



Appraising Teaching Effectiveness: Beyond Student Ratings

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Evaluating faculty effectiveness is important in nearly every institution of higher education. Assessing the effectiveness with which various functions are performed is essential to a variety of important administration recommendations and decisions. It also provides feedback which influences the faculty member's self-image and professional satisfaction. And it establishes a climate which communicates the institution's commitment to professional improvement and confidence that every faculty member will make a valuable contribution to the achievement of shared goals.

There are two types of contributions faculty members make to the programs of a department/institution—*indirect* and *direct*. Indirect contributions, while not impacting directly upon the achievement of a program's objectives (principally *student learning*, in the case of *instruction*; *new insights and knowledge*, in the case of *research*; *assistance to clients* in the case of *service*) make a difference to the program's success by affecting the environment of the department/division, the appropriateness and quality of its plans, and the attitudes and skills of other members. Direct contributions are those in which the achievement of program goals is impacted by the individual's personal intervention or involvement.

In many institutions, research and service programs are vitally important. Assessing a faculty member's contributions to each constitutes a serious challenge. However, this paper is concerned only with the instructional program, a focus which is central to the mission of almost every institution of higher education.

Assessing Instructional Effectiveness

Direct contributions to the instructional program. Most institutions employ a "student rating" system to assist in the evaluation of instruction. Obtaining student feedback is not only a relatively simple procedure but also is one which has considerable credibility for several reasons. (1) Input is received from a number of raters so that *reliability* is usually quite high. (2) Ratings are made by those who have consistently observed the teacher over many hours, so that they are based on *representative behavior*. (3) Observations about student learning, the object of instruction, are made by those who have been personally affected and therefore have high *face validity*. An enormous volume of research supports the credibility and validity of student ratings (Aleamoni, 1981; Cashin, 1995; Braskamp & Ory, 1994).

On the other hand, student rating systems have several important limitations. (1) Some of them are *poorly constructed* (ask questions about matters which are unrelated to student learning; employ words with unclear meanings; double-barreled questions; response alternatives which fail to exhaust the possibilities; etc.). (2) In some instances, administrative procedures have not been standardized, so that results are *not comparable* from one faculty member to the next. (3) Some systems fail to take into account *extraneous influences* (factors which influence ratings but which are beyond the instructor's control, such as class size, student academic motivation, or course/disciplinary difficulty). (4) *Technical and statistical support* is lacking for some systems, so that interpretation of results is problematic.

Even when these potential difficulties are adequately addressed, authorities are agreed that there are a number of important matters related to teaching effectiveness for which students are unqualified to provide valid reports. Cashin (1989) lists 26 specific considerations which he regards as relevant to instructional effectiveness; students are unqualified to provide valid observations for 11 of these, including an array of factors related to subject matter mastery, course design, and curriculum development. Similarly, Cohen and McKeachie (1980) identified 10 criteria of teaching effectiveness which colleagues, but not students, could assess, two of which describe *indirect* influences (commitment to teaching and support for departmental efforts). Keig and Waggoner (1994) synthesized the Cohen and McKeachie criteria into three general features of teaching effectiveness which students are unable to judge validly: (1) the goals, content, and organization of course design, (2) methods and materials used in delivery, and (3) evaluation of student work, including grading practices.

There is a general consensus that students are unable to judge such vital matters as currency of course content or the degree to which it provides a representative (as opposed to biased) view of the subject matter. Nor can they judge the clarity, comprehensiveness, or realism of objectives, the degree to which readings and other assignments are balanced and appropriate, the validity of procedures for assessing student achievement, or the degree to which grading standards are in line with the department's or institution's expectations or policies.

How should the gaps created by shortcomings in student ratings be closed? A wide variety of suggestions have been made. Most frequently cited are self-reports, colleague ratings, and ratings by department heads/chairs.

Seldin (1999) has recently reviewed the value and limitations of self-reports. Clearly, self-interest limits the use of these in the evaluation of teaching effectiveness for administrative purposes. But a reflective analysis on the part of the instructor can be instrumental in promoting instructional improvement (Braskamp & Ory, 1994). In addition, the instructor is the only person who can supply certain kinds of information needed by those charged with making such evaluations, including information about course objectives; readings, assignments, and other learning activities; the creation of instructional materials or learning opportunities; procedures for appraising student achievement; results of, and course modifications based on, classroom research and other faculty efforts directed to improving instructional skills. Such reports are commonly made through the faculty member's annual report of instructional efforts; an illustrative outline for making such reports is available on the Center's web page (www.dea.su.edu) or, in hard copy form, from the Center; request Appendix A. The annual report can be useful in developing the faculty member's *teaching portfolio* (Seldin, 1993; 1997; Zubizarreta, 1999), a device for organizing relevant information for both *appraisal* and *improvement* purposes.

