

DEPARTMENT OF ACCOUNTING AND FINANCE
APPLICATION OF CRITERIA TENURED AND TENURE-TRACK FACULTY

Preamble

The purpose of the evaluative process is to fairly assess the performance of professional duties in line with established university policies and criteria. The degree of effectiveness of performance of the tenure-track faculty member will be evaluated in the areas of teaching/performance of primary duties, research/creative activity and service activity. Further, it is recognized that student success is the basis for our professional well-being.

I. Categories of Materials and Activities Considered Appropriate by Performance Area and Relative Importance of Material Activities.

The areas upon which the criteria for personnel recommendations and decisions relating to faculty members are based shall be teaching/performance of primary duties, research/creative activities, and service.

To facilitate the faculty professional development process and to better align the DAC to the University Strategic Plan, the Professional Development Plan, PDP (Refer to Appendix G) can be used as an option by faculty and the Chairperson as a communication and development tool. The faculty member is in no way obligated to complete the PDP. Under this option, the PDP can be used in the beginning of the annual review process and submitted along with the faculty's portfolio, as governed by the Academic Personnel University Timetable. This document may be used as an optional tool in the professional development process and in no way replaces or adds to the assessment process set forth in this DAC and Article 19 of the Contract.

The faculty member being evaluated must prepare an evaluation portfolio, which includes an updated vita and other evidence including year-longs for the evaluation period to document involvement with the categories of materials and activities listed below in the three evaluation areas. The evaluation portfolio must reflect ALL syllabi during any given evaluation period. The evaluation portfolio is to be submitted to the Department Chairperson at the time designated in the University schedule for personnel actions. Personnel recommendations will be made in consideration of evidence submitted in the faculty member's evaluation portfolio and materials described in the appropriate article of the AGREEMENT,

The following are terminal degrees within the Department of Accounting and Finance (all degrees must be earned at an accredited institution):

1. Ph.D. in Business or in a related discipline.
2. D.B.A. in Business or in a related discipline.
3. J.D. or LLM & CPA [legal environment only]

Faculty members may consider an activity to be in two (or more) of the following categories at the same time; however, the faculty member must designate where the single activity has most merit and list it appropriately.

Failure of Tenured Faculty to meet the Adequate standard for two consecutive years in any given

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area shall trigger a one-year appraisal and professional development process as detailed in Article 19.4. c. (2) of the Contract.

The descriptor “exceptional” may be applied to a category only when the faculty member is being considered for a personnel action (promotion or tenure) on the basis of exception, as specified in the appropriate articles of the AGREEMENT.

A. Teaching/Performance of Primary Duties

Evidence of effective teaching/performance of primary duties shall be given by the following categories, which are weighted as noted.

1. Student Evaluations, evidenced by summarized ratings of the Accounting and Finance Department INSTRUCTOR EVALUATION FORM using the ONLINE SUMMARY OF STUDENT RATING FORM. See Methods Section for procedures.

Points = The average of all items on all class sections evaluated. The average will be taken over sections and not students. Averages will be taken over entire evaluation period. [1 to 5 pts.]

2. Peer Evaluations evidenced by written reports of the classroom observations conducted by peers using the CLASSROOM OBSERVATION SUMMARY FORM (Appendix C). See Methods Section for procedures. For each item, Unsatisfactory = 1, Satisfactory = 3, Highly Effective = 4, and Superior = 5.

Points = The average of all four items by all peer evaluators. [1 to 5 pts.]

3. Chair Evaluation, evidenced by written reports of the classroom observations conducted by the Chair(s) using the CLASSROOM OBSERVATION SUMMARY FORM (Appendix C). See Methods Screen for procedures. For each item, Unsatisfactory = 1, Satisfactory = 3, Highly Effective = 4, and Superior = 5.

Points = The average of all four items in the Chair’s evaluators. [1 to 5 pts.]

