

2008

Hospitality and Restaurant Administration

Merit Evaluation and Compensation Plan



Department of Hospitality and Restaurant Administration Merit Evaluation and Compensation Plan

All ranked faculty members in the Department of Hospitality and Restaurant Administration (HRA) are expected to be actively engaged in performance activities for teaching, research, and service. All evaluations, for whatever purpose, will be made in these three areas. The HRA Department recognizes that, at different times, faculty members may shift emphasis from one category to another. The specific percentage of time devoted to these activities will be established through consultation with the HRA Department Head and approved by the Dean of the College of Natural and Applied Sciences. Exceptions to the University guidelines may be approved by the Dean in accordance with guidelines set forth by the Provost (Section 4.6.5, Faculty Hand Book) when specific positions dictate more focused assignments.

Period of Review

All tenured faculty members, probationary faculty members, and renewable instructors shall submit annual performance reports in January to the Department Head in the HRA departmental format that includes percentages allocated to teaching, research, and service.

Establishing Weights

Each year, operating within the parameters determined by the College of Natural and Applied Sciences, HRA faculty members will indicate to the Department Head the percentage of weights he or she wishes to assign to each of the three areas of performance activity – teaching, research, and service. Those weights shall be consistent with guidelines provided by the University and CNAS. Faculty members may, after consultation with and permission from the Department Head, alter their percentage weightings prior to the evaluation process. However, no faculty member may alter the percent weightings after the evaluations have begun. Percent weightings will not appear in copies of performance reports available to the merit evaluation committee. The weighting of each activity area will be used to weight the scores for the three areas to come up with a single composite score.

Merit Evaluation Committee

Only tenured faculty members are allowed to serve on the HRA Merit Evaluation Committee which will consist of no less than three (3) or no more than five (5) full-time faculty members. All eligible faculty members will be given the opportunity to serve on the Committee before previous members are reappointed. The Committee will be appointed in April as part of the annual committee appointment process to various bodies of the faculty governance system. The term of the appointment to the Merit Evaluation Committee is one year.

The HRA Merit Evaluation Committee and the HRA Department Head will independently examine the Annual Reports from the preceding year for each faculty member being evaluated and will record the rating of 5, 4 or 3 in each of the three categories of performance: teaching, research, and service. Faculty projects of a larger more significant longitudinal scope may, in consultation with the Department Head, be counted for two or more years, e.g. major research grants, books being developed in the HRA discipline, major research projects, or major service projects that extend beyond one calendar year. Each Committee member will submit his or her evaluations anonymously through the departmental secretary. Evaluations will be accompanied by a brief narrative explaining the ratings for each area, particularly justifying any ranking other than a 3. The Committee and the Department Head may meet at the request of the Department Head or the Committee for the purpose of comparing their scores and trying to reconcile any differences. In those instances where a difference between the Committee's rating and the Department Head's rating in a particular category cannot be reconciled, both values will be reported to the faculty member and the average of the two ratings will be used in subsequent calculations.

The Department Head will utilize the narrative assessments and the ratings from the Merit Evaluation Committee, as well as consultation with Committee members, as components in assigning ratings. The Department Head will provide the evaluated faculty member with:

- copies of the Committee's narrative reviews and the Committee's ratings in the three performance activity areas of teaching, research, and service;
- the Department Head's own narrative review and ratings in the three performance activity areas of teaching, research, and service; and
- a written rationale for any differences between the Committee evaluations and the Department Head evaluations.

The Department Head will then forward his or her evaluations to the CNAS Dean.

Appeals

Appeals of ratings will be carried out in accordance with guidelines set forth by the College of Natural and Applied Sciences and the University.

Evaluation Guidelines

The underlying principles upon which the following guidelines are based are:

- Merit plans must be consistent with tenure and promotion policies at both the University and departmental levels. Activities that are required and/or encouraged for tenure and promotion should be recognized as well in merit policies. Likewise, merit policies should not have any specific requirements that are not tied to tenure and promotion guidelines.

