# Table of Contents

*About the Author*  
ix

*About the Contributors*  

*Preface*  

1. Building a Successful Evaluation Program  
   Peter Seldin  
   1

2. Essential Operating Principles and Key Guidelines  
   Peter Seldin  
   20

3. Building a Climate for Faculty Evaluation That Improves Teaching  
   Mary Lou Higgerson  
   35

4. Uses and Abuses of Student Ratings  
   William Pallett  
   50

5. Institutional Service  
   Clement A. Seldin  
   66

6. Peer Observations as a Catalyst for Faculty Development  
   Barbara J. Millis  
   82

7. Self-Evaluation: Composing an Academic Life Narrative  
   Thomas V. McGovern  
   96

8. Teaching Portfolios  
   Monica A. Devanas  
   111
9 Evaluating Faculty Research
Teck-Kah Lim

10 Teaching Evaluation Follies: Misperception and Misbehavior in Student Evaluations of Teachers
Jane S. Halonen, George B. Ellenberg

11 Using Evaluation Data to Improve Teaching Effectiveness
Todd Zakrajsek

12 Using Evaluation Data for Personnel Decisions
David Fite

13 The Professional Portfolio: Expanding the Value of Portfolio Development
John Zubizarreta

14 Summary and Recommendations for Evaluating Faculty Performance
J. Elizabeth Miller

Appendix: Selected Forms to Evaluate Teaching, Advising, Research, and Service

Index

About the Author

Peter Seldin is Distinguished Professor of Public Administration at Pace University in Pleasantville, New York. He is an educator, author, and speaker in areas of faculty and administrative development and higher education issues worldwide, as well as throughout the United States.

A well-known speaker, Dr. Seldin regularly serves as the keynote speaker at the American Council on Education (Association to Advance Collegiate Schools of Business) and director of the annual New York City University Teaching Conference.

His well-received books include:

The Teaching Portfolio: A Tool for Improving College Teaching (Jossey-Bass, 2002)
The Administrative Portfolio: A Tool for Improving College Administration (Jossey-Bass, 1999)
Changing Practices in Student Evaluation (Anker, 1999)
The Teaching Portfolio: For Administrators (Jossey-Bass, 1997)
How Administrators Can Use the Teaching Portfolio (Jossey-Bass, 1990)
Evaluating and Developing Faculty (Jossey-Bass, 1988)
Coping with Faculty Stress (Jossey-Bass, 1987)
Successful Faculty Evaluation (Jossey-Bass, 1983)