4. Other classroom materials and documentation. The quality (unsatisfactory, satisfactory, effective, highly effective, significant and superior) shall be judged by the DPC, using the CLASSROOM MATERIALS EVALUATION FORM (Appendix F). The DPC consists of five tenured/tenure-track faculty members who are elected by the Department Faculty. The DPC is responsible for evaluating the performance of faculty concerning retention, promotion, tenure, and professional advancement increase and make recommendations to the Chair

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Optional/ Required		Documentation	Quality
R	(A)	Course syllabi	The course syllabus is consistent with the required College of Business syllabi format. The content reflects the rigors of the course subject matter as required by the department.
R	(B)	Sample graded materials distributed in class, including exams and quizzes, etc.	Exams and quizzes should be consistent of the rigors of the course subject matter as required by the department.
O	(C)	Copies of other materials distributed in class	
O	(D)	Teaching awards (includes receipt of Faculty Excellence Award, nominations for recognition of teaching excellence by local, state and national organizations, etc.)	
O		Evidence of innovative or state of the art teaching techniques. Examples of this could include, but limited to: use of technology, such as unique software calculators, and cooperative learning, special projects or demonstrations.	

Points = Average of all summary ratings by DPC members. [1 to 5 pts.]

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5. Reports and documentation regarding University-approved reassigned time (CUE-supported) activities, if any. The quality (unsatisfactory, satisfactory, highly effective, superior) shall be judged by the DPC, using the REASSIGNED TIME ACTIVITY EVALUATION FORM (Appendix D).

6. Curriculum Development. Changes and revisions to existing programs and the development of new programs shall be reviewed and approved by the Curriculum Committee. The faculty member should include in their portfolio materials prepared and submitted to the Curriculum Committee along with any other supporting documentation of revisions to existing programs and the development of new programs. The activities referred to are performed beyond the assigned teaching assignment or workload of the faculty member without additional CUEs and/or compensation.

Points = Average of all summary ratings by DPC members. [1 to 5 pts.]

The following weighted average of points will be used to determine ratings for teaching/primary duties: Items 1, 2, and 3 will be assigned each a weight of 2, and items 4, and 5 will each carry a weight of 1. [If there is no reassigned time during the evaluation period, Item 5 will not be weighted.]

The ratings for teaching/primary duties shall be as follows:

Rating	Points
Exceptional	$4.5 \leq \text{Pts}$
Superior	$4.2 \leq \text{Pts} < 4.5$
Significant	$3.9 \leq \text{Pts} < 4.2$
Highly Effective	$3.6 \leq \text{Pts} < 3.9$
Effective	$3.3 \leq \text{Pts} < 3.6$
Satisfactory	$3. \leq \text{Pts} < 3.3$
Unsatisfactory	$\text{Pts} < 3.0$

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B. Research/Creative Activities

Evidence of effective research/creative activity shall be given by the following categories.

1. The following categories are not exhaustive, and a faculty member need not satisfy each category. All items must be related to business or community development. The overall quality (unsatisfactory, appropriate, satisfactory, significant, superior, or exceptional) shall be tallied by the DPC, using the RESEARCH/CREATIVE ACTIVITY EVALUATION FORM (Appendix F) and the table below. All items within this list are weighted as noted.

Optional/ Required		Group	Activity
***R	(a)	Group 3	Published articles in refereed journals and books. (A copy of the publication must be available for review during the evaluation period.)
O	(b)	Group 3	Completion of an advanced degree or certification in a related field beyond the terminal degree which is required for employment.
O	(c)	Group 3	Published articles/abstracts in conference proceedings. (A copy of the publication must be available for review during the evaluation period.)
O	(d)	Group 2	Professional development to strengthen teaching, primary duty, research, creativity, and service skills, including classes taken and retraining leaves
O	(e)	Group 2	Publication in non-referred journals. (A copy of the publication must be available for review during the evaluation period.)
O	(f)	Group 2	Presentations delivered, including invited addresses, lectures, papers, and seminars that are related to field
O	(g)	Group 2	Awards received to support research activities, including grants received, fellowships received
O	(h)	Group 1	Unpublished documents,

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			including submitted papers, manuscripts, grant proposals, fellowship proposals, related time proposals, sabbatical leave proposals, and retraining leave proposals.
O	(i)	Group 1	Citations of faculty member's work
O	(j)	Group 1	Current professional memberships related to teaching, primary duties research, creative activity, or service
O	(k)	Group 1	Other research and creative activities that the DPC deems worthy of points
O	(l)	Group 1	Conferences seminars, workshops, or professional meetings attended related to teaching, primary duties, research, creative activity, or service.
<p>*The committee shall allocate more points for an award of higher nominal amount and /or if it is granted from a source outside of Chicago State University.</p> <p>**Double counting shall not be permitted. If the faculty member attends a seminar or workshop at a conference and 1) has a published article/abstract in the conference proceedings (item c above) and/or 2) presents at the conference (item f above), in that case the faculty shall be awarded the higher of the three/two scores.</p> <p>***R denotes a requirement for promotion and tenure only. Not a requirement for retention. O represents an optional activity.</p>			

