

**MARK LIGHT**  
**EVIDENCE OF TEACHING ABILITIES**

Summaries	Course		Instructor		Helpfulness		Average	
	Dept.	Mark	Dept.	Mark	Dept.	Mark	Dept.	Mark
2015	4.0	4.7	4.1	4.6	4.6	4.9	4.3	4.7
2014	3.9	4.4	4.0	4.5	4.6	4.9	4.1	4.6
2013	3.9	4.4	4.0	4.6	4.7	4.9	4.2	4.7
2012	3.8	4.2	3.9	4.4	4.4	4.9	4.0	4.5
2011	3.8	3.9	4.0	4.3	3.9	4.5	3.9	4.2
<b>2015 Details</b>								
Public Service Mgmt	4.0	4.6	4.1	4.6	4.7	4.9		4.7
Strat Mgmt	4.0	4.8	4.1	4.7	4.7	5.0		4.8
Ethical Leadership	4.0	4.4	4.1	4.4	4.7	4.8		4.5
Winter	4.0	4.6	4.1	4.5	4.7	4.9		4.7
Public Service Mgmt	4.1	4.4	4.1	4.6	4.6	5.0		4.7
HR Mgmt	4.1	4.8	4.1	4.5	4.6	5.0		4.8
Ethical Leadership	4.1	4.9	4.1	4.9	4.6	4.9		4.9
Spring	4.1	4.7	4.1	4.7	4.6	5.0		4.8
Peace Studies Belfast, IE		4.8		4.8				4.8
Summer/Fall		4.8		4.8				4.8
<b>2015 Totals</b>	<b>4.0</b>	<b>4.7</b>	<b>4.1</b>	<b>4.6</b>	<b>4.6</b>	<b>4.9</b>	<b>4.3</b>	<b>4.7</b>
<b>2014 Details</b>								
Public Service Mgmt	3.9	4.3	4.0	4.2	4.6	4.8		4.4
Strat Mgmt	3.9	3.9	4.0	4.3	4.6	4.9		4.3
Ethical Leadership	3.9	4.7	4.0	4.7	4.6	4.8		4.7
Winter	3.9	4.3	4.0	4.4	4.6	4.8		4.5
Public Service Mgmt	3.7	4.7	3.9	5.0	4.5	4.7		4.8
HR Mgmt	3.7	4.3	3.9	4.6	4.5	5.0		4.6
Ethical Leadership	3.7	4.4	3.9	4.4	4.5	4.8		4.6
Spring	3.7	4.5	3.9	4.7	4.5	4.8		4.7
HR Mgmt Dublin, IE		5.0		5.0				5.0
Public Service Mgmt	3.9	4.2	4.0	4.1	4.6	4.9		4.4
Public Service Mgmt	3.9	4.2	4.0	4.3	4.6	5.0		4.5
HR Mgmt	3.9	4.6	4.0	4.8	4.6	4.9		4.8
Summer/Fall	3.9	4.5	4.0	4.5	4.6	4.9		4.7
<b>2014 Totals</b>	<b>3.9</b>	<b>4.4</b>	<b>4.0</b>	<b>4.5</b>	<b>4.6</b>	<b>4.9</b>	<b>4.1</b>	<b>4.6</b>
<b>2013 Details</b>								
Public Service Mgmt	3.9	4.9	4.0	5.0	4.7	5.0		5.0
Strat Mgmt	4.0	4.3	4.0	4.5	4.7	4.9		4.6
Ethical Leadership	3.9	4.5	4.0	4.7	4.7	4.8		4.7
Winter	4.0	4.6	4.0	4.7	4.7	4.9		4.7
HR Mgmt	4.0	3.7	4.1	4.0	4.7	4.9		4.2
HR Mgmt	4.0	4.5	4.1	4.9	4.7	5.0		4.8
Ethical Leadership	4.0	4.5	4.1	4.9	4.7	4.9		4.8
Spring	4.0	4.2	4.1	4.6	4.7	4.9		4.6
Strat Mgmt Dublin, IE		4.7		4.8				4.8
Public Service Mgmt	3.9	4.4	4.0	4.4	4.6	5.0		4.6
Public Service Mgmt	3.9	4.3	4.0	4.4	4.6	4.9		4.5
HR Mgmt	3.9	4.3	4.0	4.7	4.6	4.9		4.6
Summer/Fall	3.9	4.4	4.0	4.6	4.6	4.9		4.6
<b>2013 Totals</b>	<b>3.9</b>	<b>4.4</b>	<b>4.0</b>	<b>4.6</b>	<b>4.7</b>	<b>4.9</b>	<b>4.2</b>	<b>4.7</b>
<b>2012 Details</b>								
Public Service Mgmt	3.9	4.4	4.0	4.4	4.6	4.8		4.5
Strat Mgmt	3.9	4.1	4.0	4.5	4.6	4.9		4.5
Ethical Leadership	3.9	4.4	4.0	4.6	4.6	5.0		4.7
Winter	3.9	4.3	4.0	4.5	4.6	4.9		4.6
HR Mgmt	3.7	na	3.9	na	4.6	na		na
HR Mgmt	3.7	4.4	3.9	4.5	4.6	4.9		4.6
Ethical Leadership	3.7	3.9	3.9	4.0	3.6	4.9		4.3
Spring	3.7	4.1	3.9	4.3	4.3	4.9		4.4
HR Mgmt Dublin, IE		4.8		4.9				4.9
Public Service Mgmt	3.7	3.9	3.8	4.1	4.6	4.8		4.3
Public Service Mgmt	3.7	3.9	3.8	4.0	4.6	4.7		4.2
Strat Mgmt	3.7	4.1	3.8	4.3	4.6	4.8		4.4
Summer/Fall	3.7	4.2	3.8	4.3	4.6	4.8		4.4
<b>2012 Totals</b>	<b>3.8</b>	<b>4.2</b>	<b>3.9</b>	<b>4.4</b>	<b>4.4</b>	<b>4.9</b>	<b>4.0</b>	<b>4.5</b>
<b>2011 Details</b>								
Public Service Mgmt	3.8	3.4	4.0	4.0	3.6	3.7		3.7
Public Service Mgmt	3.8	4.3	4.0	4.3	3.6	5.0		4.5
HR Mgmt	3.8	4.2	4.0	4.5	4.6	4.8		4.5
<b>2011 Totals</b>	<b>3.8</b>	<b>3.9</b>	<b>4.0</b>	<b>4.3</b>	<b>3.9</b>	<b>4.5</b>	<b>3.9</b>	<b>4.2</b>

