UNIVERSITY OF SOUTH CAROLINA
SACS

University of
South Carolina

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Comprehensive Standard 3.7.2

The institution regularly evaluates the effectiveness of each faculty member in accord with published criteria, regardless of contractual or tenured status.

Judgment: Compliant

Response:

Columbia Campus

Overview

Faculty members, regardless of contractual or tenured status, are evaluated according to their role in supporting the mission of the University of South Carolina. All faculty members, as defined on page five of the University of South Carolina Columbia *Faculty Manual* and by Policy ACAF 1.06, contribute to the mission and are evaluated on that contribution. Annual reviews, third-year reviews, post-tenure reviews, as well as course evaluations and peer evaluations are all part of the faculty review process for all campuses.

Procedures for the Evaluation of Faculty

Evaluation of each faculty member's effectiveness is dependent on his or her role in the mission of the university as well as within the unit or project in which he or she serves. While the *Faculty Manual* (p. 18-20) contains the qualifications and criteria for all faculty members, the USC-Columbia unit criteria provide more detail and are specific to the unit's mission and staffing. Each USC-Columbia unit has criteria for tenure-track faculty developed by unit faculty, reviewed by the Provost, and approved by the University Committee on Tenure and Promotion (UCTP). Criteria for contractual faculty (clinical, research, and full-time instructors or lecturers) are developed at the unit level based on the work scope of the faculty member and are consistent with Policy ACAF 1.16 for the evaluation of non-tenure-track faculty and are approved by faculty, department chair, and dean, and are then submitted to the Provost for final approval. The unit criteria for both tenure/tenure-track faculty and non-tenure-track faculty allow for the evaluation to be tailored to the specific expectations of that type of faculty member within the unit. Examples of policies and procedures for review of non-tenure track faculty are provided from the Department of Instruction and Teacher Education, the School of Public Health, and the Department of Chemical Engineering.

All faculty, regardless of tenured or contractual status, are evaluated annually either by their unit head, their direct supervisor, or a select committee, depending on the relevant published criteria and procedures. The annual evaluations of tenured and tenure-track faculty are used by administrators (chairs and deans) to determine salary enhancements based on merit when funding is available [see Appendix B]. When performance has been exceptional, contingent upon available funding, there is opportunity for a request for exceptional pay for performance. The annual evaluations of non-tenure track faculty determine the re-appointment of and salary levels for these faculty members. Copies of the annual evaluations are maintained by the unit and are considered to be a part of the faculty member's personnel file.

In addition, tenure-track faculty members undergo a Third-Year Review during which their progress towards tenure and promotion is specifically evaluated. All tenured faculty members undergo a Post-Tenure Review every six years according to procedures published in the USC Columbia *Faculty Manual* (p. 31) and published unit Post-Tenure Review Criteria available online.

Finally, all faculty members (contractual or tenured) who teach courses are evaluated consistent with policies described in the *Faculty Manual* and by ACAF 1.04. Evaluation of teaching includes student evaluation of courses and peer evaluations. Examples of student evaluation of courses forms and peer evaluation forms, as well as peer evaluation procedures are available online.

ACAF 1.04 includes a series of questions that are specifically applicable to distance learning courses. The course evaluations, annual reviews, third-year reviews, and tenure and promotion reviews of faculty build on student responses to these questions as well as other information (e.g., peer reviews, syllabi) to address the distance learning contributions of faculty involved in distance learning. The Distance Learning White Paper includes and recommends a variety of quality assurances related to faculty, their teaching, and interactions with students, which are based on data collected related to distance learning activities of the academic units, University Technology Services, and System Affairs. The Vice Provost and Director of Distance Learning coordinates faculty distance learning assessment efforts.

