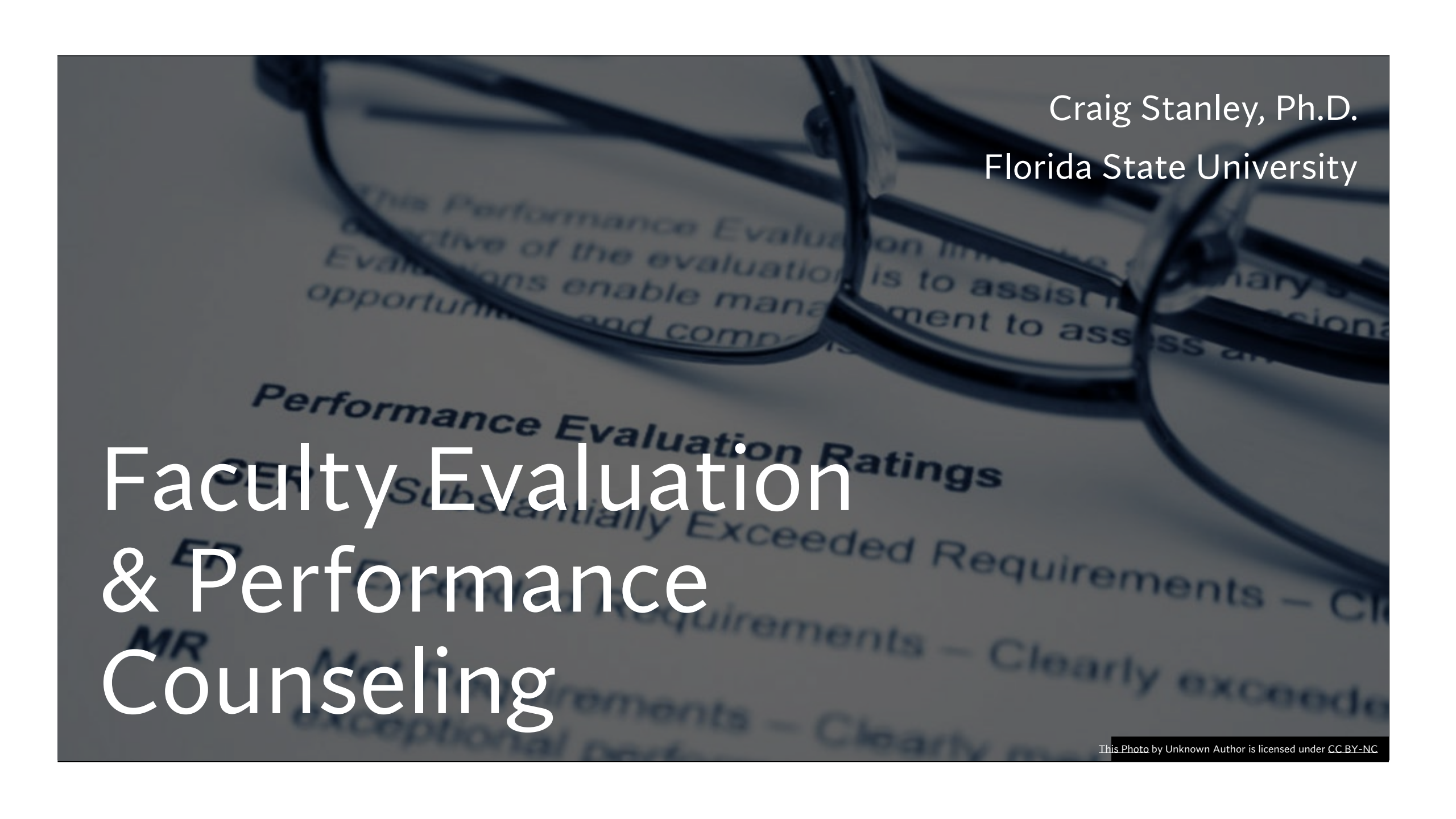




Craig Stanley, Ph.D.
Florida State University

Faculty Evaluation & Performance Counseling