## Teaching Evaluations - Statistical Report

**College:** College of Liberal Arts and Social Scie **Department:** Public Service

**Instructor:** Light, Mark J. (1341689)

**Term:** 2012-2013 Winter, **Class:** MPS 500, **Section:** 201, **Course Title:** **INTRO PUBLIC SERVICE MGMT**, **Response Rate:** 77 %, **# of Responses:** 20

Quest Order	Question	Instr. Mean	Instr. StdDv	Dept. Mean	Dept. StdDv	Col. Mean	Col. StdDv	Scale	Resp. Count
1	Given your experience at DePaul, rate the overall quality of the course	4.90	0.31	3.93	1.00	3.90	1.03	5	20
2	Given your experience at DePaul, rate the instructor's overall teaching effectiveness	4.95	0.22	4.00	0.99	3.99	1.06	5	20
3	This course increased my knowledge or skills	4.55	0.51	3.77	0.96	3.76	1.03	5	20
4	I found this course to be	3.95	0.83	3.58	0.95	3.49	0.94	5	20
5	The instructor stimulated interest in the subject	4.90	0.31	4.20	0.98	4.24	1.03	5	20
6	In this course, to what degree have you learned relevant theories and general principles?	4.65	0.49	4.04	0.86	4.04	0.86	5	20
7	In this course, to what degree have you developed skills, competencies, and points of view needed by professionals in the field?	4.55	0.60	3.99	0.94	3.99	0.94	5	20
8	In this course, how many hours per week, on average, did you spend outside of the regularly scheduled class time.	4.10	0.72	3.75	0.86	3.75	0.86	5	20
10	The instructor had high achievement standards in this class.	4.75	0.44	4.50	0.76	4.50	0.76	5	20
11	The instructor had fair methods of evaluating my performance.	4.80	0.41	4.52	0.79	4.52	0.79	5	20
12	The instructor was accesible to me through office hours, appointments, e-mail, and/or phone calls.	5.00	0.00	4.68	0.74	4.68	0.74	5	20

