



POLSCI 5 – COMPARATIVE GOVERNMENT

Reedley College Course Section:

PolSci 5 - 57471: Online

Prerequisite: Completion of PolSci 2 or 2H

Instructor: Bryan Tellalian

Email: bryan.tellalian@reedleycollege.edu

Office Hours: Mon., 10:00 A.M. & 11:00 P.M.

Wed. 10:00 A.M. & 11:00 A.M. (Zoom)

Office: CCI-218

Required Texts:

Lord, Carnes, trans. *Aristotle's Politics*. Chicago: University of Chicago Press, 2013 (350 B.C.). <https://press.uchicago.edu/ucp/books/book/chicago/A/bo14522125.html>.

O'Neil, Patrick H., Karl J. Fields, and Don Share. *Cases in Comparative Politics*, 7th ed. New York: W.W. Norton & Company, Inc., 2020.
<https://wwnorton.com/books/9780393422931>

Supplemental materials will be provided by the instructor and are required reading for this course. To see the supplemental materials assigned, please see the reading assignments starting at page nine (9) of this syllabus. You can retrieve the supplemental materials on your PoliSci 5 Canvas page unless otherwise indicated. The supplemental materials that will be assigned are subject to change at any time at the discretion of the instructor.

Grades and Make-Up Exams

Please note that you will be tested on all the materials covered in lecture, the reading assignments, and the handouts. In particular, you will be responsible for the lecture even if the material covered in lecture is not in the reading assignments or handouts. Likewise, you will be responsible for the reading assignments even if the material is not covered in lecture or the handouts. Finally, you will be responsible for the material in the handouts even if that material is not covered in lecture or the reading assignments

All exams will consist of essay questions. Each exam is worth fifty points and administered on Canvas.

Grades & Make-Up Exams, cont.:

Exam 1: 50 points	Exam 5: 50 points	A = 360 – 400	F = 239 & Below
Exam 2: 50 points	Paper: 50 points	B = 320 – 359	
Exam 3: 50 points	Presentation (Final): 50 points	C = 280 – 319	
Exam 4: 50 points	Participation: 50 points.	D = 240 – 279	

Make-up exams will only be given under special circumstances. In order for a student to qualify for taking a make-up exam, the student must give the instructor **prior notice** (*no later than 24 hours before class*), a **valid reason** (e.g. illness, medical emergency, court appearance, car trouble), **AND a written letter from the appropriate individual on the individual's letterhead** (e.g. a letter from a doctor on the doctor's letterhead, a letter from the court clerk on the court's letterhead, an invoice from an auto repair shop). Failure to follow the make-up exam requirements will result in a "zero" on the exam.

Once a student meets the qualifications above, the student will be notified by the professor. Once a student is notified, the student has **one week from the date of notice** to schedule the make-up exam with the professor **and** take the make-up exam. If a qualified student fails to schedule and complete the make-up exam within one week from the date of notice, the student will receive a "zero" on the exam.

There will be no make-up exam for the final due to the time constraints placed on the instructor and Tutorial Center staff at the end of the semester.

The professor reserves the right to give pop quizzes at any time. For example, if students consistently demonstrate that they have not done the reading or reviewed their notes from the previous class when called on during our online discussions, students could be subject to a pop quiz.

For students who will require an accommodation due to disability, please see the section below regarding academic adjustments.

Final Exam Date:

57471: 8:00 A.M., Monday, December 5, 2022 – 12:00 A.M., Wednesday, December 7, 2022

Homework Assignments, In-Class Activities, Papers, & Late Work:

Homework assignments will be posted on Canvas for **twenty-four hours** following the class session on which the homework is assigned. After the twenty-four-hour period has elapsed, the homework assignment will be **removed** and will not be posted again. Please note the distinction between homework assignments and in-class activities and papers.

Late work is not eligible to receive full credit. For each day the assignment is late, the maximum amount of credit will be reduced by one grade level. At the same time, the student will still be

graded on the original point scale. Additionally, if the student's performance warrants a lower score, that score will be assigned. For example, assume a student would have received 20 out of 20 points for a paper but turned in the assignment one day late. The maximum amount of points the student is eligible to receive is 17 points (a "B") out of 20. However, if the student's performance shows that he or she deserves a lower score than the maximum available points, he or she will receive that score. For example, if the student turns in an assignment one day late, the maximum available points are 17. However, if the student deserves only 15 points, the student's grade will be 15 out of 20 points. A student has **five calendar days** (Saturdays and Sundays are considered "calendar days") from the due date to turn in a late assignment, otherwise the student will receive a "zero" on the assignment.