Most of the crucial features of instruction which students are not qualified to judge can, under certain circumstances, be assessed by faculty colleagues. How this is best done is controversial. Centra (1993) has summarized research related to peer classroom observation and concluded that, as currently practiced, such observations are neither reliable nor valid. On the other hand, DeZure (1999) has identified seven steps which can be taken to overcome these shortcomings, including the use of multiple observations and observers, the training of observers, and the employment of a validated observation instrument. Examples of such instruments are found in Seldin's (1999) recent book; observers are expected to rate such factors as knowledge of the subject, enthusiasm, sensitivity to the class' level of knowledge, preparation and organization, and clarity of presentation¹.

Although colleagues may be able to assess such factors with acceptable reliability and validity, impositions on faculty time makes such a process unrealistic on many campuses. DeZure points out that, besides a 2-4 hour training commitment, colleagues must be prepared to spend about four hours in each observation (pre-observation meeting of 30 minutes, 30 minutes to review materials, 75 minutes to observe, 60 minutes to prepare a joint report, and 45 minutes in a post-meeting with the instructor).

There is reason to believe that such an extensive time commitment may be necessary when classroom observation is geared to *instructional improvement* (see **Summative and Formative Purposes**, pp. 3-4). However, when the purpose is primarily to arrive at a summary estimate of teaching effectiveness, the rating of relevant materials is an attractive alternative to classroom visitation. In general, three raters are asked to make independent judgments based on these materials and then, through discussion, arrive at a consensus². If these ratings are guided by a carefully developed instrument, the consensus rating will usually possess satisfactory reliability and validity. A process for collecting such ratings, and a form

for expediting this process, are available on the Center's web site; for hard copy, request Appendix B from the Center.

The department or division head/chair is responsible for gathering and synthesizing all evaluation information. Time constraints imposed by classroom visitations or an in-depth review of instructional materials will generally prevent this administrator from making a personal assessment of *direct* contributions to the instructional program. But he/she can be an important source of information in assessing both the faculty member's *scholarly excellence* and his/her *indirect* contributions (see the following section). The head/chair is also in a better position than anyone else to judge the degree of professional responsibility exhibited by the faculty member through such activities as submitting grades, communicating text/library needs, pursuing professional development opportunities, conducting classroom research, and developing innovative instructional materials or opportunities, all of which are relevant to the achievement of excellence in the instructional program.

A form for guiding the head/chair's review of instruction is included on the Center's web site; for a hard copy, request "Appendix D" from the Center.

Indirect contributions to the instructional program. There is general agreement that a department's/institution's "productivity" (success in achieving its goals and objectives) is affected by such matters as "faculty morale", "collegiality", and "faculty vitality". However, little attention has been paid to the responsibility of individual faculty members for contributing to these "facilitative features" of the academic environment.

In terms of the instructional program, there are at least three types of indirect contributions which individual faculty members can make.

1. The *general learning environment*. Through their social and professional demeanor, faculty members influence the "climate" of the department—its openness, objectivity, tolerance of ambiguity, etc. In their interaction with departmental colleagues, faculty members who share teaching ideas, express interest in the instructional work/concerns of others, or who regularly model intellectual curiosity and excitement make contributions to the learning environment which almost certainly will indirectly affect student learning in a positive manner.

2. *Course and curricular development*. Course revision/ updating and the development of new instructional materials or learning aids are two ways of making indirect contributions to student learning. Keeping abreast of instructional/curricular innovations and sharing these with colleagues can make a similar contribution. Likewise, faculty members who are actively involved in the curriculum revision process and who explore with colleagues ways to improve the integration/ articulation among specific courses can be expected to have a positive impact on student achievement.

¹Some of these (e. g., enthusiasm; clarity of presentation) represent factors which students are able to assess with reasonable accuracy and may therefore be excluded from colleague ratings (unless there is a need or desire to confirm student ratings).

²Small campuses often employ only one or two faculty members in each discipline, cooperative arrangements with other institutions may make it feasible to obtain ratings from those in the same discipline. In such instances, consensus can be achieved through mail or telephone consultation.

3. *Improving teaching effectiveness of others.* Indirect contributions to student learning are made when faculty members consult with each other on teaching methods or strategies or exchange classroom visits for purposes of offering constructive critiques. Similar contributions are made by sharing with colleagues information about an innovative assessment method or a new experiential component to a course. In departments which employ graduate teaching assistants or temporary faculty, indirect contributions can be made by those who offer advice or other assistance to their less experienced colleagues.