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The ratings for research/creative activities shall be as follows:

Evaluation Period	Group 1	Group 2	Group 3
Year 1	4-6	0-2	0-1
Year 2	5-7	0-2	0-1
Year 3	6-8	1-2	0-1
Year 4	8-10	1-2	0-1
Year 5	9-10	1-2	0-1
Tenure/Promotion	8-10	1-2	1
Promotion to full professor	8-10	1-2	1
Annual Tenured Faculty-Adequate	3-5	0-2	0-1
Annual Tenured Faculty-Exemplary	5-8	0-2	0-1

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C. Service

Evidence of effective service shall be given by the following categories.

1. The following categories are not exhaustive, and a faculty member need not satisfy every category. All items within this list are weighted as noted. The overall quality (unsatisfactory, appropriate, satisfactory, significant, superior, or exceptional) shall be tallied by the DPC, using the SERVICE EVALUATION FORM (Appendix I) and the table below. All of these activities are strictly optional.

	Type	Group	Activity
(a)	Department service	Group 2	Committee member or other activity [e.g., contest]
		Group 3	Committee chair, activity coordinator, or secretary
(b)	College Service	Group 2	Committee member or other activity
		Group 3	Committee chair, activity coordinator, or secretary
(c)	University service, including the Union	Group 2	Committee member or other activity
		Group 3	Committee chair, activity coordinator, or secretary
(d)	Professional organizations	Group 2	Committee member or other activity
		Group 2	Committee chair, activity coordinator, or secretary
(e)		Group 3	Professionally related speaking engagements on campus and in the community
(f)		Group 1	Sponsorship of student organizations
(g)		Group 1	Assistance in programs such as BOG or UWW beyond that assigned as workload
(h)		Group 1	Appointments and service to local, state, or national advisory boards, committees, and commissions

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(i)		Group 1	Other volunteer work
(j)		Group 1	Other service activities that the DPC deems worthy of points
(k)		Group 3	Assist University Personnel Responsible for Recruiting Activities
(l)		Group 3	Active Participation in University and College Recruitment and Retention Committees.

The ratings for service shall be as follows:

Evaluation Period	Group 1	Group 2	Group 3
Year 1	2-4	0-1	0-1
Year 2	3-5	2-3	0-1
Year 3	3-5	3-4	1-2
Year 4	3-5	3-4	2-3
Year 5	4-5	3-4	2-3
Tenure/Promotion	4-5	4-6	3-4
Promotion to full professor	4-5	4-6	3-4
Annual Tenured Faculty-Adequate	2-4	2-3	1-2
Annual Tenured Faculty-Exemplary	2-4	2-4	1-2

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II. Methods of Evaluation to be used by Performance Areas

A. Teaching/Performance of Primary Duties

1. Student Evaluation of Teaching Effectiveness

The STUDENT'S INSTRUCTOR EVALUATION FORM is completed online.

The STUDENT INSTRUCTOR EVALUATION FORMS are summarized by the University and provided to the faculty in time to be included in the evaluation portfolio at the start of the current evaluation period, as specified in the University Timetable.

The ONLINE SUMMARY OF STUDENT RATINGS FORM shall include an average rating for each of the separate items on the STUDENT'S INSTRUCTOR EVALUATION FORM. The sample size N of all students rating the instructor shall also be reported item by item. The average ratings reported on all ONLINE SUMMARY OF STUDENT RATINGS FORMS will be included in the DPC's evaluation. In evaluating student evaluations, care must be taken to consider factors like course difficulty, experimental nature of the course and so on.

2. Classroom Observations

Three members of the Department shall conduct at least one classroom observation. Of the three members, two shall be from the DPC. The classes to be observed shall be mutually agreed upon by the faculty member and the evaluators.

The evaluating members shall each provide a written summary of their classroom observations on the CLASSROOM OBSERVATION SUMMARY FORM (Appendix C) and submit their summaries to the faculty. Originals of these summaries shall be placed in the faculty member's evaluation portfolio. The class to be observed shall be mutually agreed upon by the faculty member and the evaluating member.

The Department Chair shall conduct at least one classroom observation in the term during or immediately preceding the personnel decision, using the CLASSROOM EVALUATION SUMMARY FORM (Appendix C). The class to be observed shall be mutually agreed upon by the

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faculty member and the Chair.

