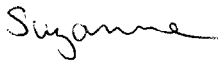


December 16, 2002

Dear Mark and Ann,

Enclosed you will find a copy of the "Revised Guidelines for Chair's Evaluation of Faculty Members in the Department of Art" as well as an explanation of the merit computation. The Guidelines have been in effect in the Department of Art for some time; and the faculty have chosen to leave them as is. The merit metric was discussed and unanimously approved by the faculty in the December department meeting. Please let me know if you have any questions.

Regards,

A handwritten signature in cursive script, appearing to read "Suzanne".

Merit Computation
Department of Art
December 13, 2002

1. The chairperson of the department will assign each member of the faculty a rating between 1 and 9 in teaching, research, and service. (For an explanation of this rating system, see “Revised Guidelines for Chair’s Evaluation of Faculty Members in the Department of Art.”) These will be weighted proportionally to the workload agreement that she or he reached previously with the chair. The chair adds together the points from all three categories to arrive at a total number of points for each faculty member.
2. Merit raises are then calculated using variable percentages based on the amount contributed to the merit pool by the salary of each member of the faculty.

REVISED GUIDELINES FOR CHAIR'S EVALUATION OF FACULTY MEMBERS IN THE DEPARTMENT OF ART

The numerical rating of "five" is discussed first for each category because it sets the standards to be met for being "at criteria". Ratings above that level assume that all requirements for "five" have been met and are surpassed. Ratings below five indicate varying degrees of substandard performance.

TEACHING

Rating of "5" indicates that:

The faculty member's performance has been a quality one and is appropriate in all respects of the teaching category including advisement. The individual's course evaluations are largely positive, he/she remains abreast of events and trends in their field, he/she assigns a reasonable workload to students, he/she treats students with dignity and respect, he/she generally does not assign inflated grades, he/she follows all university guidelines regarding class meetings and cancellations, and he/she meets all other expectations a student might rightfully have of a University professor. The cooperation of a faculty member in accepting a teaching assignment outside their normal specialty, is also expected on those occasions when reason would dictate that such an action is prudent.

Rating of "6" indicates that:

Beyond those qualities required for the number "five" rating, the faculty member's performance in teaching/advising is marked by some activities which exceed what is mid-rating. Such things as field trips, visiting artists, curriculum revision or other enrichment/improvement efforts could be viewed as evidence of this level of accomplishment.

Rating of "7" indicates that:

The faculty member's performance in teaching/advising surpasses in quantity and quality the types of activities and requirements outlined for ratings of "five" or "six", to such an extent that they can be viewed as being to a degree "above criteria".

Rating of "8" indicates that:

In addition to meeting all the qualifications for a numerical rating of "seven", the faculty member's performance in teaching/advising is marked by a truly innovative accomplishment, the success of which is demonstrable. This might take the form of a new course being developed, a major change in teaching methodology, curriculum revision, or the like.

Rating of "9" indicates that:

The performance of the faculty member is so distinguished as to be nearly without equal. Such things as the College of Arts and Science's Distinguished Faculty Lecture Award, an Excellence in Teaching Award, or extremely high recognition of a program or its students might result in this rating.

Rating of "4" indicates that:

The faculty member's performance in teaching/advising is slightly flawed with respect to the type of things described in the number five rating. Inflated grades, student workloads which tend to be unreasonable, absence from classes without proper coverage of the assignments, failure to provide adequate advisement, and other deficiencies might result in this type of rating.

Rating of "3" indicates that:

The faculty member's performance in teaching/advising is seriously flawed in one or more of the ways described in number four. Immediate corrective action is required.

Rating of "2" indicates that:

The faculty member's performance in teaching/advising is flawed in multiple and identifiable ways to such a degree as to be cause for genuine alarm. Immediate and extensive remedial action is essential.

Rating of "1" indicates that:

Evidence exists that the faculty member's performance is marked by possible violations of university policy, the law, or both. Continued actions of this type will result in the implementation of dismissal proceedings.

RESEARCH, SCHOLARLY AND/OR CREATIVE WORK

The rating of "5" indicates that:

The faculty member has provided documentation of having produced a reasonable body of creative or scholarly work (both in quality and quantity) but has been unable to exhibit or publish work during the evaluation period. Such a rating might possibly be maintained for up to three years without significant publication or exhibition results.