In most cases, the academic department chair/head is in a good position to judge the indirect contributions of individual faculty members. But it is desirable to obtain additional evidence by polling the teaching faculty. While not every participant will be able to judge the contributions of every faculty member, it is important that all who are able to make relevant observations be asked to do so.

A form for collecting such views is included on the [Center's web site](#); for a hard copy, request [Appendix C](#) from the Center.

Summative and Formative Purposes

Authorities in educational evaluation have traditionally distinguished between *summative* and *formative* evaluation. The former is done as an aid to administrative decision-making; the latter focuses on using evaluative information to improve performance.

Administrative recommendations/decisions. There are four inter-related administrative decisions or recommendations for which conclusions about the individual's teaching effectiveness are important.

1. On the assumption that those who are most successful in their assignments should receive the largest salary increments, many institutions have adopted a "merit increase" policy. At such institutions, the faculty member's merit evaluation is based in part upon the evaluation of his/her contribution to the instructional program.³

2. For non-tenured faculty, decisions must be made annually with respect to retention. Unless the evaluation of teaching effectiveness suggests that the faculty member meets, or will be able to meet, the standards for acquiring tenure, it is not in the best interest of the institution to retain the faculty member; in such instances, retention is not in the best interests of the faculty member either, although this may be difficult to accept.

3. At most institutions, a decision about awarding tenure must be made after a period of time (usually six years). Such a decision has critical implications for both the department's fiscal status and its long term quality. Because instruction is a vital function, the tenure policy at most institutions is intended to insure that it will be continuously performed at a high level of quality.⁴

4. Most institutions accord a "rank" to faculty members. Presumably, those of higher rank are more valuable to the institution (contribute more to the achievement of its mission) than those of lower rank. Policies with respect to rank often involve considerations beyond an assessment of effectiveness in performing instructional, research, and service assignments⁵. Nonetheless, those at a given rank are expected to conduct their assignments with acceptable levels of success. Therefore, evaluation of professional effectiveness is essential.

Evaluations whose purpose is exclusively "summative" (to aid in making administrative recommendations or decisions) should focus on *outcomes*. A central question is, "How successfully were the objectives of the course addressed?"⁶ Other outcomes may also be relevant; i. e., the production of innovative learning materials; the introduction of creative projects or other extra-class assignments; the conduct of classroom research which tests instructional hypotheses; etc. While all evaluations should be conducted carefully and thoroughly, those whose purpose is summative ask only, "To what degree did the instructor have a favorable impact on outcomes pertinent to the goals of the instructional program?"; they need not gather information about techniques, strategies, or plans which were responsible for this effect.

Recommendations based upon summative evaluations are extremely serious. They affect both the lives of individual faculty members and the welfare of the department (and, ultimately, the institution). Therefore, they should be done with great care. Those with respect to rank and tenure are especially vital since it is nearly impossible to correct a poor decision.

Special care should be taken to ensure that the summative evaluations used to support such decisions are based on a representative and comprehensive review of the faculty member's contributions. In terms of the instructional function, this means that (a) evidence of effectiveness should be available for every course the faculty member has taught (although not necessarily for each term), (b) the evaluation should be based on a cumulative record of the faculty member's teaching effectiveness (usually involving a minimum of six classes); and (c) trends in teaching effectiveness (improvement, steady-state, decline) can be detected.

Improving performance. In contrast to the limited focus of summative evaluation, *formative* evaluation requires much more information. Not only is it necessary to assess the instructor's impact (positive or negative) on outcomes, but also to examine characteristics of the instructor which account for this impact.

It is not necessary to obtain formative evaluations of every course each time it is taught. In fact, experience suggests that instructional improvement is best facilitated by concentrating not only on one course at a time but also on a limited number

³The amount of influence which this assessment has on the overall merit evaluation is usually determined by a statement describing all faculty responsibilities and the relative importance of each. In some departments, the same relative importance of teaching, research, and service is assigned to every faculty member; in others, these assignments differ among faculty.

⁴Tenure criteria and standards vary among institutions. Almost all require an evaluation of how effectively the faculty member contributes to the department's programs. Many also include assessments of matters not considered in this paper, such as contribution to departmental diversity, cohesion, and collegiality, or evidence that the faculty member will continue to grow in vitality and professional sophistication.

⁵Traditionally, the level of difficulty or complexity of professional assignments, whether in teaching, research, or service, differentiates among ranks. In the instructional area, those of highest rank are usually expected to be the most versatile in terms of the variety of courses they can offer; frequently, they provide advanced and specialized courses which those of lower rank are not yet qualified to teach.

