

Faculty Evaluation and Performance Counseling

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October 5, 2015



FACULTY EVALUATIONS

Assessment of Faculty Performance

- Teaching
- Research and Other Creative Activities
- Service
- Other University Duties

PURPOSE OF FACULTY EVALUATIONS

- To help faculty to improve their performance
- To improve the institution
- Used to make personnel decisions
 - Retention
 - Promotion
 - Tenure
 - Salary Increases

FACULTY RESPONSES

- Concerns
 - Negative evaluation
 - Unclear criteria
 - Unfair assessment
 - Misuse of information
 - Negative outcomes

FACULTY RESPONSES

- Responses
 - Fear
 - Anxiety/trepidation
 - Resistance
 - Anger
 - Blame
 - Complaints (formal and informal)

CHAIR'S RESPONSIBILITIES

- Faculty Performance Evaluations
 - Most difficult
 - Important responsibility
- Performance Counseling
 - Valuable communications tool
 - Regular contact between chair and faculty
 - *Focus*: successes, failures, concerns, needs
 - Very difficult

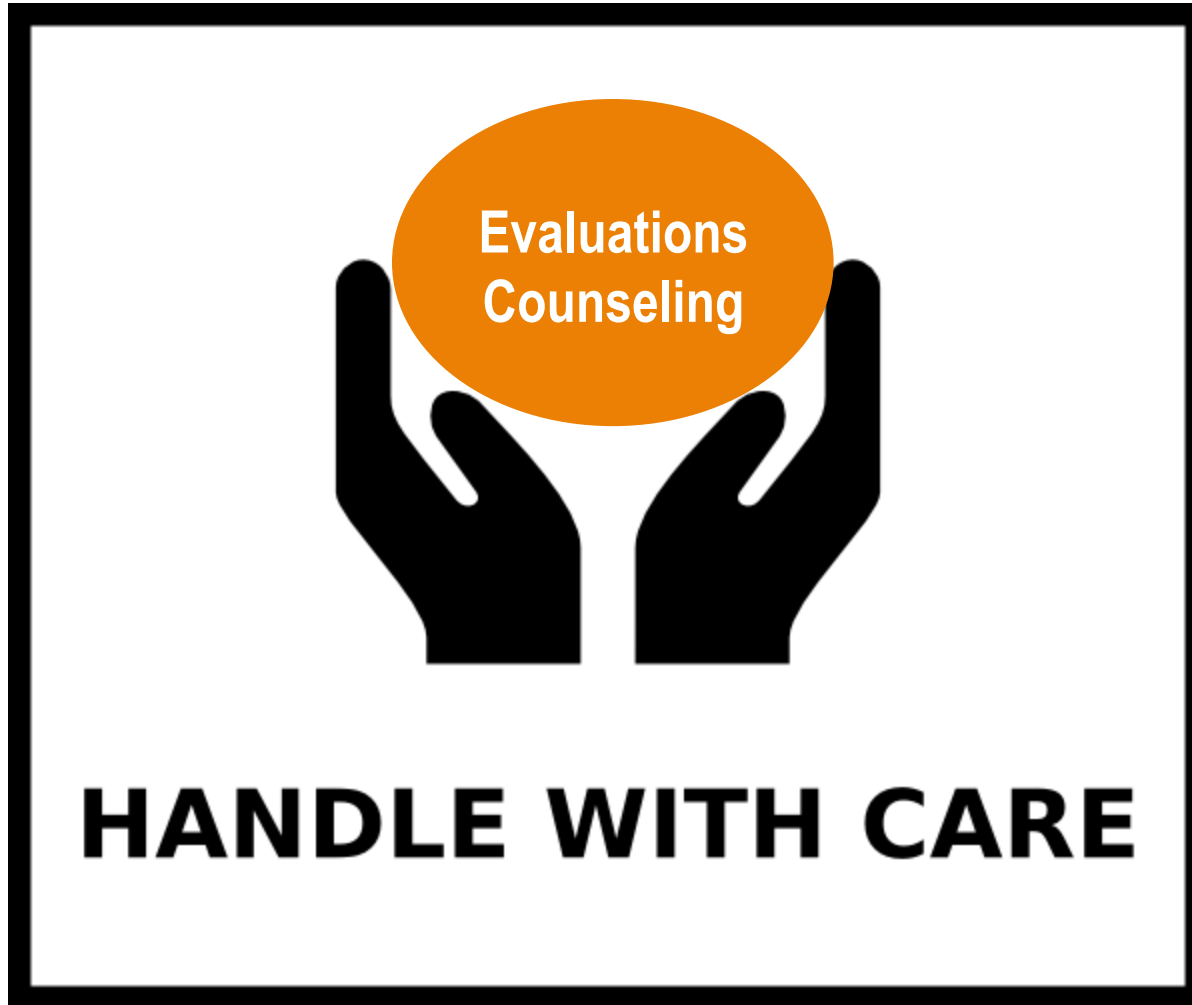
Confidentiality

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CHAIR'S RESPONSIBILITIES

- Handled improperly
 - Damage relationship with faculty members
 - Decrease Faculty morale
 - Decrease Departmental success in meeting its objectives
 - Grievances

What Can Chairs Do?

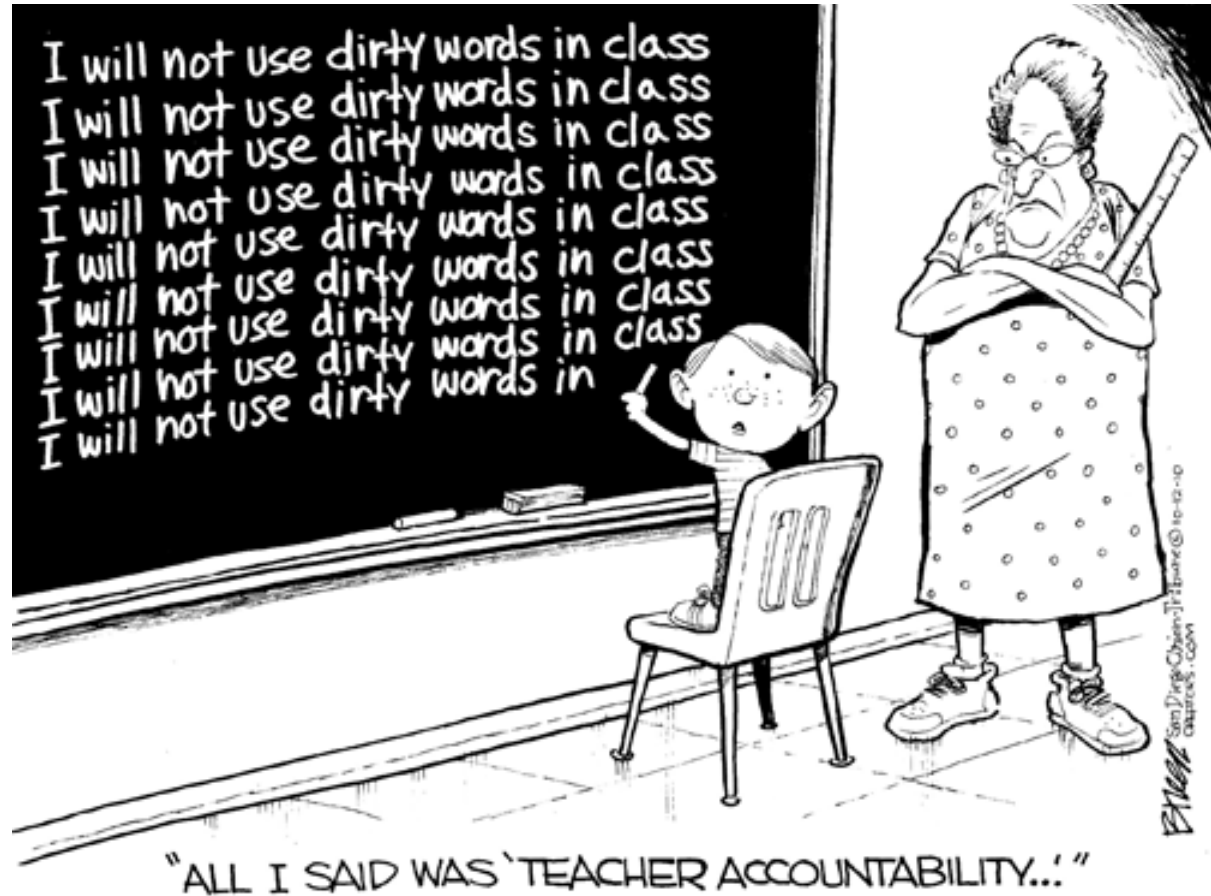


REMOVE NEGATIVE CONNOTATIONS

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COUNSELING!