## Teaching Evaluations – Open Ended Response Report

**School:** Liberal Arts & Social Sciences

**Instructor:** Light, Mark J. (1341689)

**Term:** 2012-2013 Winter, **Class:** Public Services 500, **Section:** 201, **Course Title:** INTRO PUBLIC SERVICE MGMT, **Response Rate:**77% ,**# of Responses:**20

<b>Question:</b> Please feel free to write any comments you have related to your learning in the course	
<b>Student</b>	<b>Detail</b>
464962	Our team Project was very challenging due to several members dropping out and my own health issues.
465263	The course introduced new concepts and challenged me. I appreciate the practicality and potential real-world application.
465532	Dr.Mark Light is an extraordinary lecturer, coach and professor.
465612	Professor Light is an amazing professor, not only did I learn a great amount in his class, but he was a very stimulating and engaging professor! I intend to take another one of his courses in the future!
465683	Dr. Light was very informative and helpful. I taught him about dry snitching and he taught me about the four frames and how to write tight. It was a pleasure to be in this course and I highly recommend it.
465823	Keep up the good work.

<b>Question:</b> Please share any comments you have that were not covered above.	
<b>Student</b>	<b>Detail</b>
464962	Dr. Light is an exceptional instructor. He challenged us to Do Good Great and was always supportive and accessible.
465263	Prof. Light is passionate and has high energy which makes learning fun!
465320	Dr. Light is an excellent professor. This was my first DePaul course and first graduate-level course. I found it worth the investment. The material is very applicable to my daily life.
465505	I would like to thank Dr. Light for helping me throughout this course and always being available to assist me.
465612	I love that Professor Light makes it a point to get to know his students as well as make time for his students outside of the realms of normal business hours!
465756	Dr. Light was very nice in helping me understand the way he wanted me to write. I found this class challenging and balanced with enthusiasm. Dr. Light always had a smile on his face when helping me with a challenging assignment. This helped me get through the class.
465823	All good
465833	This was my first class since graduating from college 10+ years ago. Dr. Light is inspiring. I consider myself lucky to have had the opportunity to learn from him. I am now even more excited about becoming a public service professional. Thank you Dr. Light!
465985	Mark Light is a great teacher. His enthusiasm is contagious and truly feel he cares about his students.
466101	Prof. Light did an outstanding job engaging us as students and applying the course to real world example. My only suggestion for Prof. Light is to clearly explain questions during class. I appreciate him engaging us during class but sometimes his wording made questions confusing or unclear.I have and will recommend Mark Light's classes.
466273	Dr. Light is one of the best instructors I've had at DePaul. I've been taught by some exceptional instructors at this school, but Dr. Light is truly invested in the success of his students.

Term: 2014-2015 Spring, Class: MPS 594, Section: 301, Course Title: **ETHICAL/LEADER/PUBLIC SERVICE**, Response Rate: 57 %, # of Responses: 13

Quest Order	Question	Instr. Mean	Instr. StdDv	Dept. Mean	Dept. StdDv	Scale	Resp. Count
1	Given your experience at DePaul, rate the overall quality of the course	4.92	0.28	4.05	1.00	5	13
2	Given your experience at DePaul, rate the instructor's overall teaching effectiveness	4.85	0.38	4.10	0.96	5	13
3	This course increased my knowledge or skills	4.31	0.75	3.86	0.95	5	13
4	I found this course to be	3.46	0.97	3.62	0.98	5	13
5	The instructor stimulated interest in the subject	4.77	0.44	4.25	0.97	5	13
6	In this course, to what degree have you learned relevant theories and general principles?	4.38	0.87	4.10	0.87	5	13
7	In this course, to what degree have you developed skills, competencies, and points of view needed by professionals in the field?	4.54	0.66	4.02	0.96	5	13
8	In this course, how many hours per week, on average, did you spend outside of the regularly scheduled class time.	3.69	0.95	3.82	0.78	5	13
10	The instructor had high achievement standards in this class.	4.92	0.28	4.51	0.80	5	13
11	The instructor had fair methods of evaluating my performance.	4.85	0.38	4.61	0.77	5	13
12	The instructor was accesible to me through office hours, appointments, e-mail, and/or phone calls.	4.92	0.28	4.59	0.78	5	13