⁶Student learning is affected by many matters, including the motivation of enrollees to learn, the adequacy of their background, and their academic habits and skills. Since faculty evaluation is concerned with the contribution the faculty member made to student learning, it is desirable to exclude (take into account) the contribution made by such "extraneous" influences. For this reason, the IDEA system provides "adjusted" ratings.

of features of the course (e. g., examinations; gaining student involvement; selection and assignment of course projects; etc.).

A relatively sophisticated aid to instructional improvement is offered by the IDEA “student rating” program. The Center’s research program established the relationship between 20 specific instructional approaches, chosen in part to represent seven principles of good practice (Chickering and Gamson, 1987), and ratings of student progress on 12 different objectives. The fact that a unique pattern of “most effective techniques” was found for each of the 12 objectives, and that the pattern was often different for classes of different sizes, underscores the complexity of trying to determine why instruction was effective or ineffective.

But identifying “strengths” and “weaknesses” by examining student ratings is not likely, by itself, to result in improved effectiveness. Centra (1993) observed that improvement occurs only when new knowledge valued by the teacher is acquired and then only when the teacher is motivated to change.⁷ Cohen (1980) and Brinko (1991), in their reviews of the use of student ratings in improving teaching effectiveness, concluded that, without consultation, student feedback has no effect on improving teaching quality.

Although research identifying other factors related to student learning is less substantial, there is theoretical and experiential reason to consider a number of other characteristics (see, for example, Perry & Smart, 1997; Braskamp & Ory, 1994; Cohen & McKeachie, 1980). This includes adequacy/appropriateness of teaching objectives, quality of instructional materials, coherence of teaching strategy/plan, and comprehensiveness/timeliness of methods for appraising and reporting student progress.

While this paper is concerned with conducting formative evaluations, it does not address the question of how they should be used to stimulate improvement. Different plans have been employed by various institutions [e. g., Weimer (1990); Wright (1995); Centra (1993)]. In some, the department head/chair is expected to serve as “mentor” to the faculty, using evaluative feedback to provide suggestions for improving and monitoring efforts to implement these suggestions⁸. At others, a faculty development office has been established with one or more professionals who devote their time and energy to consulting with faculty members about ways to improve their instructional performances. Recently, “Peer Consultation Programs” have been developed which appear to be not only professionally credible but also acceptable to faculty (e. g., Hutchings, 1995; Sheppard, Johnson, and Leifer, 1998). A system designed by Bernstein (1996) pairs faculty members off in a series of mutual assistance activities focused on the three major elements of the instructional process—the syllabus (plan), classroom practices (implementation), and assessment of student achievement (outcomes).

Each of these approaches may be particularly advantageous on a given campus. What is clear from experience is that lasting improvements are almost never made without some kind of active assistance from another person.

Evaluation Schedules

It is obvious that, for the evaluation of instruction to be usefully employed for either summative (administrative) or formative (improvement) purposes, it needs to be done with care and thoroughness. Demands made by the institution’s instructional, research, and service programs are so intense that finding the time to conduct valid, comprehensive evaluations of these activities poses an important challenge.

The need for evaluation varies with its purposes and with the status of the faculty member. With respect to faculty status, evaluation needs are different for first year (non-tenured) faculty, other non-tenured faculty, and tenured faculty. These needs also vary depending on the purposes of the evaluation—formative or one of four types of summative. A realistic schedule for conducting evaluations of the faculty’s contribution to the instructional program is suggested below.

First-year faculty. For many, this will be their first teaching experience. Most will have a number of special challenges (becoming acquainted with the characteristics and culture of a new institution and its undergraduate students; creating several new courses; adapting to a new environment). High energy and motivation levels will compensate for some of these difficulties, but first year results are not likely to be highly favorable. It seems appropriate to recommend that student ratings be collected for every course during the first term. On the basis of those findings, it may be possible to choose a focus for improvement efforts during the second term. At that time, colleague judgment might be used to supplement student ratings of the targeted course, while student ratings would again be collected for other courses.

Administrative decisions have to do with (1) retention and (2) salary recommendations. It will probably be necessary to make the latter before second term results are available⁹. Although the department chair/head will usually be able to make some relevant judgments on the basis of routine observations (conduct in faculty meetings; conscientiousness in placing book orders; submission of the teaching portfolio), it may be necessary to base recommendations for the instructional portion of the evaluation largely on student ratings. More information will be available for the retention decision, including student ratings for the second term, extended observations by the chair/head, and, hopefully, colleague ratings of the relevant features for one course.