In order for a student to submit an assignment or paper without penalty, the student must give the instructor **prior notice** (*no later than 24 hours before the due date*), **a valid reason** (e.g. illness, medical emergency, court appearance, car trouble), **AND a written letter from the appropriate individual on the individual's letterhead** (e.g. a letter from a doctor on the doctor's letterhead, a letter from the court clerk on the court's letterhead, an invoice from an auto repair shop). Failure to follow these requirements will result in a "zero" on the assignment or paper.

For students who will require an accommodation due to disability, please see the section below regarding academic adjustments.

Academic Dishonesty:

With regard to **cheating**, the Student Conduct Standards in the *2020-21 Catalog* for Reedley College states:

"Cheating is the act or attempted act of taking an examination or performing an assigned, evaluated task in a fraudulent or deceptive manner, such as having improper access to answers, in an attempt to gain an unearned academic advantage. Cheating may include, but is not limited to, copying from another's work, supplying one's work to another, giving or receiving copies of examinations without an instructor's permission, using or displaying notes or devices inappropriate to the conditions of the examination, allowing someone other than the officially enrolled student to represent the student, or failing to disclose research results completely."¹

Concerning **plagiarism**, the *2020-21 Catalog* states:

"Plagiarism is a specific form of cheating: the use of another's words or ideas without identifying them as such or giving credit to the source. Plagiarism may include, but is not limited to, failing to provide complete citations and references for all work that draws on the ideas, words, or work of others, failing to identify the contributors to work done in collaboration, submitting duplicate work to be

¹ *2020-21 Catalog* (Reedley: Reedley College), p. 47.

evaluated in different courses without the knowledge and consent of the instructors involved, or failing to observe computer security systems and software copyrights [.]”²

*Academic dishonesty, including, but not limited to, cheating and plagiarism, constitute serious offenses that are subject to the disciplinary procedures of the State Center Community College District (the District).*³ As such, engaging in academic dishonesty, including but not limited to, cheating and plagiarism, will result in the following disciplinary process:

1. First Offence – The student will receive a “zero” on the assessment (e.g., exam, quiz, assignment, or activity) and referred to the Dean of Instruction for Division A.
2. Second Offence – The student will receive a “zero” on the assessment, referred to the Dean of Instruction for Division A, and removed from class (one or two days at the discretion of the instructor).
3. Third Offence – The student will receive a “zero” on the assessment, referral to the Dean of Instruction for Division A, and a recommendation by the professor for a short-term suspension, long-term suspension, failure in the course, or expulsion. Students may be subject to further disciplinary action by the College or the District.

Please see pages forty-seven and forty-eight of the *2020-21 Catalog* for more on academic dishonesty, cheating, and plagiarism.

Attendance Requirements:

Pursuant to the California Education Code and SCCCD regulations, attendance records must be kept.⁴ Due to the online format of this course, attendance will be taken through Canvas. Specifically, students will be required to complete a weekly assignment (usually in the form of a quiz or discussion). Weekly assignments will appear in the module corresponding to each week of the semester. Further, weekly assignments will be available between 8:00 A.M. every Wednesday through midnight every Friday. Students will have this time to complete the assignment.

During the first week of instruction, a student who fails to complete the first assignment by midnight on Friday, August 12, 2022, will be dropped as a “no show.” After the first week, a student who misses two weeks of instruction will be dropped from the course. Please note that students cannot be dropped after the ninth week (Friday, October 7, 2022). As such, a letter grade will be assigned after this date.

To have an absence excused, a student must provide prior notice, a valid reason, and verifying documentation. Ideally, prior notice must be given at least twenty-four hours before the absence.

² *Id.* at p. 48.

³ AR § 5500(11); See AR §5520.

⁴ Cal. Ed. Code § 84500.

At a minimum, the student must notify the instructor before class begins. Absent extraordinary circumstances, notification after the fact (e.g., after class starts) will disqualify a student from having an absence excused. Here, “extraordinary circumstances” include, but are not limited to, the unexpected onset of illness, the unexpected onset of illness by a student’s family member, or an unexpected family crisis.