**Term:** 2014-2015 Spring, **Class:** Public Services 594, **Section:** 301, **Course Title:** ETHICAL/LEADER/PUBLIC SERVICE, **Response Rate:**57% ,**# of Responses:**13

<b>Question:</b> Please feel free to write any comments you have related to your learning in the course	
<b>Student</b>	<b>Detail</b>
697064	Dr. Light is an excellent instructor. He made the class interesting and enjoyable to attend. It was difficult, though not impossible to meet the standards he set for the assignments. We had to adhere to a page limit, but be able to answer all the questions and reference 3 academically legitimate sources. I felt that the 3 sources was somewhat of an arbitrary number. I don't think that having to reference 3 sources benefited the content of my assignments in any way and in many cases, I felt that I had to find whatever academic source I could and cite it in some way, no matter how much it contributed to the content of my paper.
702193	I think ethics is enormously important for managers and professionals. This course, especially taught by Light, provide a great perspective on ethical behavior and how it relates to our current or future situations as managers. I've heard that there was discussion of discontinuing this course as a requirement, but I think that would be a disservice to SPS students.

<b>Question:</b> Please share any comments you have that were not covered above.	
<b>Student</b>	<b>Detail</b>
697064	Overall, this was a very interesting class and I would recommend that anyone take this class with Dr. Light.
698578	Overall Instructor Rating: AI was satisfied with the course content. I thoroughly enjoyed the interactive nature of the course, which contributed to an active and engaged learning environment. The instructor's teaching was excellent. He was patient with students and genuinely concerned that they learned the material. Instructor was always available via phone, e-mail, and during office hours to review course content or provide suggestions on assignments. Also, the course text was aligned with course objectives and easily accessible, not too theoretical or esoteric. Text balanced well with lectures. Overall, the instructor did an excellent job contributing to my learning in this course!
702193	I started SPS with Light and I now end with him. He's been one of my favorite teachers because of his engaging and energetic teaching style and the life experiences he shares. One suggestion- there's more than one answer to every question. It sometimes seems like Dr. Light is searching for one specific answer, but I think there are sometimes valid comments missed along the way. Overall, I love his courses. It's the one class I don't need coffee for!
702419	Dr. Light has proven yet again to be an outstanding educator. I am personally so glad I chose to both start and end the program with him. Also, HR was a fantastic class as well. I will truly miss his teaching style and him as an instructor. One thing though, I might recommend though to cut back some of the slides, there is a lot of content and after 8pm it might be better to do a few less bullets.
702524	Professor Light is absolutely amazing!!! I had him for my first course at DePaul and I knew during my last quarter I wanted him again- and I got him! Always engaging, pulls your attention in in a fun way if you kind of drift off in class, always asking for different students' experiences and answers (not just focusing on a select few), his slides are always interactive and he shows fun/funny videos, but most importantly he is available to help you at almost anytime outside the classroom! I will miss DePaul BECAUSE OF Professor Light- by far my favorite teacher here at DePaul.
703569	Dr. Light is always enjoyable and so, so kind. He's made my experience as a student at DePaul incredibly valuable.