Other non-tenured faculty. For institutions who employ a merit salary policy, an annual summative evaluation is required before making salary recommendations. Although such recommendations are important, they are less vital than those associated with tenure and rank, because the opportunity to correct salary-related errors is presented annually. The same is not true of the most central concerns with respect to non-tenured faculty members—the tenure decision (usually made after five or six years) and promotion. These decisions will largely determine the department’s and institution’s future quality and vitality. Therefore, they require evaluative information which is as valid and comprehensive as possible.

⁷Motivation reflects both the faculty member’s values/dispositions and the institution’s priorities.

⁸Although there have been instances when this arrangement has been very successful, in general those charged with helping others succeed best when they have no responsibility for administrative decisions or recommendations affecting those they are serving.

⁹In some institutions, participation in the merit salary increase program is limited to those who have been employed for more than one year. First year faculty may receive increases which approximate the average for the department, but are not evaluated for merit purposes because of the handicaps to performance cited in the text.

It is suggested that, by the time a tenure recommendation must be made, at least two sets of student ratings (one fairly early in the faculty member's tenure; one relatively recent) be available for every course taught by the faculty member. In addition, at least two colleague reviews of each individual course ("early" and "recent") should be completed. It would also be prudent to collect at least two faculty ratings of "indirect contributions to the instructional program". Evaluations based on these data can also be used for supporting annual merit salary and retention recommendations, but these will usually be less comprehensive than those used in making tenure and promotion recommendations.

Improvement efforts should be guided by formative evaluations of courses chosen by the faculty member on a schedule which is responsive to his/her situation. While such efforts are not a part of summative evaluations, recommendations with respect to tenure may well include a consideration of the degree to which such efforts have been made (as well as evidence that these efforts are succeeding); concrete engagements in faculty development are generally indicative of an individual who wants to remain "alive" and "vital" professionally.

Tenured faculty. Except in rare cases, no further decisions about tenure and retention will be made. And for many, no further decisions about promotion will be made. In those instances where promotion is at issue, the evaluative evidence required includes that required for the tenure decision; in addition, evidence with respect to instructional versatility and the individual's qualifications for handling complex and difficult teaching assignments is relevant.

In institutions where merit salary policies are in place, all faculty members (including those with tenure) must be evaluated annually. With this exception, it is probably not necessary to conduct annual evaluations of such faculty members. On the other hand, a process for regularly monitoring their effectiveness in carrying out their assignments will help to identify "burnout" problems or those who, for a variety of reasons, have suffered a loss of enthusiasm for and commitment to their work. Therefore, it seems reasonable to collect student ratings of instructional effectiveness for every course the faculty member teaches at least once every three years. In addition, colleague reviews of each course should be made on an occasional basis, and ratings of indirect contributions should be collected at least every three years.

The process for collecting information relevant to instructional evaluation differs from campus to campus and from individual to individual. Perhaps the most dependable way to assure that all relevant information is available is the "teaching portfolio" (Seldin, 1997). Portfolios can be designed to support a number of purposes and may, therefore, contain more infor-

mation than is needed for either summative or formative evaluation. But if the informational needs of the evaluation systems are known, the portfolio approach can almost always accommodate them.

The chart below illustrates one way to satisfy the needs for evaluating contributions to the instructional program without requiring an excessive commitment of time and energy. Modifications to this illustrative schedule will be required to reflect the special circumstances of individual institutions.

Source of Information	Faculty Status		
	1 st Year, Non-Tenured	Other Non-Tenured	Tenured
Student Ratings	Formative ratings collected for every course each term.	Formative ratings collected for every course on two occasions over a 5-year period.	Summative ratings collected for every course once every three years. Formative ratings collected as desired by professor.
Colleague Ratings of Specific Courses	Formative ratings collected for one course during the second term.	Formative ratings collected for one or two courses every year.	Summative ratings collected for every course once every three years. Formative ratings collected as requested by professor.
Colleague Ratings of Indirect Contributions	—	Ratings collected annually	Ratings collected every three years.
Department Chair Ratings	Observation, feedback after each term.	Annual observation and feedback.	Observation and feedback as needed.