The rating of "6" indicates that:

The faculty member has produced scholarly or creative work in a fashion consistent with what is described above, and has received limited recognition in a form that is roughly comparable to being included in a smaller number of national/international juried or invitational exhibits (1-3). Such things as a solo showing at the State Arts Council coupled with other small but legitimate shows could be considered as being roughly comparable.

The rating of "7" indicates that:

The faculty member's creative work or scholarly work has received limited recognition which is roughly comparable in quality and/or quantity to being included in a reasonable number of national/international juried or invitational shows. One or two solo exhibits in locations which are not in the mainstream, yet are legitimate and are beyond the local level could be viewed as being roughly comparable. An individual Artist's Grant from the Delaware State Arts Council might also be viewed in this way.

The rating of "8" indicates that:

The faculty member's creative or scholarly work has received recognition which is roughly comparable in quality and/or quantity to a solo showing of very high quality at a location generally recognized for very high quality, legitimate exhibits. Such things as multiple one person shows in places such as college or university galleries, as well as extremely high numbers of national/international juried or invitational shows, might be viewed as being roughly comparable.

The rating of "9" indicates that:

The faculty member's creative or scholarly work has received recognition which is roughly comparable in quality and/or recognition which is roughly comparable in quality and/or quantity to inclusion in the "Whitney Biennial" or being the subject of a major article (not a review) in the art press. Such things as receiving a National Endowment for the Arts grant or multiple one person shows in prestigious locations during the evaluation period could be viewed as being roughly equivalent.

The rating of "4" indicates that:

The faculty member has provided documentation of creative or scholarly work which indicates that their research activity needs improvement in quality and/or quantity. Any exhibitions or publications during the evaluation period are not of real substance or are exclusively local.

The rating of "3" indicates that:

Only a slight effort was made during the evaluation period to carry out creative or scholarly work. No new work has been exhibited or published during the evaluation period.

The rating of "2" indicates that;

Almost no evidence of creative or scholarly work for the evaluation period was presented, however, the faculty member had been performing well until this point and there have been extenuating circumstances which can aid in explaining the deficiencies.

The rating of "1" indicates that:

The effort to carry out creative or scholarly research is so minimal that it cannot be regarded seriously.

SERVICE

The rating of "5" indicates that:

The faculty member is an active and positive participant in service activities. Their attendance at faculty meetings and committee meetings is regular and their response to the rather routine tasks required of each faculty member for administering the department is prompt and thorough. They willingly assume reasonable requests from the chair to take part in any of a variety of duties of an ad hoc nature. They remain informed of University, College, and department changes in policy and contribute to the goals of each.

The rating of "6" indicates that:

In addition to those things outlined in number "5", the faculty member has had one or more service responsibilities within the department, college, university or community, which although well done, were not large undertakings and did not require a huge investment of the individual's time.

The rating of "7" indicates that:

The faculty member had at least one service responsibility similar in scope and time investment to the department's Executive Committee. In that capacity the faculty member was particularly effective in carrying out their particular charge and took the initiative in that post. Their work was carried out promptly and resulted in constructive ends.

The rating of "8" indicates that:

In addition to what is outlined in number five, the faculty member had multiple service responsibilities beyond the departmental level and was particularly effective in all of those roles.

The rating of "9" indicates that, in addition to number five, the faculty member had multiple service responsibilities, beyond the departmental level, was particularly effective in all of those roles, and served to direct or chair one or more of the activities.

The rating of "4" indicates that:

The faculty member's performance in one or more aspects of service is in need of improvement. Such things as not meeting deadlines, irregular attendance at meetings, not attending to administrative detail, being unwilling to assume reasonable service assignments, etc. are examples of what could result in this rating.

The rating of "3" indicates that:

The type, scope, or frequency of service activities are not consistent with or appropriate to the faculty member's rank. A full professor who does not seek and hold a post on a standing college or university committee with regularity could expect to receive this rating at some point. The rating could also represent a more serious failure with respect to items cited in number "4".

The rating of "2" indicates that:

The faculty member is often absent from faculty or committee meetings, or is uncooperative, late in carrying out tasks related to departmental governance, administration, or refuses to assume reasonable service assignments, or does not keep informed of various policies, or is in one way or another a negative factor in governing and administering the department, college, university and community.

The rating of "1" indicates that:

The faculty member's performance in service is so ineffective or unambitious as to warrant the most serious condemnation it can be given.