This Photo by Unknown Author is licensed under CC BY-NC



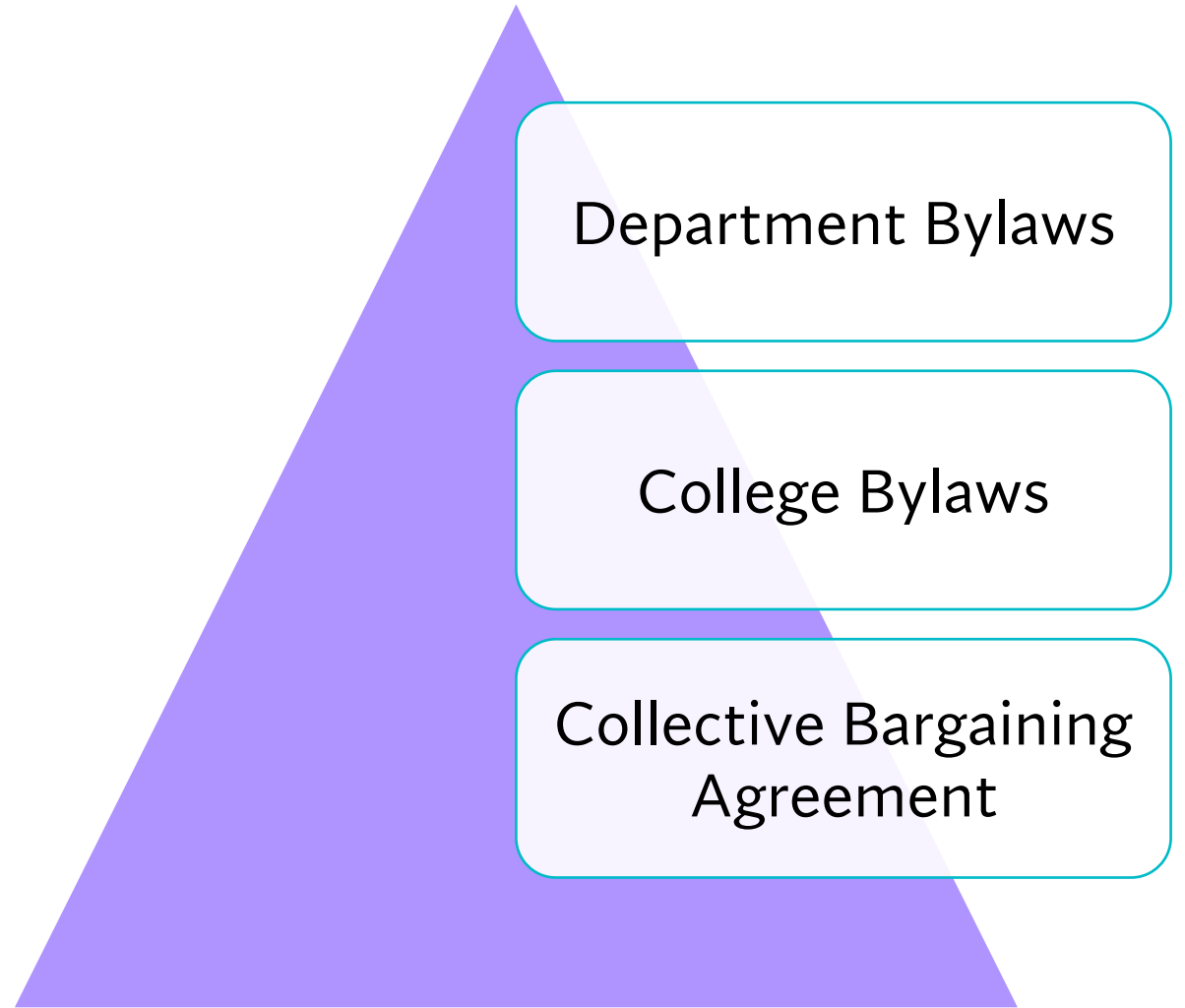
[This Photo](#) by Unknown Author is licensed under [CC BY-SA-NC](#)