EVALUATION!



Remove EMOTIONS from the evaluation & counseling process.



EMOTION-FREE ZONE

It isn't personal.

SETTING THE TONE

- Frame the process **positively**
- **Understand** the process and purpose
- **Comfort/Acceptance** of the idea and process
- **Productive** and **supportive** leadership
- Faculty will likely follow your **lead**

DEMYSTIFY THE PROCESS

WHAT AND HOW TO EVALUATE

CLEAR
CRITERIA

PURPOSE

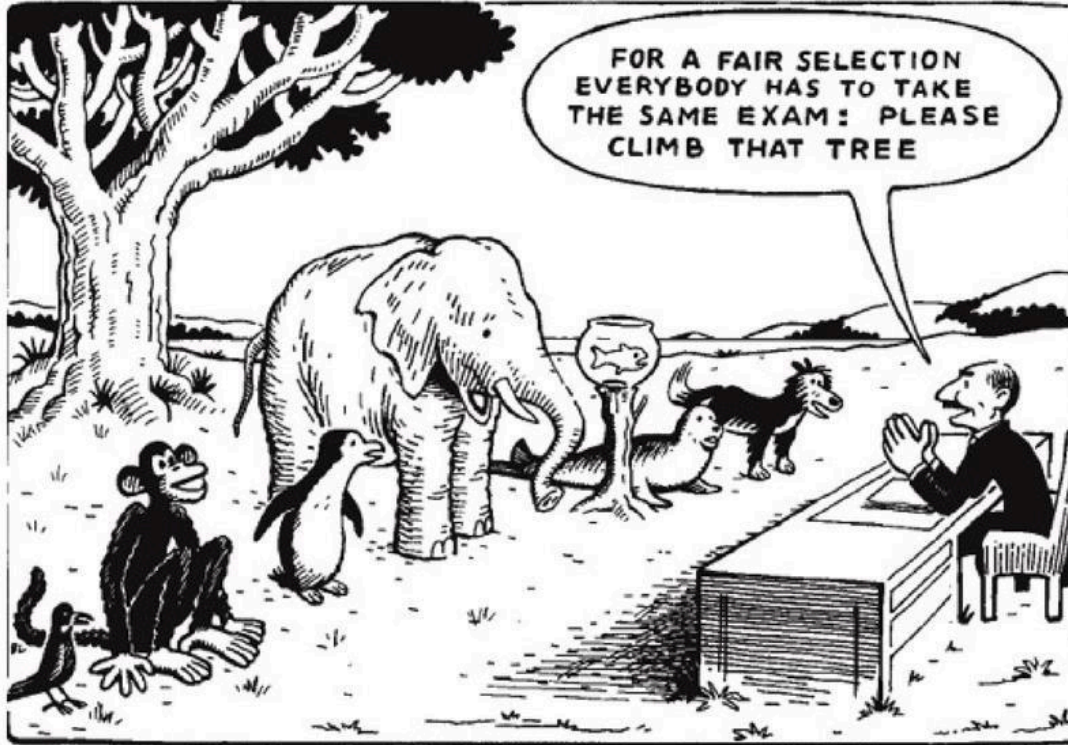
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BASED ON
ASSIGNMENT

CLEAR
COMMUNICATION

DEFINE CRITERIA



AVOID
"ONE SIZE
FITS ALL"
APPROACH

TENURE-
EARNING

Our Education System

"Everybody is a genius. But if you judge a fish by its ability to climb a tree, it will live its whole life believing that it is stupid."

-Albert Einstein

NEEDS
BASED

ONGOING PROCESS



"Your evaluation will be based on what you do in the next thirty seconds. Go!"

EMPOWER FACULTY

- Mentoring for Junior Faculty
- Professional Development Opportunities
- Recommend Regular Scholarly Activities
- Faculty Involvement
 - Faculty Department-Aligned Goals (mutual benefits)
 - Faculty Self-Evaluations
 - Faculty-Created Improvement Plan

FACULTY EVALUATIONS



PERFORMANCE COUNSELING

THANK YOU!

QUESTIONS?