Examples of valid reasons for having an absence excused include illness, assisting a family member with illness, jury duty, the death of a family member, car trouble, or some other extraordinary circumstance.

Verifying documentation to have the absence excused must be provided by the student by the next class period. Examples of verifying documentation include a doctor’s note, court document, a note from a parent or guardian (in the case of a death of a family member), an invoice, or a receipt. Once a student meets the criteria for an excused absence, the student will be allowed to complete the weekly assignment without penalty to his attendance or the score on his weekly assignment. If the excused absence requires the student to make-up the weekly discussion, the student must follow up with the professor and take the weekly quiz within one week of having the absence excused. Failure to do so will result in a “zero” on the weekly discussion.

Participation:

Students will be required to participate in weekly online discussions. Discussions will begin with a question from the instructor. Students must reply to the question as well as to another student’s answer. Please note that students will be expected to conduct themselves as if they were in a face-to-face classroom setting. As such, the behavior standards in this syllabus apply to online discussions. **In order to maximize your success in these discussions, you should complete the reading and the lecture before participating.** Periodically, the instructor will interject follow-up questions in the discussion. **Students are encouraged to reply to the follow-up questions by the instructor.**

Student Conduct:

Conduct in the classroom that detracts from the instructor’s ability to deliver the course material and/or a student’s ability to receive the course material may trigger the removal procedure outlined in the Student Conduct Code (available at the campus library, Admissions office, Dean of Students office, Student Activities office, and Office of Instruction). Such conduct includes, but is not limited to, reading unrelated material, talking, sleeping, writing letters, text messaging, not engaging the video function on Zoom, etc., during class, or failure to treat one’s classmates or the instructor with respect. Those who engage in such actions can be asked to leave the classroom at the instructor’s discretion and subject you to the disciplinary process outlined below.

Disruptive behavior, willful disobedience, habitual profanity or vulgarity, or the open and persistent defiance of authority or persistent abuse of college personnel is prohibited.

Since classes are being delivered at their regular class time through Zoom this semester, students should make every effort to minimize distractions during class. For instance, if you are participating in class through your computer at home, please be sure to close the door to your room. If you have infant children, please make sure that they are being watched by another family member or trusted adult. In the event that minimizing distractions is not possible at home, wireless hotspots are available in parking lots throughout campus. For your convenience, here is a hyperlink to available hotspots: https://www.reedleycollege.edu/documents/campus-life/20200313_accessible-parking.pdf.

Due to the unique circumstances of this semester, please note the following actions constitute disruptive behavior: failure to mitigate distractions, the persistent failure to mitigate distractions, and failure to engage the video function on Zoom during class.

Failure to treat the instructor with respect, including, but not limited to, talking back in a disrespectful tone and emotional outbursts, are prohibited.

Engaging in the prohibited conduct detailed in the syllabus is not permitted before, during, or after class. Additionally, such conduct is not permitted via email, during office hours, or any other time a student interacts with the instructor.

Cell phones, iPads, televisions, radios, and any other digital or electronic devices should be turned off and put away during class. *“Turned Off” is defined as pressing the power button on your device so that it does not function and excludes “vibrate,” “silent,” and other modes. “Put Away” is defined as zipped up in your backpack, purse, or other piece of luggage and out of the view of the instructor.* However, if there is an exceptional circumstance that requires you to leave your phone on during class, please notify me before class so that the situation may be judged accordingly. If your request to leave your phone on is granted, please switch your ring setting to the “vibrate” or “silent” mode. **On examination days, all digital and electronic devices must be turned off and put away.** Failure to adhere to these policies will trigger the disciplinary process outlined below.

Absent verified accommodations from DSP&S, recording the lectures in any way is prohibited.

Distribution of the lectures in any way is also prohibited.

Engaging in the prohibited conduct listed above will trigger the following:

1. First incident – Written or verbal reprimand by the instructor.
2. Second incident – (1) Referral and meeting with the Dean of Instruction for Division A or the Dean of Student Services and (2) removal from class for one or two days at the discretion of the instructor. Removal from class will activate the process to remove the student from the class for 10 or more days if appropriate.
3. Third incident – (1) Referral and conference with the Dean of Instruction for Division A or the Dean of Student Services, (2) removal from class for one to two days at the discretion of the

instructor, and (3) a recommendation by the instructor for a short-term suspension, long-term suspension, permanent removal from the class, or expulsion. Students may also be subject to further disciplinary action by the College or the District.