3.

4.

5.

Reports and Documentation of Reassigned Time Activities

A faculty member receiving University-approved CUE-supported reassigned time shall include in his/her portfolio a written report of each activity. This report shall contain a summary of responsibilities and accomplishments of the activity. If there is documentation generated by the activity, that documentation should also be included. If there is an evaluation of this activity by a supervisor, that should also be included. The DPC shall peruse these reports and documents and render an evaluation (unsatisfactory, satisfactory, highly effective, superior) using the REASSIGNED TIME ACTIVITY EVALUATION FORM (Appendix D).

6.

Classroom Materials

The faculty member being evaluated shall provide documents of classroom materials representative of the materials used in teaching. This shall include the items listed in Section I.A.4 of this DAC. The DPC shall peruse these materials and render an evaluation (unsatisfactory, satisfactory, highly effective, superior) using the CLASSROOM MATERIALS EVALUATION FORM (Appendix E). The DPC shall summarize the individual forms and then insert this summary in the portfolio at the appropriate place and also attach it to the University form.

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**B. Research/Creative
Activity**

The faculty member shall submit all evidence and documents of professional development, published writings, presentations delivered, research grants received, graduate projects directed, submitted writings and proposals, conferences attended, and so on. Should a faculty member include unpublished research/creative activity materials in his/her portfolio for evaluation, the Chair of the DPC shall direct a member of the DPC in the same area of specialization to provide a written evaluation of the unpublished materials, using the UNPUBLISHED MATERIALS EVALUATION FORM (Appendix G) If there is no DPC member qualified to evaluate these unpublished materials, the Chair of the DPC may, with the consent of the faculty member evaluated, have the materials evaluated by someone in the same field of specialization outside the University. The DPC shall tally these materials and render an evaluation (unsatisfactory, satisfactory, significant, superior, exceptional) using the RESEARCH/CREATIVE ACTIVITIES EVALUATION FORM (Appendix F) and the table I.B. above and attach them to the faculty evaluation.

C. Service

The faculty member shall submit all evidence and documents of Departmental, College, University, community service, and so on. The DPC shall tally these materials and render an evaluation (unsatisfactory, satisfactory, significant, superior, exceptional) using the SERVICE EVALUATION FORM (Appendix H) and the table in I.C. above and attach them to the faculty evaluation.

In evaluating the required number of activities for each faculty member, consideration should be given first to participation in University Committees, then College Committees, then Department Committees, and Department Adhoc Committees. The level of participation should also be considered.

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III. Relative Importance of Teaching/Performance of Primary Duties, Research/Creative Activity, and Service.

Teaching/performance of primary duties shall be considered the most important of the three areas of evaluation. After teaching/performance of primary duties, research/creative activity and service shall be given equal emphasis.

IV. **Evaluation Criteria**

- A. In accordance with Article 19.3 of the Contract, the following performance categories are required for retention, promotion, tenure or PAI.

Evaluation Period	Teaching/ Primary Duties	Research	Service
Year one	Satisfactory	Appropriate	Appropriate
Year two	Satisfactory	Satisfactory	Satisfactory
Year three	Effective	Highly Satisfactory	Highly Satisfactory
Year four	Highly Effective	Effective	Effective
Year Five	Significant	Highly effective	Highly Effective
Tenure/Promotion to Associate Prof.	Superior	Significant	Significant
Promotion to Full Prof.	Superior	Superior	Superior
Annual Tenured Faculty-Adequate	Superior	Effective	Effective
Annual Tenured Faculty- Exemplary	Superior	Highly Effective	Superior
PAI	Superior	Significant in one Superior in other	

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V. **The Distance Education Policy for the Department of Accounting and Finance**

1. The Department will evaluate the effectiveness of a Distance Education course by the use of 2 groups of evaluators.

a. Faculty teaching an online course must be certified by the Center for Teaching and Research Excellence (CTRE).

If the faculty member teaching an online course is not certified by the CTRE she/he must be enrolled in the certification course the same semester she/he is teaching the online course. The faculty member must pass the certification course before the next semester in which the faculty member teaches an online course.

b. The Distance Learning Department may assess the effectiveness of the course offerings, materials and the timely responses of the instructor from a **technical** perspective only.

2. If required for personnel purposes, pursuant to the bargaining agreement, three members of the Departmental Personnel Committee shall assess the quality of the materials. The course materials should contain a syllabus summarizing information concerning the objectives, operations, and management of the course. If one of the objectives is research, it should contain a list of research resources and a description of how to use these resources.