Term: 2014-2015 Winter, Class: MPS 529, Section: 201, Course Title: **STRATEGIC MGT & PLANNING**, Response Rate: 67 %, # of Responses: 6

Quest Order	Question	Instr. Mean	Instr. StdDv	Dept. Mean	Dept. StdDv	Scale	Resp. Count
1	Given your experience at DePaul, rate the overall quality of the course	4.83	0.41	4.01	0.95	5	6
2	Given your experience at DePaul, rate the instructor's overall teaching effectiveness	4.67	0.52	4.14	0.94	5	6
3	This course increased my knowledge or skills	4.50	0.84	3.93	0.89	5	6
4	I found this course to be	4.33	0.82	3.74	0.92	5	6
5	The instructor stimulated interest in the subject	5.00	0.00	4.20	0.96	5	6
6	In this course, to what degree have you learned relevant theories and general principles?	4.50	0.55	4.10	0.78	5	6
7	In this course, to what degree have you developed skills, competencies, and points of view needed by professionals in the field?	5.00	0.00	4.06	0.84	5	6
8	In this course, how many hours per week, on average, did you spend outside of the regularly scheduled class time.	4.33	0.82	3.76	0.76	5	6
10	The instructor had high achievement standards in this class.	4.50	0.55	4.59	0.70	5	6
11	The instructor had fair methods of evaluating my performance.	5.00	0.00	4.62	0.74	5	6
12	The instructor was accesible to me through office hours, appointments, e-mail, and/or phone calls.	5.00	0.00	4.68	0.70	5	6

**Term:** 2014-2015 Winter, **Class:** Public Services 529, **Section:** 201, **Course Title:** STRATEGIC MGT & PLANNING, **Response Rate:**67% ,**# of Responses:**6

<b>Question:</b> Please feel free to write any comments you have related to your learning in the course	
<b>Student</b>	<b>Detail</b>
653880	Very interactive! Love his enthusiasm! Makes himself available all the time.
653915	The course load for this class covers a lot of material. It's my understanding that in the past, the assignments we worked on were group projects. If the projects continue to be assigned as independent projects, I suggest noting the course load in the course description. Although the class has been extremely worthwhile, it was difficult to balance this class with other classes and a full-time job.

<b>Question:</b> Please share any comments you have that were not covered above.	
<b>Student</b>	<b>Detail</b>
653880	Best professor!
653915	Dr. Light is a great professor who has given me tools that I will surely use throughout my career.
661763	Great class! Very challenging but worthwhile. Will definitely help me in the future.



# DEPAUL UNIVERSITY

## SCHOOL OF PUBLIC SERVICE



*Management: Community and Voluntary Services*

### MODULE AND LECTURER EVALUATION – SUMMER SCHOOL 2014

MODULE TITLE: **Fundamentals of Human Resource Management**

LECTURER: Mark Light

#### **Module/Course Factors**

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|--|-----|
| 1. This Module fulfilled its stated objectives.  | 5.0 |
| 2. Homework related well to the Module objectives.   | 4.9 |
| 3. Examinations related well to the Module objectives.                                       | 5.0 |
| 4. Lectures were well organized.   | 5.0 |
| 5. Lectures complemented (rather than duplicated) assigned readings.                         | 4.9 |
| 6. The assigned readings improved my understanding of those issues it covered.               | 4.8 |
| 7. This Module improved my understanding of those issues it covered.                         | 5.0 |
| 8. Grading criteria were clear.  | 4.9 |
| 9. Taking everything into account, this Module is a good one to have in the Masters program. | 5.0 |

<b>Module/Course Average</b>	<b>5.0</b>
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#### **Lecturer/Instructor Factors**

- |   |     |
|---|-----|
| 1. The lecturer is knowledgeable about the subject.                                   | 5.0 |
| 2. The lecturer is enthusiastic about the subject.                                    | 5.0 |
| 3. The lecturer explains material well.   | 5.0 |
| 4. The lecturer welcomes questions from students.                                     | 5.0 |
| 5. The lecturer engages students in discussion.                                       | 5.0 |
| 6. The lecturer is respectful of students with different backgrounds.                 | 4.8 |
| 7. The lecturer is willing to work with students seeking assistance.                  | 5.0 |
| 8. The lecturer applied the grading criteria without bias.                            | 4.9 |
| 9. The lecturer motivated me to work in this Module                                   | 5.0 |
| 10. Taking everything into account, the lecturer's teaching is effective.             | 5.0 |
| 11. Taking everything into account, I would recommend this lecturer to other students | 5.0 |

