculty member. It contains data in the possession of the faculty member that provide evidence of *professional activity*, which are *indexed* and submitted to the *working personnel action file* (see definition below) in those cycles in which the member is being formally evaluated or reviewed. After the review period is complete, the *index* will be placed in the PAF with the evaluative *reports*, maintaining the link between the *dossier* and the *personnel action file* (or PAF).

EM

See “Executive Memorandum” below.

EMERITUS STATUS

An honor bestowed on a retired faculty member by the President upon *recommendation* of the appropriate *department/unit*. It confers rights and privileges specified in the *Emeritus Status* section of this document.

EQUIVALENCY

Attainment judged by the faculty of a discipline to be equivalent to possession of the terminal degree normally required for tenure and/or promotion in that discipline.

EVALUATION

Either a *periodic evaluation* or a *performance review* (see their respective definitions below).

EVALUATION CYCLE

The sequence of events involved in an evaluation conducted within a particular academic year. (See *RTP Deadline Calendar*).

EXECUTIVE MEMORANDUM

A memo issued by the campus President, which creates or updates formal campus policy. The memo is the policy document. Referred to as EM or EMs (plural) for short.

FACULTY PERSONNEL POLICIES AND PROCEDURES (FPPP)

GRIEVANCE, CONTRACT

An officially filed allegation by a faculty member or the exclusive representative of the faculty that there has been a violation, misapplication, or misinterpretation of a specific term or specific terms of a collective bargaining agreement that has resulted in a direct wrong to the grievant.

GRIEVANCE, FACULTY STATUS

A filed appeal of a negative decision on *retention*, award of tenure, or promotion. Also known as Faculty Status Dispute.

INDEX

A list of those materials prepared by the faculty unit employee for *periodic evaluation* or *performance review* that is placed in the *working personnel action file* (WPAF). That *index* is permanently placed in the *personnel action file* (PAF) which results in materials for evaluation submitted by a faculty unit employee to be incorporated by reference to the *personnel action file* (the only official personnel file containing employment information and information that may be relevant to personnel *recommendations* or personnel actions regarding a faculty unit employee).

JOURNAL (or REFEREED JOURNAL)

A peer-reviewed journal that is published by a well-established academic publishing company (e.g. Elsevier, Taylor & Francis, Cognizant), university, or industry association (e.g. TTRA, NRPA, ICHRIE). Journals that are classified as “predatory journals” or “pay to play” journals shall not be considered as referred journals.

LAYOFF

A separation of an employee from service where there exists, on a particular campus, a lack of work or lack of funds, or a programmatic change (see also CBA 38.1).

LAYOFF, UNIT OF

An academic *department* or equivalent unit.

LEAVE, DIFFERENCE-IN-PAY

A paid leave for which the compensation is equal to the difference between the faculty member's salary and the minimum salary of the instructor rank. For a librarian faculty unit employee, the compensation is the difference between the librarian faculty unit employee’s salary and the minimum salary of the assistant librarian rank at the comparable time base. The salary for a difference-in-pay leave for a counselor faculty unit employee is the difference between the counselor faculty unit employee’s salary and the minimum salary of the instructor rank at the comparable time base.

LEAVE, SABBATICAL

A paid leave for which the compensation is full salary for one term or half-salary for an academic year.

LECTURER EMPLOYEE

The class to which *temporary* faculty unit employee appointments are made, in contrast with the rank designations to which *probationary* and tenured faculty are appointed, such as Assistant Professor, Associate Professor, and Professor. The *Lecturer* class is subdivided into *ranges*.

LEVEL OF EVALUATION/ LEVEL OF REVIEW

A stage in a *periodic evaluation* or *performance review* logically corresponding to the existing hierarchical organizational structure of California State University, Chico. Three *levels of evaluation* exist: (1) Department, (2) College, and (3) University. Written *reports* and/or *recommendations* requiring the examination of the *working personnel action file* may originate within each *level of evaluation*. For the purposes of this document, the *Department level of evaluation* shall consist of the *Department Personnel Committee* and the *Department Chair*; the *College level of evaluation* shall consist of the *College Personnel Committee* and the *College Dean*; the *University level of evaluation* shall consist of the *President* and/or the *President's designee*.

PART-TIME FACULTY UNIT EMPLOYEE

Temporary faculty unit employees who have appointments of less than a full-time (1.0) position.

PARTICIPATORY RIGHTS

The right to be notified of, attend, and discuss and make motions at, and otherwise engage in, faculty meetings. Does not include the right to vote, which is covered elsewhere in this document and the Constitution of the Faculty of CSU, Chico.