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VI. EVALUATION OF TEMPORARY, FULL-TIME/PART-TIME FACULTY

Each temporary full time/part-time faculty member will be evaluated by the Department Chair once each academic year in accordance with Article 30 Section 1 of the contract. The Chair will provide a written evaluation of the faculty member, which will rate the performance of the faculty member as “highly effective, satisfactory or unsatisfactory.” A copy of the evaluation will be sent to the faculty member being evaluated. In the case of an unsatisfactory evaluation, the chair will state reasons for awarding that evaluation, referencing appropriate sections of this section of the Departmental Application of Criteria. No faculty member will be evaluated during the first full term of service in the department. All full time/part-time temporary faculty will submit a portfolio including the following:

1. A cover letter stating that the portfolio is being submitted for the purposes of the annual evaluation.
2. A copy of the faculty member’s yearlong schedule.
3. Copies of student evaluations.
4. Copies of chair classroom visits and peer/ DPC member classroom visits.
5. Evidence of performance of activities for which the faculty member received CUEs (Primary Duties).
6. Other documents, at the option of the faculty member being evaluated, that give evidence of activities performed by the faculty member benefiting the department, the college and the University and of the quality of those activities.

The Department Chair will evaluate one class of each full time/part-time temporary faculty member, each year. The class being evaluated will be selected jointly by the faculty member and the chair. The Chair will provide a written evaluation of the classroom visit to the faculty member being evaluated. The chair will evaluate the performance of the faculty member as “highly effective,” “satisfactory” or “unsatisfactory.”

The approved form for student evaluation of classes will be administered in all of an instructor’s students each academic term, according to the procedures approved by the department faculty. The faculty member will provide a detailed synopsis of the scores received in all courses evaluated during the period of evaluation, including means of all scale items. In evaluating the student evaluations provided by the faculty member being evaluated, the chair will use the following scale:

Rating	Points
Highly Effective	4.25 ≤ Pts.
Satisfactory	3.25 ≤ Pts. < 4.25
Unsatisfactory	Pts. < 3.25

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Instrument for student evaluations is now online which will be used across the board. In most cases, the chair will use two elements to determine an over-all rating of the faculty member. Those would be the student course evaluations, the chair classroom evaluations. If the faculty member produces evidence of “highly effective” performance in both of the areas, the chair will assign a rating of “highly effective.” If the faculty member being evaluated produces evidence of “unsatisfactory” performance in both areas, the chair will assign a rating of “unsatisfactory.” In cases in which the above conditions are not met, the chair will assign a rating of satisfactory.

In rare situations in which material presented by the faculty member describing non-teaching primary duties, material presented by the faculty member presented showing other activities or included in the faculty member’s personnel file are of such a major consequence that the chair believes these should be given major weight, the chair can include these in the evaluation of the faculty member and assign a rating not consistent with the process described above (student, chair, faculty course evaluations). The chair cannot use these materials exclusively without taking into regard the three areas of evaluation described above. If the chair uses any material other than the three evaluations described above, the chair must describe how these materials were used, what weight they were given in the evaluation process and the source of those materials. The faculty member being evaluated must have been notified prior to the evaluation of any negative material in his/her personnel file and given a chance to rebut the material, if this material is used in an evaluation.

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VII. Appendices

- a. CLASSROOM OBSERVATION SUMMARY FORM
- b. REASSIGNED TIME ACTIVITY EVALUATION FORM
- c. CLASSROOM MATERIALS EVALUATION FORM
- d. RESEARCH/CREATIVE ACTIVITIES EVALUATION FORM
- e. UNPUBLISHED MATERIALS EVALUATION FORM
- f. SERVICE EVALUATION FORM
- g. PROFESSIONAL DEVELOPMENT PLAN FORM

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APPENDIX D

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RESEARCH /CREATIVE ACTIVITY EVALUATION FORM

Faculty Member Evaluated _____ Date _____

Nature of Evaluation: _____ Retention _____ Tenure
 _____ PAI _____ Promotion to rank of _____

Tally the numbers in each category below.