The question frequently arises as to how much weight should be placed on each source of evaluative information. Each institution should develop a policy which reflects the local relevance (importance, reliability, validity) of each. In general, if there is evidence supporting the value of the student rating process employed on the campus, results from it might account for 30–50% of the overall evaluation of instructional excellence. If the process for obtaining colleague ratings of specific courses is a thorough and conscientious one, results from it would normally merit about the same consideration as those from student ratings. However, since it is unrealistic to expect faculty to devote the time and energy required by annual assessments of every course, it seems reasonable to base about 25–35% of the overall evaluation on such ratings. If colleague ratings of indirect contributions are employed, they will probably be collected regularly for all faculty (except first-year faculty); it is suggested that these account for 10–15% of the overall evaluation. The department head/chair will also make annual judgments of contributions to the instructional program; these might also make up about 10–15% of the overall evaluation.

At individual institutions, the quality of evaluative information from various sources is likely to be uneven. The student rating program may, for example, be considered to be a sound one, but there may be no process for assessing the faculty member's indirect contributions to the instructional program; the chair's ratings may be based on documented evidence, but the system for gathering colleague ratings may lack credibility. To avoid giving undue weight to a given source of information, it is suggested that: (a) percentage figures be adopted which

represents the institution's judgment of the relative importance of each evaluation source *under ideal conditions*; (b) if information from a given source is unavailable, all faculty members be given a rating equal to the average of ratings from other sources; and (c) if information from a given source is believed to be of marginal validity, create two ratings for each faculty member—one using the “marginal” process, and one equal to the average rating for all faculty members from other sources. These suggestions are intended to ensure that the final evaluation figure is not unduly affected by a given source, regardless of how sound that source may be. They will inevitably reduce the degree to which evaluations differentiate between the “best” and “worst” teachers; but this is believed to be preferable to an over-reliance on single sources (student ratings; colleague ratings; etc.)¹⁰.

Summary

Although evaluation is inherently threatening to most faculty members, the vast majority take their assignments seriously and have a sincere desire to conduct them as effectively as possible. When the departmental environment is characterized by a strong commitment to mission, mutual respect and trust, and administrative support for faculty, a sound evaluation program can play a vital role in promoting both individual and organizational excellence.

Assessing faculty performance is a complex and time-consuming process. If it is done poorly or insensitively, it can have an adverse effect upon institutional quality. Whether or not individual institutions elect to commit the resources which valid evaluations require depends upon the degree to which they agree with three propositions:

1. All members of the institution should be accountable for their activities and performance.
2. The conduct and utilization of credible evaluation programs have an important influence on the welfare and future excellence of the individual, the department, and the institution.
3. When improvement efforts are supported by institutional policy and guided by comprehensive and valid appraisals of current functioning, the well-being of the individual and of the institution are positively affected.

¹⁰By employing “leveling” to deal with incomplete or unreliable data, the institution risks an inadvertent alteration of the priorities it assigns to “instruction”, “research”, and “service”. For example, if ratings of instructional effectiveness differentiate only slightly among faculty, while ratings of “research” or “service” effectiveness vary widely, the latter will automatically have an increased impact on overall evaluations. Special procedures to protect against such unintended effects are needed.

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APPENDICES

APPENDIX A

FACULTY ANNUAL REPORT OF INSTRUCTIONAL EFFORTS

This report provides you an opportunity to reflect upon your teaching and its effectiveness. Your answers will provide a context which will assist those who review your instructional efforts to make more valid judgments about effectiveness and more helpful suggestions for improvement.

I. Course Assignments

For each course that you taught during the past year, provide the following information:

A. Context.

1. Characterize the audience (enrollments; level and ability of students; student interests/goals).
2. Describe the relationships between this course and other courses in the department's curricula or in other departments.

B. Objectives.

1. Identify major and minor objectives of the course.
2. Provide a rationale for each and, if appropriate, a rationale for excluding other objectives.

C. Instructional Strategies

1. Identify the instructional strategies employed (e. g., lecture; assignments to class teams; laboratory assignments; computer exercises; etc.) and the approximate percentage of time which each required.
2. Describe the rationale for each strategy (your reasoning as to why the strategy was selected over alternatives).
3. Your assessment of the strengths and weaknesses of each strategy.
4. Your intentions with respect to revising strategies.

D. Instructional Materials

1. Readings
 - a. Identify assigned reading materials.
 - b. Describe your rationale for choosing these over alternative readings.
 - c. Analyze the strengths and weaknesses of these readings.
2. Non-reading instructional materials or projects.
 - a. Identify other (non-reading) instructional materials or projects; note which of these you created.
 - b. Describe the rationale for these non-reading materials or projects.
 - c. Analyze strengths and weaknesses of non-reading materials or projects.

E. Assessment of Student Achievement

1. Describe methods used to assess student achievement on each objective.
2. Evaluate the strengths and weaknesses of each assessment method.
3. Judge the degree to which each objective was achieved.
4. Describe the standards you employed in assigning grades.
5. What changes are needed in procedures for assessing student achievement?