<b>Lecturer/Instructor Average</b>	<b>5.0</b>
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#### **Part II – Background**

12. This Module was: (A) Required 91%, (B) Not required 9%, (C) I am not sure 0%
13. Term of Module: Summer I or Summer II 100%



14. My expectations of the lecturer: (A) Were exceeded 82%, (B) Were satisfied 18%, (C) Were disappointed, (D) I had no expectations
15. My expectations of the Module: (A) Were exceeded 80%, (B) Were satisfied 20%, (C) Were disappointed, (D) I had no expectations
16. How much assigned reading did you do? (A) All or almost all 30%, (B) A little more than half 50%, (C) A little less than half 20% (D) Very little to none

### Part III – Comments

What are the lecturer's greatest strengths as a teacher?

- Sense of humor
- He is very good interacting with the students.
- He is very enthusiastic, welcoming and understanding; he really gets you into the material, and makes dull policy stuff interesting.
- He is very energetic and dynamic.
- He is very knowledgeable about the subject and is extremely enthusiastic.
- Very engaging, enthusiastic, the best course I've taken – seriously!
- His knowledge of the material is fantastic. I really enjoyed his teaching style and energy he brings to class. He doesn't lecture to us – he facilitates the exchange of ideas. Great group interaction.
- Energetic, engaging, experienced and knowledgeable. He places things very realistically into perspective in terms of reality and expectation.
- Energy
- Subject knowledge, sense of humor, discussion leading, accessible, excellent professor
- He is a great motivator, and organized. Dr. Light's class is also professional.

In what areas does the lecturer need to improve as a teacher?

- Can't think of any.
- Less reading
- Nothing
- Offer on-line courses.
- Started off a little fast – would have been okay if you had him for prior classes. Quickly skimmed some ideas that he had covered in other classes. Those who were first timers felt lost.
- This is my 2<sup>nd</sup> course with Dr. Light. I would say he is pretty spot on. I would almost have more interaction/discussion with class away from the PowerPoints but there isn't really I can put my finger on at this time.
- Maybe his singing.
- Dr. Light has the ability to complete every section, and he does not need to change anything.

What was the best part of the Module?

- The classes
- The lecturer

- The teacher; I really liked the video clips, which were always relevant and keep the material interesting.
- Case studies and assessments apply to theory perfectly.
- The lectures
- Lectures
- Dublin! I loved the site visit!
- Getting to meet with an Irish organization to see real life practice in another setting / class discussions.
- Field trip
- Lecturer stories / videos
- Talking his course at All Hallows College was the best experience.

What would you change about the Module?

- The length of the course
- I would make it shorter – too many hours in a day.
- More cases
- Nothing
- Make it longer.
- Start earlier in the day. End earlier in the afternoon.
- More interaction with Irish setting. More to do, to learn the culture. Would be cool to integrate/compare international NGO to one in the USA.
- Nothing
- Nothing. It is well structured.

# DEPAUL UNIVERSITY



October 28, 2013

Mark Light, Ph.D.  
Executive in Residence  
Visiting Assistant Professor  
School of Public Service

School of Public Service  
1 East Jackson Boulevard  
Chicago, Illinois 60604-2201  
312/362-5564  
FAX: 312/362-5506

Office Location:  
14 East Jackson Boulevard, Suite 1600

RE: Peer Review, MPS 500: Introduction to Public Service Management, Fall 2013

Dear Mark,

Thank you for allowing me to sit in on your morning section of MPS 500 to observe your teaching methods and to offer an external collegial perspective. Prior to class, I reviewed your syllabus and noticed how you improved the common syllabus used by all 500 faculty including myself. The provision of providing more structured course details and clearer detailed criteria for written assignments and grading allows the student to know and understand your expectations and ask for clarity if they do not understand.

I observed how comfortable and natural it is for you to interact with the students before beginning the class. The students projected a sense of confidence that appears you establish by example. I appreciate how you identified my presence and purpose to remove the perceived elephant in the room. Your interactive and dynamic style establishes a classroom environment that challenges the students to think about the concepts presented in different ways from their own perspectives, while offering support and an openness that allows the students to feel safe and confident in sharing their own thoughts.