- | | | | |
|---|----------|---|-------|
| (a) Published journal articles in Q1 journal | @ 30 pts | = | _____ |
| (b) Published journal articles in Q2 journal | @ 25 pts | = | _____ |
| (c) Published journal articles in Q3 journal | @ 20 pts | = | _____ |
| (d) Published journal articles in Q4 journal ¹ | @ 10 pts | = | _____ |
| (e) Advanced degree/certification | @ 10 pts | = | _____ |
| (f) Publication in refereed conference proceeding | @ 10 pts | = | _____ |
| (g) Professional development | @ 5 pts | = | _____ |
| (h) Non-refereed publications | @ 5 pts | = | _____ |
| (i) Presentations | @ 5 pts | = | _____ |
| (j) Awards | @ 5 pts | = | _____ |
| (k) Grants equal to or more than \$50,000 | @ 5 pts | = | _____ |
| (l) Grants less than \$50,000 | @ 2 pts | = | _____ |
| (m) Unpublished documents | @ 2 pts | = | _____ |
| (n) Citations of faculty members works | @ 2 pts | = | _____ |
| (o) Professional memberships | @ 1 pt | = | _____ |
| (p) Conferences/professional Meetings attended | @ 1 pt | = | _____ |
| (q) Other | @ ___pts | = | _____ |

¹ Journal rankings should be based on Scimago or Scopus.

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APPENDIX E

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UNPUBLISHED MATERIALS EVALUATION FORM

Nature of Evaluation: _____ Retention _____ Tenure
 _____ PAI _____ Promotion to rank of _____

Brief Description of Materials Evaluated:

Written Comments:

Evaluated by: _____ Date: _____

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SERVICE EVALUATION FORM

Faculty Member Evaluated _____ Date _____

Nature of Evaluation: _____ Retention _____ Tenure
 _____ PAI _____ Promotion to Rank of _____

Tally the numbers in each category below.

<i>(A) Departmental Service: Committees/Activities</i>	@ 3 pts	=	_____
<i>Committee Chair/Activity Coordinator/Secretary</i>	@ 5 pts	=	_____
<i>(B) College Service: Committees/Activities</i>	@ 2 pts	=	_____
<i>Committee Chair/Activity Coordinator/Secretary</i>	@ 3 pts	=	_____
<i>(C) University Service, including the Union Committees/Activities</i>	@ 2 pts	=	_____
<i>Committee Chair/Activity Coordinator/Secretary</i>	@ 3 pts	=	_____
<i>(D) Professional Organization Service: Committees/Activities</i>	@ 2 pts	=	_____
<i>Committee Chair/Activity Coordinator/Secretary</i>	@ 3 pts	=	_____
<i>(E) Speaking engagements</i>	@ 3 pts	=	_____
<i>(F) Sponsorship of Student organizations</i>	@5 pts	=	_____
<i>(G) Assistance in BOG or UWW</i>	(2 pts max)	=	_____
<i>(H) Advisory boards</i>	@ 1 pt	=	_____
<i>(I) Volunteer Work</i>	@ 1 pt	=	_____
<i>(J) Other</i>	(5 pts max)	=	_____
TOTAL POINTS			_____

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Overall evaluation (Circle one based on table below):

Unsatisfactory Appropriate Satisfactory Highly Effective Superior Exceptional

	Retention	Promotion, Tenure, PAI
Exceptional	$20 \leq \text{Pts.} < 25$	$50 \leq \text{Pts}$
Superior	$15 \leq \text{Pts.} < 20$	$45 \leq \text{Pts.} < 50$
Significant	$11.4 \leq \text{Pts.} < 15$	$30 \leq \text{Pts.} < 45$
Highly Effective	$10.3 \leq \text{Pts.} < 11.4$	$25 \leq \text{Pts.} < 30$
Effective	$9.2 \leq \text{Pts.} < 10.3$	$24 \leq \text{Pts.} < 25$
Highly Satisfactory	$8.1 \leq \text{Pts.} < 9.2$	$20 \leq \text{Pts.} < 24$
Satisfactory	$6.8 \leq \text{Pts.} < 8.1$	$11 \leq \text{Pts.} < 20$
Appropriate	$4.1 \leq \text{Pts.} < 6.8$	---
Unsatisfactory	$0 \leq \text{Pts.} < 4.1$	$0 \leq \text{Pts} < 11$

Comments:

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Appendix G

Professional Development Plan

NAME: _____ **TITLE:** _____

Criteria	Goal	Plan	Required Resources
Teaching			
Other Primary duties			
Research/Creative Activities			
<i>Presentation</i>			
<i>Publication</i>			
<i>Grants</i>			
Service			

Faculty: _____ Date: _____
 Chairperson: _____ Date: _____