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USC Regional Campuses

Overview

Faculty members, regardless of contractual or tenured status, are evaluated according to their role in the mission of the University of South Carolina. The primary mission of the University of South Carolina's

Regional Campuses is to extend the intellectual resources and knowledge base of one of the South's top-ranked research universities into local communities throughout the state and beyond. The Regional Campuses are committed to outreach and engagement as a means of developing and sustaining a meaningful and mutually beneficial collaboration with partners in education, business, government, and social services. Tenure-track and tenured faculty members contribute to the mission via teaching, research, scholarship and creative activity, and service. Other categories of faculty members such as clinical faculty and full-time academic instructors/lecturers contribute directly to the teaching mission of the university while research faculty contribute directly to the research mission of the university.

Procedures for the Evaluation of Faculty

Evaluation of each faculty member's effectiveness is dependent on his or her role in the mission of the university as well as within the unit or project in which he or she serves. Published qualifications and criteria (C-2, pp. 25-29) for Regional Campus faculties are found in the regional campuses Faculty Manual. Approved by the University's Board of Trustees and, on behalf of the State of SC, the following minimum standards have been established for all regional campuses of the University of South Carolina:

1. Each member of the faculty will receive an annual written performance prepared by the head of the faculty member's administrative unit.
2. Unit criteria for tenure and promotion will be used as a basis for the annual evaluation.
3. Each faculty member will meet with the administrative head of the unit to discuss the evaluation.
4. The faculty member will read and acknowledge the evaluation by signing it.
5. The faculty member may respond in writing to the evaluation and that response will be retained with the written evaluation.
6. The signed evaluations and any written response by the faculty member shall become a part of the faculty member's permanent personnel file.
7. A copy of the evaluation will be provided to the faculty member.
8. Academic units shall be empowered to stipulate further criteria or procedural steps in the evaluation of faculty.

Relative to the central mission of the Regional Campuses, effectiveness as a teacher and/or librarian is of primary consideration for tenure and promotion decisions. Scholarship and service are important as individual categories and increase in importance as they are considered together, especially elements of categories used to document scholarship as defined and described in Appendix VI of the Manual. The unit criteria for both tenure/tenure track faculty and non-tenure track faculty allow for the evaluation to be tailored to the specific expectations of that type of faculty member within the unit based on consultation with the Vice Provost and Executive Dean for Extended University. The Vice Provost for System Affairs and Executive Dean for Extended University consults with the Provost before endorsing formal development by the Tenure and Promotion Committee and eventual introduction of changes or revisions at the Regional Campuses Faculty Senate level.

Every six years, tenured faculty members (of any academic rank) undergo a process of review, which includes peers outside of the faculty member's department or division. Though post tenure review is based on criteria established for tenure and promotion, the process of evaluation needs only to establish satisfactory or unsatisfactory levels of performance and not the "highly effective" record as required for promotion to higher academic ranks.

University of South Carolina Regional Campuses conduct annual reviews of their faculties in accordance with the Regional Campuses Faculty Manual. Using the University of South Carolina Lancaster as an example, the Annual Faculty Peer Review policy states:

> Annually each faculty member shall complete a Faculty Information Form (FIF) detailing the faculty member's professional activities conducted during the previous calendar year.

The FIF is arranged according to the criteria for tenure and promotion found in the Regional Campuses Faculty Manual, and the faculty member is encouraged to consult the Manual closely in the preparation of the FIF. The criteria stated in the Manual recognize three broad areas: Effectiveness as a teacher and/or librarian, scholarship, and service. In addition, the First-Year Review is a specialized form of annual peer review applicable to faculty in the first year of their tenure-track appointments. Course evaluation forms are approved by the Regional Campuses Faculty Senate, and are used by students at all of the Regional Campuses.

The annual evaluation of tenured and tenure-track faculty is used by administrators (chairs and deans) to determine salary enhancements, when funding is available, and which are entirely based on merit. The annual evaluations of non-tenure track faculty determine their re-appointment and salary levels for subsequent semesters of employment. Copies of the annual evaluations are maintained by each unit/campus and are considered to be a part of the faculty member's personnel file.