In spite of the three-step process listed on the previous page, for student behavior that is severe, which includes, but is not limited to, the aforementioned conduct, the instructor reserves the right to remove the student from class immediately for one or more days or drop the student from the course. The Dean of Instruction for Division A or the Dean of Student Services will be notified. If the student is removed from class, this will subject to the student to a short-term suspension, long-term suspension, or expulsion. Students may also be subject to further disciplinary action by the College or the District.

Communication Policy & Office Hours:

Students are encouraged to reach out to the professor when they have questions. In particular, students can either send a direct message to the professor through Canvas or email him at bryan.tellalian@reedleycollege.edu. If you choose to send an email, please email the professor through your campus email address. This helps to verify that it is you. Students sending emails from their private email addresses will be notified to email the professor using their campus email address or message me through Canvas. If the professor cannot discern that the private email address is from a student, the email will not receive a response.

While student inquiries usually receive a timely response (within twenty-four hours), please allow up to one week for a reply. If you don't hear from the professor by the end of the week, please email him again. He will be sure to reply to your email.

Please see the first page of the course syllabus for the specific office hours. Due to the unique situation with COVID-19 this semester, all office hours will take place through Zoom. A link for each office hour will be posted in the "Office Hour" module in Canvas. If you cannot meet with me during my office hours, please contact me to schedule an appointment.

Canvas:

You will find important resources for this class on Canvas. To use Canvas, go to the Reedley College website. Under "Quick Links," select "Canvas." Enter your user ID, password, and role (select "student"). Once you have gained access to your Canvas account, you can then click on any of your classes. You should also seriously consider changing your password to better secure your account. For this political science class, you will see a few tabs, including, but not limited to Announcements, Course Syllabus, Assignments, and others.

You should check your Canvas account several times a week for important announcements, assignments, and course documents. The course syllabus will be available under the Course Syllabus tab. If you do not have a computer or access to one, you can use the media center/library at Reedley College. **It is critical that you get access to a computer since you will want to avoid missing important assignments and announcements that are found**

online. Should you have any questions regarding Canvas, contact Reedley Canvas Support at (559) 629-6837 or search the Canvas Guides.

Academic Adjustment due to Disability:

If you have a verified need for an accommodation or accommodations due to disability as described in the Americans with Disabilities Act of 1990 (42 U.S.C. §§ 12101-12213; 42 U.S.C. §§ 225, 611) and/or Section 504 of the Rehabilitation Act of 1973 (29 U.S.C. § 701, et seq.), please notify your instructor as soon as possible (before or after class, email). All reasonable requests will be considered, and efforts will be made to accommodate your needs

Add/Drop Dates:

Friday, August 19, 2022 – Last day to drop a full-term class for a full refund.

Friday, August 26, 2022 – Last day to drop a full-term class to avoid a “W” in person. Last day to register for a full-term class for Fall, 2021 in person.

Sunday, August 28, 2021 – Last day to drop a full-term class on WebAdvisor to avoid a “W” for Fall, 2022.

Beginning with the fourth week of full-term classes, students wishing to add classes must complete a Student Petition for Exception to Enrollment Deadline Due to Extenuating Circumstances form (SPEEDEC), secure the instructor’s approval and explanation for adding beyond the add deadline, secure the Dean’s approval, and present the petition to the registration desk for processing.

Friday, September 9, 2022 – Last day to change a class to or from “Pass/No Pass.”

Friday, October 7, 2022 – Last day to drop a full-term class in person. Letter grades will be assigned after this date.

Monday, December 5, 2022 – Friday, December 9, 2022 – Finals Week

Friday, December 9, 2022 – End of Fall, 2022 Semester.

Holidays:

Monday, September 5, 2022 – Labor Day, No classes held. Campus closed.

Thursday, November 11, 2022 – Veterans Day, No classes held. Campus closed.

Thursday, November 24, 2022 – Friday, November 25, 2022 – Thanksgiving Holiday, No classes held. Campus closed.

Caveat:

This syllabus is subject to change at the instructor's discretion.