PERFORMANCE REVIEW

The process of evaluating faculty for *retention*, tenure, or promotion that leads to formal *reports*, *recommendations*, and notices of results.

PERIODIC EVALUATION

The process of evaluating faculty on the basis of *temporary* service, *probationary* service in a year when *retention* is not an issue, and service as a tenured faculty member. *Periodic evaluations* stress developmental issues and focus on plans for improving a faculty member's effectiveness. The written *report* does not contain formal *recommendations* regarding *retention*, tenure, or promotion.

PERSONNEL COMMITTEE

Committee that makes *recommendations* on appointment, *retention*, tenure, promotion, leaves of absence, or other actions, which may result in a change of employment status for an individual faculty member.

PERSONNEL ACTION FILE (PAF)

The *personnel action file* shall be defined as the one (1) official personnel file for employment information and information that may be relevant to personnel *recommendations* or personnel actions regarding a faculty unit employee. For each faculty unit employee, the President shall designate an office in which the *personnel action file* shall be maintained and shall designate a custodian for the *personnel action file*. It is the intent of the CSU to maintain accurate and relevant *personnel action files*. There may be copies of materials contained in the official file in other working files for the convenience of the employer. Only the official *personnel action file* may be used as the basis of personnel actions. The Dean is the custodian of the PAFs of faculty in his/her College and the PAFs are maintained in the office of the College Dean. (See also *working personnel action file* below.)

PERSONNEL PLAN

The portion of each academic unit strategic planning document that details the personnel needs of the unit in relationship to its program.

PROBATIONARY FACULTY UNIT EMPLOYEE

Also known as “tenure track faculty.” Faculty earning credit toward the award of tenure within the criteria, standards, policies, and procedures of the University.

PROFESSIONAL ACTIVITY

A technical term employed to describe any activity or participation that contributes to an instructor's development of currency in the subject matter taught and in instructional technology appropriate to the assignment of a *temporary* faculty member as defined by academic department standards and criteria. It is to be distinguished from “professional growth and achievement,” which must also encompass research and scholarship that contributes to the knowledge base of the instructor's discipline or to the effective operation of professional organizations of scholars.

RANK ORDER

A numerical listing of candidates for an academic award on the basis of relative merit, e.g., 1 through 8 with 1 representing the highest relative merit in the group *rank ordered* and 8 the lowest.

RANGE

The term used to designate subdivisions of the *Lecturer unit employees* that denote placement of *temporary faculty unit employees* on the salary schedule. *Ranges* correspond to the academic ranks of *probationary* and tenured faculty as follows:

A Range (also designated as 2) corresponds to Instructor Rank

B Range (also designated as 3) corresponds to Assistant Professor Rank *C Range* (also designated as 4)

corresponds to Associate Professor Rank *D Range* (also designated as 5) corresponds to Professor Rank

RATING

The outcome of the process by which candidates for promotion are graded at all *levels of evaluation* in the categories of Instruction, Professional Growth and Achievement, and Other Contributions to the University. Recognized *ratings* are “inadequate,” “adequate,” “effective,” and “superior.” The use of hyphenated *ratings* (e.g., “effective-to-superior”) is NOT permissible.

RECOMMENDATION

The expression of the wish of a reviewer of any level as to the action being considered; an explicit indication of an action said to be justified on the basis of relevant criteria and evidence.

REPORT

A written discussion of evidence submitted as a basis for a personnel action, including description and judgmental conclusions arising from such evidence.

RETENTION

The decision or action to retain a *probationary* faculty unit employee, normally for one or two years during their *probationary* period following a *performance review*. REVIEW CYCLE

The sequence of events involved in an evaluation or review conducted within a particular academic year. (See RTP Deadline Calendar.)

RTP

The *retention*, tenure, and promotion process, including *periodic evaluations* and *performance reviews*, for *temporary faculty unit employees* and tenure line faculty unit employees. RTP DEADLINE

CALENDAR

A calendar of deadlines for the submission of *reports* and *recommendations* from each *Personnel Committee*, Department Chair, and College Dean. It is provided by the Provost (or designee) by the beginning of each Fall semester (See Appendix III).

SENIORITY POINTS

An accumulation of credits based on service at the University from the beginning of continuous service. The rate of accumulation is 12 credits or points for a full year of full-time service or an appropriate proration for *part-time* service. These would be applied in the event of *layoff* of tenured faculty.

SUBSEQUENT APPOINTMENT; SUBSEQUENT EMPLOYMENT

A specialized term to be used for the hiring of *temporary faculty unit employees* for additional periods of employment.