Purpose and Importance of Faculty Evaluation

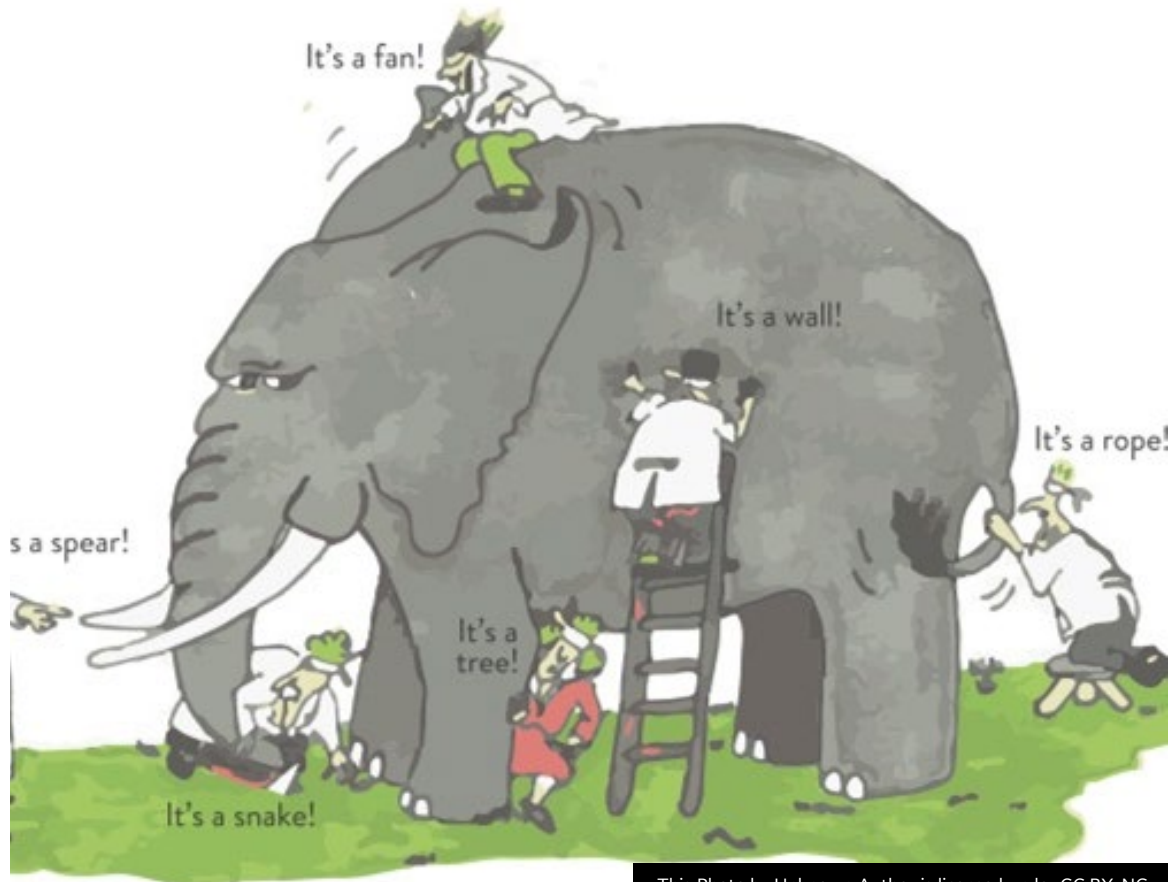
- **Sets Performance Standards**
- **Provides Accountability**
- **Allows For Critical Feedback**
- **Enhances Departmental Functioning**



Evaluation Parameters



Establishing Transparent, Non-Biased Procedure



This Photo by Unknown Author is licensed under CC BY-NC

Clearly Defined Procedure to include

- What is collected (may include)
 - Self-Evaluation
 - Committee Feedback
 - Peer reviews
 - Student Evaluation
- How it is collected
- Who is responsible for what
- REVIEW GOVERNING DOCUMENTS

Linking Faculty Assignments to Evaluation Ratings

Faculty assignments guide faculty activities.

Faculty activities generate evidence of performance.

Evidenced is analyzed based on departmental criteria.

Evaluation ratings reflect relative value based on departmental mission.

Performance evaluations inform reappointment, promotion, tenure, PTR, and merit pay decisions annually.

Annual Evaluation Summary

Performance Ratings

Provide performance ratings for components of evaluation (e.g. scholarship/creative works, teaching, & service) and an overall performance rating.

Narrative

Provide a narrative that summarizes how the department criteria were applied to evidence of performance to arrive at performance ratings. Include feedback about how performance may be improved

Progress Towards Promotion

Provide a narrative that summarizes overall progress toward promotion.