Course Readings, Assignments, & Exam Dates

Please note that you will be tested on all the materials covered in lecture, the reading assignments, and the handouts. In particular, you will be responsible for the lecture even if the material covered in lecture is not in the reading assignments or handouts. Likewise, you will be responsible for the reading assignments even if the material is not covered in lecture or the handouts. Finally, you will be responsible for the material in the handouts even if that material is not covered in lecture or the reading assignments.

Week 1 (8/12 – 8/12) – The Classical Approach: Nature and Forms of Government

Assignment: Aristotle's *Politics*, Book I, Ch. 1-2; Book III, Chs. 6 – 13.

Week 2 (8/15 – 8/19) – Constitutions

Assignment: Comparative Government Supplement:

Constitution, in *A Syntopicon: An Index to the Great Ideas*. Edited by Mortimer J. Adler and Robert Hutchins, Chicago: Encyclopedia Britannica, Inc. 1952.

Week 3 (8/22 – 8/26) – The Classical Approach: Regime Change

Assignment: Aristotle's *Politics*, Book V, Ch. 1 – 12.

Week 4 (8/29 – 9/2) – Contemporary Methods

Exam 1: Nature & Forms of Government, Constitutions, & Regime Change (8/31 – 9/2)

Assignment: Supplement: Mahler, Ch. 1, pp. 1 – 17, 19 – 21.

Week 5 (9/5 – 9/9) – Theological and Philosophical Approaches to Monarchy

Assignment: Aristotle's *Politics*, Book III, Ch. 14 – 18.

Supplement:

Aquinas, St. Thomas, *De regno ad regem Cypri*. Translated by Gerald B. Phelan. Revised by I. Th. Eschmann, O.P. Reedited by Joseph Kenny, O.P. Toronto: The Pontifical Institute of Medieval Studies, 1949 (1267 A.D.). See esp. Bk. 1, Ch. 3, Ch. 13 – 16.

<https://dhspriority.org/thomas/DeRegno.htm>.

Selected readings from the *Magna Charta*, 1215.

<https://www.archives.gov/files/press/press-kits/magna-carta/magna-carta-translation.pdf>

Week 6 (9/12 – 9/16) – Monarchy: The Holy See

Assignment: Supplement:

Schnurer, Gustav. "States of the Church." In *The Catholic Encyclopedia*. New York: Robert Appleton Company, 2019 (1912). <http://www.newadvent.org/cathen/14257a.htm>.

Selected readings from The Vatican City State website: <https://www.vaticanstate.va/it/>.

Week 7 (9/19 – 9/23) – Republics: The United Kingdom

Assignment: O’Neil, et al., Ch. 2, pp. 34 – 84.

Supplement:

Selected portions from:

English Bill of Rights, 1689.

https://avalon.law.yale.edu/17th_century/england.asp

Second Treatise of Government, John Locke, Ch. VII, §§ 86 – 93.

Week 8 (9/26 – 9/30) – Republics: France

Exam 2 – Theological & Philosophical Approaches to Monarchy & The Holy See

Assignment: O’Neil, et al. Ch. 4, pp. 150 – 307.

Week 9 (10/3 – 10/7) – Communist & Formerly Communist Regimes: Russia

Assignment: O’Neil, et al., Ch. 7, pp. 336 – 380.

Week 10 (10/10 – 10/14) – Communist & Formerly Communist Regimes: China

Assignment: O’Neil, et al., Ch. 8, pp. 386 – 444.

Week 11 (10/17 – 10/21) – Communist & Formerly Communist Regimes: North Korea

Exam 3 – The United Kingdom, France, & Russia (10/19 – 10/21)

Assignment: Supplement:

Worden, Robert, ed. *North Korea: A Country Study*. Washington, D.C.: Secretary of the Army, 2008. See esp. chap. 1, pp. 3 – 58.

Avery, Emma Chanlett, ed. *North Korea: U.S. Relations, Nuclear Situation, Diplomacy, and Internal Situation*. Washington, D.C.: Congressional Research Service, 2018. See esp. pp. 1 – 6. <https://fas.org/sgp/crs/nuke/R41259.pdf>.

Week 12 (10/24 – 10/28) – Communist & Formerly Communist Regimes: Cuba

Exam 4 – Russia, China, & North Korea (10/26 – 10/28)

Assignment: Supplement:

Hudson, Rex A., ed. *Cuba: A Country Study*. Washington, D.C.: Secretary of the Army, 2002. See esp. chap. 4, pp. 229 – 282.