Your well balanced use of concise and direct slides breaking the concepts down to better understand vague concepts fosters a better didactic conversation with the students. Your ability to connect often dry and obscure theoretical concepts to humorous parables, recent news events, movies, television shows, and even sporting events captures the student's attention and helps them understand the here and now applicability of the concepts.

You are a naturally gifted outstanding teacher in and outside of the classroom. Your caring and appreciation of individual differences in learning is clear on how you blend auditory, visual, and written materials in your varied methods of classroom instruction. Your genuine concern for student learning is measured on how the students feel about themselves while in your class. This is very apparent when speaking with them.

I have little to offer regarding course design and teaching strategies to consider. In fact, I learned some excellent strategies that I will incorporate into my teaching.

I encourage you to continue to enhance and update your teaching strategies. You are a valuable asset to SPS and our students. I encourage you to share your special gift of teaching with your colleagues, particularly the junior faculty who want to improve their teaching skills.

Thank you for your commitment and dedication to lifelong learning.

Sincerely,

Bill

William Calzaretta, Ph.D.  
Interim Director  
School of Public Service  
DePaul University

# DEPAUL UNIVERSITY



## INTEROFFICE MEMORANDUM

**TO:** MARK LIGHT, PHD  
**FROM:** TRENT A. ENGBERS, PHD  
**SUBJECT:** 2012 TEACHING OBSERVATION  
**DATE:** January 11, 2013  
**CC:** WILLIAM CALZARETTA, PHD

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I am writing to submit my teaching evaluation for Dr. Mark Light. I observed Dr. Light's Strategic Planning course on Thursday, October 3, 2012. I have also had the opportunity to observe Dr. Light teach MPS 500 on a number of occasions. It is based on these observations that I can confirm that Dr. Light is an outstanding teacher. His classroom is a dynamic and educational environment. His approach to education energizes his students and his Janus faced approach simultaneously supports and challenges students to think about strategic planning in new and interesting ways. This is fostered through a series of specific strengths including:

- Engaging students before the class even begins. He calls each student by name and finds opportunities to demonstrate that he knows facts about the student's personal and professional life. This builds trust between student and faculty and creates a sense of responsibility for the student. Even students who were disgruntled about assignments or grades approached the class jovially because of his personal touch.
- Connecting pop culture to academic topics. Dr. Light is well attuned to the student experience and is able to connect occasionally dry topics to recent movies, television shows and sporting events. This helps keep the students attention and enables them to better understand the applicability of academic theories.
- Engage students actively in the large group. Despite being a mid-sized class that would lend itself well toward small group activities, the strategic planning class had a significant amount of large group engagement. Students would respond to his presentations without being prompted. They would discuss topics with each other rather than only engaging Dr. Light. This was all done without seeming chaotic or distracting.
- Strong use of visuals. Dr. Light uses diagrams and images to demonstrate concepts. In particular his most recent lecture utilized a repeating process diagram to help students follow the strategic planning process. The diagram was repetitive but continued to build upon itself. This appeared to be a particularly effective way to reach visual learners.

I am hard pressed to identify drawbacks in his course design and teaching skills. The two critiques that I would offer are as follows:

- Dr. Light and I appear to have different philosophical approaches to the syllabus. While I consider the syllabus to be a contractual relationship, it appears that Dr. Light uses the syllabus as a guide to structure the class and set expectations. The syllabus appears to

change slightly over the course of the semester in order to maximize learning. The students appeared to have no objection to this structure, but I fear that it opens the instructor up for grade complaints or may make it difficult for students to plan their semester.

- The syllabus is missing a few elements of traditional syllabus design. In particular, there are no objectives and it is unclear from the syllabus how papers will be evaluated. Linking assignments to specific objectives helps students understand the context of the assignments and better recognize what they should be learning by completing the papers. Clear criteria for evaluation or details grading rubrics while at times limiting can also help ensure equality in grading and serve as a motivating factor in encouraging good writing.

Yet, despite these issues, Dr. Light is a tremendous asset to the department and a powerful teacher and mentor for our students.