Performance Counseling



Ongoing Dialogue to Provide Feedback

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

Dealing With Unsatisfactory Performance



Challenges of Addressing Performance

Chairs may find it challenging to discuss unsatisfactory performance with faculty, but it must be done in a timely manner.

Importance of Early Detection

Identifying performance problems early allows time for diagnosis and effective remediation.

Standards and Policy Adherence

Performance must be evaluated against predetermined standards, and policy infractions addressed firmly.

Common Causes For Poor Performance

Personal Issues

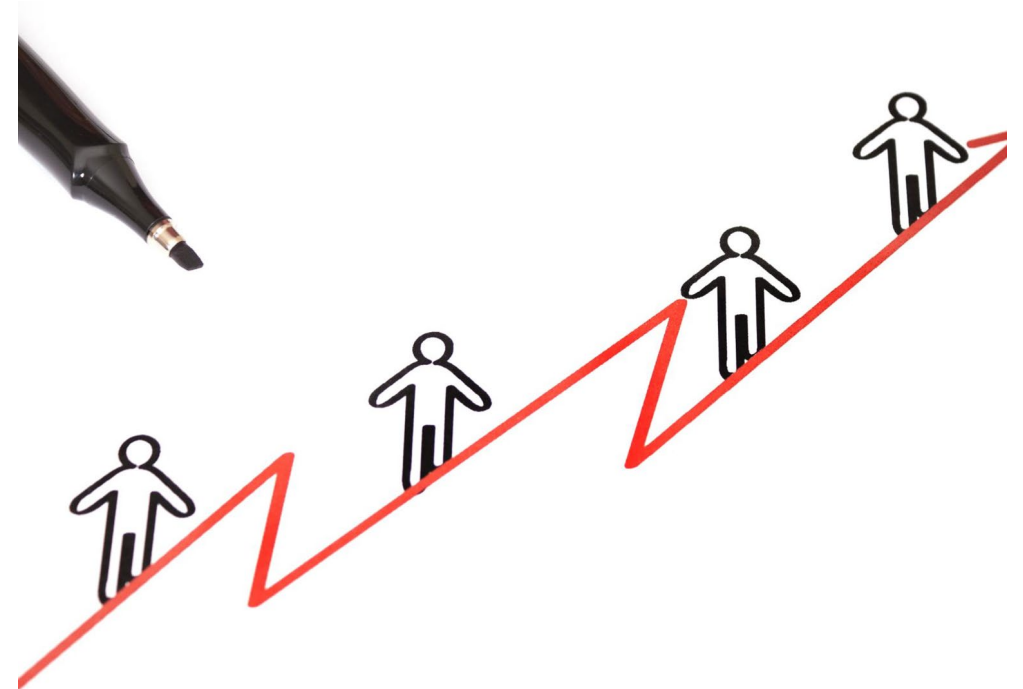
Faculty may be dealing with personal issues or lack the necessary knowledge, pedagogic skills, or physical and mental ability to fulfill assigned duties effectively.

Misunderstood Expectations

Some faculty misunderstand their responsibilities, leading to poor performance in research, teaching, or service areas.

Environmental Influences

Poor performance can stem from social rejection, lack of incentives, inadequate resources, and unsupportive leadership.



Dialogue and Problem-Solving Approaches



Empathetic Problem Solving

Effective problem solving requires empathy and understanding to see the faculty member's point of view and reduce anxiety.

Open and Cooperative Dialogue

Encouraging open expression and cooperation maintains constructive dialogue and prevents conflict escalation during performance discussions.

Specific Action Plans

Developing specific plans with objectives and schedules helps resolve performance issues effectively with faculty participation.

Setting Boundaries on Counseling

Chairs should avoid offering psychological counseling to prevent legal risks and focus on performance-related support.

Conclusion

Importance of Faculty Evaluation

Faculty evaluation ensures academic quality and supports professional growth through constructive feedback.

Role of Performance Counseling

Performance counseling provides guidance and helps faculty improve their skills and effectiveness.

Culture of Continuous Improvement

Clear criteria and supportive counseling foster a culture focused on ongoing development and excellence.



HANDLE WITH CARE