Nonetheless, the tie-in between merit evaluations and tenure and promotion decisions is, of necessity, only qualitative. Merit evaluations reflect performance over relatively short periods of time, whereas tenure and promotion decisions are based on a faculty member's cumulative performance over an extended period of time. Low to moderate levels of achievement may be sufficient to attain competent (Level 3) or even perhaps commendable (Level 4) merit evaluations without, over the extended period, meeting requirements and expectations of tenure and or promotion.

- The University guidelines for Awards of Excellence have generally been adopted to provide indicators of activities or accomplishments that show meritorious teaching, research, and service.
- Faculty members within the HRA Department may legitimately report a wide range of performance activities and outcomes that contribute to their evaluations. Guidelines for assigning ratings to performance activities in the specific categories of teaching, research, and service are provided in the Appendices. Assignment of some items into a specific area may be required by the Faculty Handbook (e.g., academic advising is considered a teaching activity not a service activity). However, there are a number of activities that may be legitimately assigned to different areas depending on the circumstances (e.g., assisting an undergraduate student with a research project may be considered teaching if the faculty member worked extensively on the project with a student from another class, or as service if the faculty member's role was primarily limited to reviewing or providing guidance on preparation of the manuscript or participated in a review panel). Assignment of an activity to a particular area, so long as that assignment is not inconsistent with the MSU Faculty Handbook and/or HRA Departmental policy statements, is acceptable as long as the assignment is rational and supportable.
- Double-counting of activities and outcomes is not acceptable. While it is possible to assign some items to more than one category, no specific item may be listed in more than one category. For example, mentoring a student research project should be listed under teaching, but any publications resulting from the student's work should be listed as a research outcome.
- For each area of performance activity, ratings should be assigned as follows:

Expectations for a Level 3 (Competent) rating: For teaching, research, and service a list of core Level 3 performance activities are listed. The HRA faculty member must be able to document that he/she has satisfactorily achieved the core performance activity, as specified for each performance activity area, in order to be rated as a Level 3. A Level 3 rating will be the normal starting point for each evaluation, and members of the Merit Evaluation Committee shall provide justification for ratings above or below that value. A Level 3 rating for one

Merit Evaluation period does not necessarily indicate that progress is being made for meeting the long term requirements for tenure and or promotion.

Expectations for a Level-4 (Commendable) or Level 5 (Exceptional) rating: Core Level 4 and Level 5 performance activities are listed for teaching, research, and service. The HRA faculty member must be able to document that he/she has satisfactorily achieved performance activity outcomes for the specified number of activities required in each performance area in order to receive a Level 4 or a Level 5 rating.

Rating of 1 (Unsatisfactory) or 2 (Development Needed): Ratings of Level 1 and Level 2 reflect an assessment that the performance of the faculty member is significantly deficient.

A rating of a Level 1 for a performance category may be assigned based on the following:

- Significant deficiencies in at least two basic responsibilities.
- Serious deficiency in a fundamental responsibility for teaching. i.e., such as not meeting class regularly.

A rating of a Level 2 for a performance category will normally indicate a significant deficiency in performance in at least one of the faculty member's responsibilities.

A rating of Level 1 or Level 2 will be accompanied with a narrative explanation.

Appendix A. Teaching (Also see Faculty Handbook, Sections 4.2.1)

The activities listed here are not presented in order of relative merit and they should not be considered as an exhaustive enumeration of all meritorious teaching activities. In the event that a faculty member contends that he/she has achieved meritorious performance in an activity for teaching which is not included in the following list, then the Department Head with guidance and input from the Merit Evaluation Committee may assign that activity to the teaching performance activity list. It will be the responsibility of the faculty member to justify the relevance of the proposed teaching activity as an indicator of teaching effectiveness.