TEMPORARY FACULTY UNIT EMPLOYEES

Faculty with appointments with a specified termination date, whether full-time or part-time.

TERMINAL YEAR (TERMINAL NOTICE YEAR)

A final year granted to a *probationary* faculty member who has served more than two years of probation and has been denied *retention* or award of tenure.

UNIVERSITY EMPLOYMENT STATUS FILE SUBDIVISION

A file maintained in the University Personnel Office that contains records of such matters as payroll status, deductions, dependents for tax purposes, health and dental insurance, retirement benefits, etc.

WORKING PERSONNEL ACTION FILE (WPAF)

The *personnel action file* (PAF) and *dossier* are combined during the time of evaluation to create the WPAF. The *working personnel action file* is the file specifically generated for use in a given *evaluation cycle*. It includes all required forms and documents, all information specifically provided by the employee (*dossier*) being evaluated, and information provided by faculty unit employees, students, and academic administrators. It also includes all faculty and administrative level evaluation *recommendations* from the current cycle, and all rebuttal statements and responses submitted. Because the PAF is part of the WPAF.

Appendix III: Classroom Visitation Summary Form

• Note to Department Personnel Committee:

Please attached this form to the DEPARTMENT CLASSROOM VISITATION FORM.

The Department obtains signatures and provides a copy of the Classroom Visitation Summary to the faculty member visited. The Classroom Visitation Summary must be submitted to the personnel file (via College Office) before the file has been closed.

COLLEGE OF COMMUNICATION AND EDUCATION

CLASSROOM VISITATION SUMMARY

FACULTY MEMBER

VISITED/OBSERVED: _____

DEPT: RHPM

COURSE # AND TITLE _____

INSTRUCTIONAL MODE AND # OF STUDENTS : _____

CLASSROOM VISITATION DATE: _____ **AND TIME:** _____

VISITATION MADE BY: _____

Visitor/Observer's Name

Signature

I HAVE READ THE ATTACHED CLASSROOM VISITATION SUMMARY AND UNDERSTAND THAT IT WILL BE PLACED IN MY PERSONNEL FILE.

Signature

Date

Distribution:

Department provides copy to faculty member being reviewed

Original copy is attached to this form and submitted to the College office for personnel file.

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white

Appendix IV: Peer Teaching Report

PEER TEACHING REPORT

Name of faculty member being reviewed: _____

Reviewer's name: _____ Rank: _____

Course # and title: _____

Observed at: _____

I. In order to provide a context for your subsequent and more particular evaluations and comments, please give a brief (2-3 sentence) **description of the content and activities** for the instructional period observed.

II. A. How would you rate the **organization** of the instructor? (Was the objective for the class session clear? Was the material well organized? Did the class flow logically and smoothly to cover the topic?)

Ineffective Minimal Adequate Effective Superior

Comments:

B. How would you rate the **preparation** of the instructor? (Were materials ready at the beginning of class? Were materials prepared to support the topic? Were summary or concluding statements made?)

Ineffective Minimal Adequate Effective Superior

Comments:

C. How would you rate instructor's **time management** in the class? (Was the instructor punctual? Did the class begin and end on time? Was significant educational information covered? Was the significance of the information explained? Were materials and illustrations used to help students understand and remember the material?)

Ineffective Minimal Adequate Effective Superior

Comments:

III. How would you rate the instructor's **ability to create a classroom atmosphere that is conducive to learning?**

Ineffective Minimal Adequate Effective Superior

Comments:

IV. How would you rate the instructor's presentation for:

A. **Clarity**

Ineffective Minimal Adequate Effective Superior

Comments:

B. **Delivery**

Ineffective Minimal Adequate Effective Superior

Comments:

C. Interaction between the students and the instructor based on:

1. **Frequency of interaction.**

Ineffective Minimal Adequate Effective Superior

Comments:

2. **Encouragement of understanding** by the instructor.

Ineffective Minimal Adequate Effective Superior

Comments:

3. **Integration of interaction** into the lecture.

Ineffective Minimal Adequate Effective Superior

Comments:

V. **Communication skills** (verbal and visual presentation; participator activities).

Ineffective Minimal Adequate Effective Superior

Comments:

VI. Based on my observations of this instructor on this particular day, **I judge the instructor's teaching to be:**

Ineffective Minimal Adequate Effective Superior

Comments:

Reviewer's signature _____ Date submitted ____

Faculty member being reviewed: I have received a copy of this document and understand that it will be placed in my Personnel file.

Printed name: _____ Signed: _____ Date: _____