II. Instructional Improvement Activities

A. Classroom Research

1. If you have engaged in any classroom research activities, describe these.
2. What results were obtained?
3. How have these results affected your teaching?

B. Collaborative Improvement Efforts

1. Describe collaborative efforts with colleagues to improve instruction.
2. Evaluate the strengths and weaknesses of these efforts.
3. How have these efforts affected your teaching?

C. Workshops/Conferences Directed to Instructional Improvement

1. What instructional improvement workshops/conferences have you attended during the past year?
2. Describe the length and focus of each workshop/conference.
3. Evaluate the strengths and weaknesses of each.
4. How has this experience affected your teaching?

D. Other Improvement Efforts

1. Describe other efforts you have made to improve.
2. Evaluate the effectiveness of these efforts.
3. How have they affected your teaching?

APPENDIX B

FACULTY ASSESSMENT OF SPECIFIC COURSES

Course _____ Instructor _____ Term _____

You have been supplied with the following information about the course listed:

1. Course syllabus, including:
 - a. list of objectives
 - b. course content and organization
 - c. identification of reading materials and assignments
 - d. description of projects, non-reading assignments
 - e. methods of appraising student achievement
2. Copies of examinations, together with an indication of the specific objective(s) being assessed by each item/exercise and the grading standards employed with each.
3. Samples of the best student projects, the instructional objectives relevant to the project, and the instructor's appraisal of the work.
4. Distribution of final grades.

Using a 5-point scale, rate the features of the course named above. A rating of "1" is used to indicate a serious concern and a rating of "5" is used to indicate an exceptionally strong aspect of instruction. For features rated less than "5", specific concerns/recommendation are to be identified.

After your ratings have been made, please discuss them with the other two reviewers. On the basis of this discussion, the group should compile a consensus report for use of the faculty member and the department chair/head.

Ratings

1. Objectives.

- a. Are the objectives clearly expressed? Rating: ____ If the rating is less than "5", identify the specific objective(s) which should be restated to remove ambiguities.

- b. Are the objectives appropriate for this class? Rating: ____ If the rating is less than "5", identify the specific objectives which are:

overemphasized _____

overly ambitious (unrealistic) _____

lacking in challenge/importance _____

under-emphasized or omitted _____

needlessly redundant with objectives pursued in other classes _____

2. Reading materials and assignments.

- a. Are reading materials well chosen (up-to-date; written at an appropriate level; highly authoritative; provide balanced coverage)? Rating: ____ If the rating is less than "5", identify the specific concerns you have about the readings (e. g., outdated; biased; too advanced; etc.):

Continued on next page

- b. Are reading assignments appropriate? Rating:____ If the rating is less than "5", identify specific reservations about the appropriateness of reading assignments (i. e., too extensive; unrelated to course objectives; uneven pace from week to week; etc.).

3. *Non-reading assignments/projects.*

- a. Are non-reading assignments/projects relevant to course objectives? Rating:____ If the rating is less than "5", identify specific concerns about the relevance of non-reading assignments/projects (i. e., failure to address certain objectives; relationship to objectives is too tangential; focus is on objectives not identified as course objectives; etc.):

- b. Are non-reading assignments/projects designed to attract student interest and involvement? Rating:____ If the rating is less than "5", suggest specific concerns about the power of the assignments/projects to motivate students (e. g., practicality is not apparent; assignments/projects not clearly described; students unable to identify with the task; requirements/expectations are ambiguous; etc.).

- c. Are the non-reading assignments/projects reasonable in terms of their demand on student time and energy? Rating:____ If the rating is less than "5", suggest specific reservations about the reasonableness of the assignments/projects (i. e., time requirements; availability of needed resources; adequacy of student background; demands on student creativity/inventiveness; etc.)

4. *Course organization.*

- a. Are topics presented in a coherent, logical manner? Rating:____ If the rating is less than "5", identify ways in which coherence could be improved._____

- b. Are topics integrated (related meaningfully to each other)? Rating:____ If the rating is less than "5", suggest how integration could be improved. _____

5. *Methods of appraising student achievement*

- a. Do the instructor's appraisal methods adequately address all course objectives? (Do exams cover all objectives in a balanced way? Do exam questions focus on objectives not included in the course syllabus? If examinations omit or under-emphasize achievement on certain objectives, are there alternative appraisal processes which restore balance?)
Rating:____ Specific concerns:

- b. Do students have sufficient opportunity to demonstrate their achievement of course objectives? (Are exams given with enough frequency to keep students informed of their status? Are alternative assessment methods employed to supplement exams? Do assessment procedures over-stress achievements which are easiest to appraise and under-stress those which are most difficult to appraise? Does the attention directed to appraisal of a given achievement reflect the amount of instructional time devoted to it?) Rating:____ Specific concerns:

- c. Is information available about the reliability of assessment procedures (statistical reliability of examination results; agreement among raters or judges; etc.)? Rating:____ Specific concerns:

- d. Are the achievement demands which appraisal methods make on students appropriate to the nature of the course and the characteristics of enrollees? (Are exams too difficult/easy? Are projects too difficult/too simple? Do appraisal methods permit accurate appraisals of all levels of achievement, or do they focus more on high or low achieving groups?) Rating:____ Specific concerns:

- e. Is feedback from appraisal results appropriately employed as a teaching device? (Is feedback timely? Does it correct student errors/misunderstandings? Does it offer clues as to how students might improve their achievement?) Rating:____ Specific concerns:

- f. Are appropriate grading standards employed? (Do the instructor's achievement standards appropriately reflect the department's and institution's expectations?) Rating:____ Specific concerns:

- g. What is the apparent level of student achievement of course objectives? Rating:____ Identify both evidence which supports this rating and that which is inconsistent with it.

APPENDIX C

FACULTY CONTRIBUTIONS TO THE INSTRUCTIONAL PROGRAM

In addition to the contributions made through course instruction, faculty members affect the quality of the department's instructional program in three ways. By their actions:

1. They affect the *general learning environment*. **Relevant behaviors:** expressing interest in the academic work of others; sharing teaching ideas, hypotheses, projects; encouraging curiosity and inquiry; modeling intellectual ideals of openness, carefulness, integrity, objectivity, tolerance of ambiguity, etc.
2. They affect *course and curricular development*. **Relevant behaviors:** refining and updating courses; developing new instructional materials or learning aids; making others aware of instructional/curricular innovations employed elsewhere; discussing ways to improve integration/articulation of his/her courses with those of others; contributing to discussions of desirable curriculum changes.
3. They contribute to the *teaching effectiveness of others*. **Relevant behaviors:** Consults with other faculty on instructional matters; advises teaching assistants on effective approaches; shows others new ways to assess student achievement; invites classroom visitation and subsequent discussion of strategy and tactics; accepts invitations to visit and critique colleagues' instruction.

The names of the department's faculty are listed below. Draw a line through your own name. Then rate the degree to which each of your colleagues has made contributions in these three areas over the past year. Use the following code to make these ratings:

? = Insufficient opportunity to observe
N = Contribution was generally negative
0 = Contribution was neither positive nor negative

P = Contribution was generally positive
EP = Contribution was extremely positive

[illegible]

Thank you. Seal the completed form in the envelope provided and return it to the department chair/head.

APPENDIX D

DEPARTMENT HEAD REVIEW OF INSTRUCTIONAL CONTRIBUTIONS

Faculty Member _____ Year _____

On the basis of your observations of the faculty member and a review of his/her annual report, rate the contributions this individual has made to the instructional program during the past year.

? = Insufficient opportunity to observe
 N = Contribution was generally negative
 O = Contribution was neither positive nor negative

P = Contribution was generally positive
 EP = Contribution was extremely positive

- | | |
|--|------------|
| 1. Improving <i>general learning environment</i> (sharing teaching ideas, expressing interest in work of colleagues; modeling intellectual ideals; encouraging inquiry) | ? N O P EP |
| 2. Strengthening <i>course and curricular development</i> (updating courses; developing new instructional materials; contributing to curricular revision; etc.) | ? N O P EP |
| 3. Improving <i>teaching effectiveness of others</i> (consulting with faculty/TAs on teaching matters; invites visitation/discussion; shares with faculty innovative ideas on teaching). | ? N O P EP |
| 4. Dependability in meeting administrative requirements (submitting grades; identifying library/text needs; submitting annual reports and teaching portfolios, etc.) | ? N O P EP |
| 5. Using classroom research to improve instruction. | ? N O P EP |
| 6. Collaborating with other faculty members for the mutual improvement of instruction. | ? N O P EP |
| 7. Taking advantage of workshops/conferences designed to improve instruction. | ? N O P EP |
| 8. Employing grading systems which are consistent with departmental and institutional policy/philosophy. | ? N O P EP |
| 9. Instructional versatility (ability/willingness to teach a wide variety of courses). | ? N O P EP |
| 10. Capacity to offer highly complex, specialized courses. | ? N O P EP |