Performance Activities Required For a Rating of Level 3 in Teaching:

*In order for an HRA faculty member to receive a rating of Level 3 in teaching he/she must document that **all** of the following core teaching performance activities listed below have been met.*

- Prepare appropriate syllabi, tentative schedule, and teaching materials for all assigned classes.
- Meet all assigned classes regularly and reliably.
- Submit absence reports in advance and arrange for alternate class coverage for any class period that he or she must miss due to professional travel or similar professional commitments.
- Utilize current lecture materials and keep abreast of relevant developments in the field.
- Provide fair and timely feedback to students by returning exams, assignments, and laboratory reports to students in a timely manner.
- Exhibit quality teaching as reflected in evaluations by students. Evaluation may include student evaluations for all statistically-evaluated courses over the period of merit evaluation. *Note that numerical course evaluations should not be a primary criterion for determining teaching rankings because those are affected by many factors besides teach quality (e.g., by class sizes, majors versus non-majors in the courses, difficulty level of courses, etc. These cannot be counted for more than 50% toward the merit score). Utilizing the newly created teaching evaluation scale of 1-5, with 5 being the highest score possible, a minimum average teaching evaluation score must be 3.0 or higher.*
- Establish and communicate appropriate policies to maintain a safe environment for students and staff.
- Ensure that class/laboratory preparations were completed in a timely manner and prior to the start of the class/lab.
- Maintain office hours at a minimum of five (5) hours a week.

Performance Activities Required For a Rating of Level 4 or Level 5 in Teaching:

In order for an HRA faculty member to eligible for a Level 4 or Level 5 rating in teaching, he/she must document that the Level 3 rating for performance activities has been achieved and satisfactorily achieved the three (3) core Level 4 and Level 5 teaching performance activities listed below:

- Teach a 12 hour load.
- Demonstrate high quality teaching as reflected in overall teaching evaluations of 4.0 or higher utilizing the newly created teaching evaluation scale of 1-5 with 5 being the highest score possible.
- Participate in professional development in the area of teaching (workshops, seminars, institutes, etc.).

In order to achieve a rating of Level 4 in teaching, an HRA faculty member must document that he/she has satisfactorily achieved five (5) of the following performance activities in addition to the Level 3 performance activity requirements and the required Level 4 and Level 5 core teaching performance activities listed above.

In order to achieve a rating of Level 5 in teaching, an HRA faculty member must document that he/she has satisfactorily achieved ten (10) of the following performance activities in addition to the Level 3 performance activity requirements and the required Level 4 and Level 5 core teaching performance activities listed above.

- Lead or co-lead out-of class field trips.
- Contribute to or help provide access to educational opportunities for MSU students at other institutions (Study Away, Industry Education Opportunity. etc.).
- Create and implement a new course.
- Revise and teach an existing course for the first time.
- Show innovation in teaching and/or in preparation of teaching materials.
- Submit grant applications to support teaching.
- Receive grant for the support of teaching.
- Complete and implement new laboratory exercise(s).
- Administer or supervise service learning, cooperative education, or internships
- Present at a workshop or conference on teaching.
- Develop assessment tools to evaluate teaching effectiveness.
- Use writing-intensive exercises to assess student learning.
- Exceptional peer evaluation of teaching effectiveness by another faculty member.
- Achieve or maintain Master Advisor certification.
- Receive a teaching award.
- Recognition of teaching through student organization.
- Plan or conduct a trip for students for academic credit.

- Offer an existing course via a new delivery mode or using new instructional technology (Blackboard, web notes, etc.).
- Teach courses which lead to industry certification in HRA industry.
- Deliver HRA industry professional development seminars and workshops.
- Coordinate practical industry-related application experiences through HRA sponsored events.
- Conduct career advising for students.

Appendix B. Research (Also see Faculty Handbook, Section 4.2.2)

The activities listed here are not presented in order of relative merit, and they should not be considered as an exhaustive enumeration of all meritorious research activities. In the event that a faculty member contends that he/she has achieved meritorious performance in an activity for research which is not included in the following list, then the Department Head with guidance and input from the Merit Evaluation Committee may assign that activity to the research performance activity list. It will be the responsibility of the faculty member to justify the relevance of the proposed research activity as an indicator of scholarly productivity.

Performance Activities Required For a Rating of Level 3 in Research:

In order for an HRA faculty member to receive a rating of Level 3 in research he/she must document that the three (3) core research performance activities listed below have been met.

- Contribute knowledge to the discipline through scholarly activity.
- Participate in faculty development in the area of research (e.g., participate in workshops, seminars, or professional meetings for enhancing research skills and Improving research knowledge base).
- Mentor HRA or advise undergraduate student research in HRA related activities.