Sullivan, Mark P. ed. *Cuba: U.S. Policy in the 116th Congress and Through the Trump Administration*. Washington, D.C.: Congressional Research Service, 2021. See esp. pp. 1 – 32.

Week 13 (10/31 – 11/4) – Developing Countries: Mexico

Assignment: O’Neil, et al., Ch. 11, pp. 560 – 613.

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Week 14 (11/7 – 11/11) – Islamic Regimes: Saudi Arabia

Exam 5 – Cuba & Mexico (11/9 – 11/11)

Assignment: Supplement:

Metz, Helen Chapin, ed. *Saudi Arabia: A Country Study*. Washington, D.C.: Secretary of the Army, 1993. See esp. chap 1, pp. 3 – 44.

Blanchard, Christopher M. *Saudi Arabia: Background and U.S. Relations*. Washington, D.C.: Congressional Research Service, 2018. See esp. pp. 1 – 10; Appendix A.

<https://fas.org/sgp/crs/mideast/RL33533.pdf>.

Week 15 (11/14 – 11/18) – Islamic Regimes: Iran

Assignment: O’Neil, et al., Ch. 10, pp. 506 – 554.

Week 16 (11/21 – 11/25) – Islamic Regimes: Turkey

Assignment: Supplement:

Metz, Helen Chapin, ed. *Turkey: A Country Study*. Washington, D.C.: Secretary of the Army, 1996. See esp. chap. 1, pp. 6 – 70.

Recommended but not required: chap. 2, pp. 95 – 122; chap. 4, pp. 236 – 282.

Zanotti, Jim and Clayton Thomas. *Turkey: Erdogan’s Referendum Victory Delivers ‘Presidential System.’* Washington, D.C.: Congressional Research Service, 2017.

<https://fas.org/sgp/crs/mideast/IN10691.pdf>

Week 17 (11/28 – 12/2) – Globalization

Assignment: Supplement:

Steger, Manfred B. *Globalization: A Very Short Introduction*. Oxford: Oxford University Press, 2003. See esp. chap. 1., pp. 1 – 16; chap. 4., pp. 56 – 68.

Schooyans, Msgr. Michael. “Globalization and Political Economy” in *Globalization, Economics, and the Family*, Proceedings of the International Conference on Globalization, Economics, and the Family, November 27-29, 2000, Vatican City, Libreria Editrice Vaticana, Pontifical Council for the Family and Acton Institute for the Study of Religion and Liberty, 2001. pp. 147-155 <http://michel-schooyans.org/images/publications/ArticlesEN/2001GlobalizationAndPoliticalEconomy.pdf>

FINAL EXAM:

57471: 8:00 A.M., Monday, December 5, 2022 – 12:00 A.M., Wednesday, December 7, 2022

Course Objectives:

In the process of completing this course, students will:

1. analyze political and governmental systems by using the comparative method, including, but not limited to representative democracies,

parliamentary democracies, totalitarian systems, and authoritarian systems.

2. examine the political philosophies and historical cultural values of selected governments.
3. survey the variables that influence the governmental direction of transitional states.
4. examine the impact of regional, economic, historical, and cultural factors on political institutions and behavior within a country.
5. explore the forms of political participation, including individual actions and pluralist influences.
6. analyze the economic systems of the selected countries and how these relate to their systems of government and geopolitical standing.
7. evaluate the functioning of various political and governmental systems in light of current events.
8. appraise the liberties and rights of people living under various political/governmental regimes.

Caveat: While good faith efforts will be made to present the students with the opportunities listed above, students are ultimately responsible for the preparation and achievement of these objectives.

Student Learning Outcomes:

1. Compare and contrast the political, governmental, and economic systems used by selected nations.
2. Analyze the influences of political philosophy, political culture and popular participation in selected countries' policy-making processes.
3. Discuss the role of the state in political and economic development within countries.

Caveat: Student Learning Outcomes are statements about what the discipline faculty hope you will be able to do at the end of the course. This is NOT a guarantee: the ultimate responsibility for whether you will be able to do these things lies with you, the student. In addition, the assessment of Student Learning Outcomes is done by the department in order to evaluate the program as a whole, and not to evaluate individual faculty performance.