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Supporting Documentation:

Faculty Manuals	http://www.sc.edu/policies/facman/
USC Columbia *Faculty Manual*	http://ipr.sc.edu/pdf/FacultyManualColumbia.pdf
Faculty Member Definitions	http://ipr.sc.edu/pdf/FacultyManualColumbia.pdf #UniversityFaculty
Qualifications and Criteria	http://ipr.sc.edu/pdf/FacultyManualColumbia.pdf #Qualifications
Post-Tenure Review	http://ipr.sc.edu/pdf/FacultyManualColumbia.pdf

	#Review
Evaluation of Teaching	http://ipr.sc.edu/pdf/FacultyManualColumbia.pdf#Review
Regional Campus *Faculty Manual*	http://saeu.sc.edu/RCFaculty/manual.html
Qualifications	http://saeu.sc.edu/RCFaculty/docs/RCmanual2009.pdf#RegulationsQual
Teaching effectiveness/Scholarship	http://saeu.sc.edu/RCFaculty/docs/RCmanual2009.pdf#AppendixSix
Annual Review	http://saeu.sc.edu/RCFaculty/docs/RCmanual2009.pdf#RegulationsEval
University *Policies and Procedures*	http://www.sc.edu/policies
Unclassified Academic Titles Policy	http://www.sc.edu/policies/acaf106.pdf
Evaluation of Non-tenure Track Faculty	http://www.sc.edu/policies/acaf116.pdf
Annual Tenure-Track Faculty Evaluation Policy	http://www.sc.edu/tenure/annualreview.shtml
Tenure-Track Faculty 3rd Year Review	http://www.sc.edu/tenure/thirdyearreview.shtml
Post-Tenure Review	http://www.sc.edu/tenure/post-tenurereview.shtml
Evaluation of Teaching	http://www.sc.edu/policies/acaf104.pdf
Sample Non-Tenure Track Faculty Evaluation Procedures	
Department of Instruction and Teacher Education	http://www.ed.sc.edu/ite/FacultyInfo.asp
School of Public Health	http://www.sph.sc.edu/academicaffairs/pdf/CLIN0003.pdf
Department of Chemical Engineering	http://ipr.sc.edu/pdf/CE_Criteria.pdf
Sample Columbia Teaching Evaluation Forms/Policies	
Education Course Evaluation Form	http://ipr.sc.edu/effectiveness/CrseEvalSample.pdf
Instruction & Teacher Education Review Form	http://www.ite.sc.edu/ite/PeerReview.htm
Public Health Peer Review Form	http://www.sph.sc.edu/academicaffairs/evaluation.htm
Sample Regional Campus Teaching Evaluation Forms/Policies	
Annual Peer Review	http://usclancaster.sc.edu/faculty/Annual Faculty Peer Review.pdf
Faculty Information Form	http://usclancaster.sc.edu/faculty/FIFGuide.doc
First-Year Review	http://usclancaster.sc.edu/faculty/First-YearReview.doc
Course Evaluation Form	http://ipr.sc.edu/pdf/ExtUnivCrseEval.pdf
Sample of Use of Annual evaluations to Determine Pay for Performance	http://ipr.sc.edu/pdf/SalaryPlan.pdf
University Mission Statement	http://president.sc.edu/PresidentMission.php
USC-Columbia Unit Criteria	http://www.sc.edu/tenure/unitcriteria.shtml
Distance Learning White Paper	http://ipr.sc.edu/pdf/evaluations/DistLrn5YrPlan.pdf
Tenure and Promotion Committees	
University Committee on Tenure and Promotion	http://www.sc.edu/tenure/members.shtml
Regional Campus Tenure and Promotion Committee	http://saeu.sc.edu/RCFS/committees.html
System Affairs and Extended University	
Mission Statement	http://saeu.sc.edu/mission.html
Website	http://saeu.sc.edu/rcindex.html
Dean's Message	http://saeu.sc.edu/viceprovost/welcome.html

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