Performance Activities Required For a Rating of Level 4 or Level 5 in Research:

In order to achieve a rating of Level 4 in research an HRA faculty member must document that he/she has satisfactorily achieved three (3) of the following research performance activities in addition to the Level 3 research performance activities listed above.

In order to achieve a rating of Level 5 in research an HRA faculty member must document that he/she has satisfactorily achieved six (6) of the following research performance activities in addition to Level 3 research performance activities listed above.

- Complete scholarly activity that has potential to lead to peer-reviewed publication.
- Make significant progress toward the completion of a scholarly activity.
- Apply for external or internal research funding.
- Faculty development in the area of research (participation in workshops, seminars, professional meetings for enhancing research skills, refining research questions, and/or improving research knowledge base).
- Non-reviewed oral or poster presentation at a professional meeting.

- Mentor HRA faculty or advise undergraduate students in research related activities.
- Have one or more publications in appropriate peer-reviewed journals.
- Receive research grant(s) as principal investigator.
- Receive a grant as Co-PI for funding to support research.
- Present juried or peer-reviewed original design, creative project, or exhibition that is appropriate to the discipline.
- Publication, non peer-reviewed, of original results as author or coauthor, in a book or monograph intended for a professional audience.
- Receive a scholarship, fellowship, internship, or endowment to conduct research.
- Reprinting of original research articles in special collections or text.
- Editor of peer-reviewed journal.
- Reviewer of peer-reviewed journal.
- Research award in discipline.
- Secures gifts (in-kind or cash) in support of research.
- Conduct research leading to the execution of a significant event which meets university and/or industry expectations.
- Complete research project with an industry partner that produces a viable product.
- Submit research findings with industry partner for peer-reviewed publication or presentation.
- Publish research with industry partner.

Appendix C. Service (Also See Faculty Handbook, Section 4.2.3)

The activities listed here are not presented in order of merit and they should not be considered as an exhaustive enumeration of all meritorious service activities. In the event that a faculty member contends that he/she has achieved meritorious performance in a service activity which is not included in the following list, then the Department Head with guidance and input from the Committee may assign that activity to the service activity list. It will be the responsibility of the faculty member to justify the relevance of the proposed service activity as an indicator of effective service.

Performance Activities Required For a Rating of 3 in Service:

In order for an HRA faculty member to receive a rating of Level 3 for service he/she must document that the three (3) core service performance activities listed below have been met.

- Serve on Department, College, and/or University committees.
- Respond to HRA Department, College, and/or University requests in a timely manner.
- Assist with HRA and CNAS recruitment and development activities.

Performance Activities Required For a Level 4 or a Level 5 Rating in Service:

In order to achieve a rating of Level 4 for service, an HRA faculty member must document that he/she has satisfactorily achieved three (3) of the following service performance activities in addition to the Level 3 service performance activities listed above.

In order to achieve a rating of Level 5 for service, an HRA faculty member must document that he/she has satisfactorily achieved five (5) of the following service performance activities in addition to the Level 3 service performance activities listed above.

- Serve as a member in a professional organization.
- Perform service to the hospitality profession by:
 - Referee articles for conferences.
 - Evaluate grant proposals.
 - Serve on editorial board(s).
 - Serve on the organizing board for a conference(s).
 - Serve as an officer in professional organization(s).
 - Chair community committee or initiative.
- Participate in university-sponsored student retention activity.
- Participate in an HRA-related regional or statewide diversity activity.
- Supervise maintenance of HRA teaching facilities.

- Perform unpaid hospitality-based consulting for outside organizations.
- Serve as a member of an on-site visitation team for accreditation.
- Use professional expertise to serve as a member of a public service board, regulatory agency, planning committee, or professional registration, or accreditation commission of international, national, regional, or state scope.
- Serve as a member of a body of the faculty governance system.
- Advise HRA student organization.
- Organize or host a professional meeting or conference.
- Prepare grant proposals to support service activities.
- Receive and administer grant proposals for support service activities.
- Receive community or University recognition for outstanding service.
- Develop new HRA scholarship fund.