Faculty Evaluation & Performance Counseling
Why Evaluate?

Opportunity to demonstrate value

Provides important information on performance expectations and outcomes to:

- Stakeholders
- Funders
- Regulators

Sets expectations for faculty

- Teaching
- Scholarship
- Service

Informs decision making

- Especially critical to new faculty
Effective Evaluation

Clear and Specific Criteria
- Related to mission and goals
- Faculty Informed

Well defined assignments are key
- Assignments can vary
- Evaluation limited to annual assignment
- Activity vs. Outcome based assignments
- Be aware of University/Union guidelines

Performance Counseling
Evaluation Process

Who should be involved?

Chair Primarily Responsible (but it helps to get perspective)

- May Consider
  - Committee feedback
  - Peer reviews
  - Self-Evaluation
  - Student Evaluation
Evaluation Process

How should performance be evaluated?

What vs. How

- Simple vs. complex
- Objective and Subjective
- Consider potential for bias

Importance of Documentation
Performance Counseling

Important Component of Faculty Evaluation

Ongoing dialogue to provide critical feedback

- Intentional engagement
- Conversational
  - Listening skills are key
- Acknowledge
  - Positive contributions
  - Opportunities for professional growth/improvement
- Must avoid distorting the record
- Performance Counseling notes
Dealing With Unsatisfactory Performance

Most challenging part of performance counseling

- Intervene early
- Gather Information
- Consider personal factors
  - Lack of competence
  - Physical or mental limitations
  - Not understanding expectations
  - Attitude or temperament issues
- Consider environmental factors
  - Social/Interpersonal
  - Lack of incentives
  - Facility issues
  - Lack of adequate leadership
Addressing Performance Issues

Guidelines for successful engagement

- Personally invite faculty for a meeting
  - Present a calm demeanor
    - Keep personal emotions in check
  - Keep an open mind
  - Listen
  - Use empathy while maintaining boundaries
  - Use concrete descriptive language

- Develop action plan with measurable objectives and timeline
  - Schedule follow up
  - Make appropriate referrals
Evaluations
Counseling
HANDLE WITH CARE
QUESTIONS