

EVALUATING FACULTY

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Why do we evaluate faculty?

- **We have to** – required for annual performance review, merit-based raises, tenure and promotion, reappointment decisions, departmental metrics
- **We want to** – performance counseling / constructive feedback to help our colleagues, improve individual and department performance, improve climate, to encourage change aligned with strategic goals

Why do we evaluate faculty?

*Most **faculty want to know** how they are doing, how they can improve, and the basis for decisions such as raises, reappointment*

So faculty agree that we need evaluation, in theory,
but don't like exactly how we do it.....

Our processes encourage performance to match what we measure and reward

What we will do:

- Individual and small group discussion to identify our major challenges and good practices
- Lydia and Jon share evaluation schemes in their very different settings
- Identification of individual next steps – what will you implement this year or next?

How do we evaluate faculty?

- Take 5 minutes to write down the main elements of faculty evaluation in your department – in bullet list form
 - *What are the main evaluation programs / elements*
 - *What data or information is collected or submitted*
 - *When / how often and how is it used*
 - *How is it reported back to the faculty member*

How do we evaluate faculty?

- Take 4 minutes to write down the main complaints you and your faculty have about faculty evaluation in your department – in bullet list form
 - *What is unfair?*
 - *What is missed out?*
 - *Is it used reasonably, consistently and transparently to guide decisions?*

How do we evaluate faculty?

- Groups of 4 people (mix it up!)
 - Each person has no more than 90 seconds to share highlights of your bullet lists with the group
 - Q&A with each other – try to match up “complaints” with good “strategies” to address/avoid these complaints
 - You have 15 minutes total for this, then we will ask each group to identify at least one good practice and the problem it addresses (decide on a spokesperson; don't repeat what another group has already said)

Purdue University

Earth, Atmospheric, and Planetary Sciences

- **Part of a science college within a large, midwestern, state land-grant university**
- **Research intensive (majority of our budget)**
- **Undergraduate, graduate and post-doc**
- **40 Faculty**
- **200 grads and undergrad majors; plus service courses**

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The Annual Report: Calendar year, identical to the T&P document, plus.... *

*(*e.g., describe activities you have been involved in related to diversity)*

- *makes actual T&P doc prep easier*
- *consistent message about what is important*

Used in annual:

- performance evaluation and counseling by the head
- performance counseling by “professional affairs committee” for each asst and assoc prof
- merit raise process – evaluation by a committee of full professors elected by the faculty.

Faculty Evaluation EAPS Purdue

Merit Raise Process:

- Committee of 3 professors, elected by the faculty, reviews annual reports
- Score performance on a 1 to 5 scale in four categories
 - Research (discovery)
 - Teaching (learning)
 - Service (engagement)
 - Overall
- Scores used by the department head as the primary basis for merit raise distributions.

Faculty Evaluation EAPS Purdue

Professional Advisory Committee: a customized, 3-person committee for each assist / assoc professor.

- Reviews annual report and c.v. each year
- meets with the faculty member to discuss progress towards tenure / promotion; constructive feedback.
- prepares a written report that goes to the department head and to the faculty member.
- provides a summary for the annual department promotion committee meeting.

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Annual Meeting with the Head/Chair:

- review the annual report
- discuss feedback from the merit review committee, the PAC committee, and the promotions committee,
- constructive suggestions for changes or new directions helpful for being a highly successful faculty member with a good work-life balance.
- Faculty member receives a letter from the head summarizing the main points that were discussed.

Faculty Evaluation EAPS Purdue

Annual Report Sections

- Teaching
 - Courses taught, student #s, student evaluation scores
 - Peer teaching review summary
 - Faculty narrative on teaching innovation and impact
 - Publications and grants for teaching
 - Undergraduate projects, publications
 - Other involvement

EAPS Purdue

Annual Report Sections

- Research
 - Narrative on research highlights
 - Publications (peer reviewed journals, books and chapters, technical reports)
 - Presentations at conferences
 - Grants
 - Graduate students, post docs and visiting scientists
 - Honors and recognition

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Annual Report Sections

- Service
 - Committees (internal and external)
 - Journal editorships
 - Journal manuscript and agency grant reviews
 - Chairing sessions at national meetings
 - Mentoring
 - Media or other outreach
 - Alumni relations
 - Other

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Annual Report Sections

- Other
 - *It may not be possible to present everything germane to an annual evaluation in the categories above . Please note any other information that you feel is important using up to two additional pages*

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Annual Report in T&P Doc Format

- multiple lines of evidence across all areas of faculty responsibility

Review and feedback by several groups

- Professional Affairs Committee*
- Merit Raise Committee
- Promotion Committee*
- Department Head

Written record and performance counseling

* Only for assistant and associate professors

University of the Pacific

Earth & Environmental Sciences

- **Part of a liberal arts college within a comprehensive university**
- **Department is undergraduate only**
- **4 Faculty**
- **36 majors**

Faculty Evaluation EES Pacific

- **Annual Report** – similar format, designed by the Dean
 - Highlight the areas of pride in Teaching/Research/Service
- **Chair's report** – based on:
 - Faculty Annual Report
 - Classroom Observation
 - Discuss successes and challenges
- **Chair meets with faculty member**
 - Review Annual Report
 - Chair
- **Chair meets with Dean**
 - Review department faculty
- **Dean determines merit raise**

What will you do?

- write down two (or more) changes you will try to make to your faculty evaluation system, and what they are meant to accomplish

Evaluation is Critical

- Good design and implementation of faculty evaluation schemes are critical to support the success of faculty and your department
- Performance counseling based on a well-designed and implemented evaluation process **creates a climate for success** through positive change