

Faculty Evaluation and Performance Counseling

Gwendolyn Singleton, Ph.D.

Florida A&M University

INSTITUTE FOR ACADEMIC LEADERSHIP

Evaluation?



Performance Counseling?



FACULTY EVALUATIONS

Assessment of Faculty Performance

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



PERFORMANCE COUNSELING

- Helps the Employee & Organization
 - Identify Weaknesses, then



Formulate Strategies to improve the performance



- Performance *Improvement* ultimately helps the organization to Meet its Goals and Objectives.



Feedback on Performance based on Standards

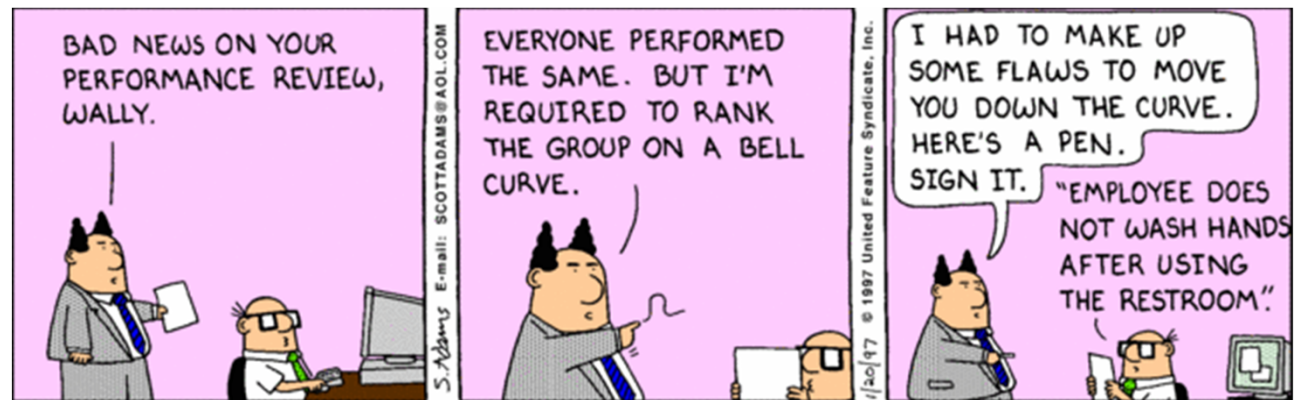
PURPOSE OF FACULTY EVALUATIONS & COUNSELING

- To help faculty to *improve* their *performance*
- To improve the *institution*
- Used to make *personnel decisions*
 - Retention/Reappointment
 - Promotion
 - Tenure
 - Salary Increases/Merit pay



FACULTY RESPONSES

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



© MARK ANDERSON

WWW.ANDERTOONS.COM



"That's my performance review?! Two thumbs up?!"

FACULTY RESPONSES

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



CHAIR'S RESPONSIBILITIES

- **Faculty Performance Evaluations**

- Most *difficult*
- *Important* responsibility

Confidentiality



- **Performance Counseling**

- Valuable *communications tool*
- *Regular contact* between chair and faculty
- *Focus*: successes, failures, concerns, needs
- Very difficult

Honest

Document

CHAIR'S RESPONSIBILITIES

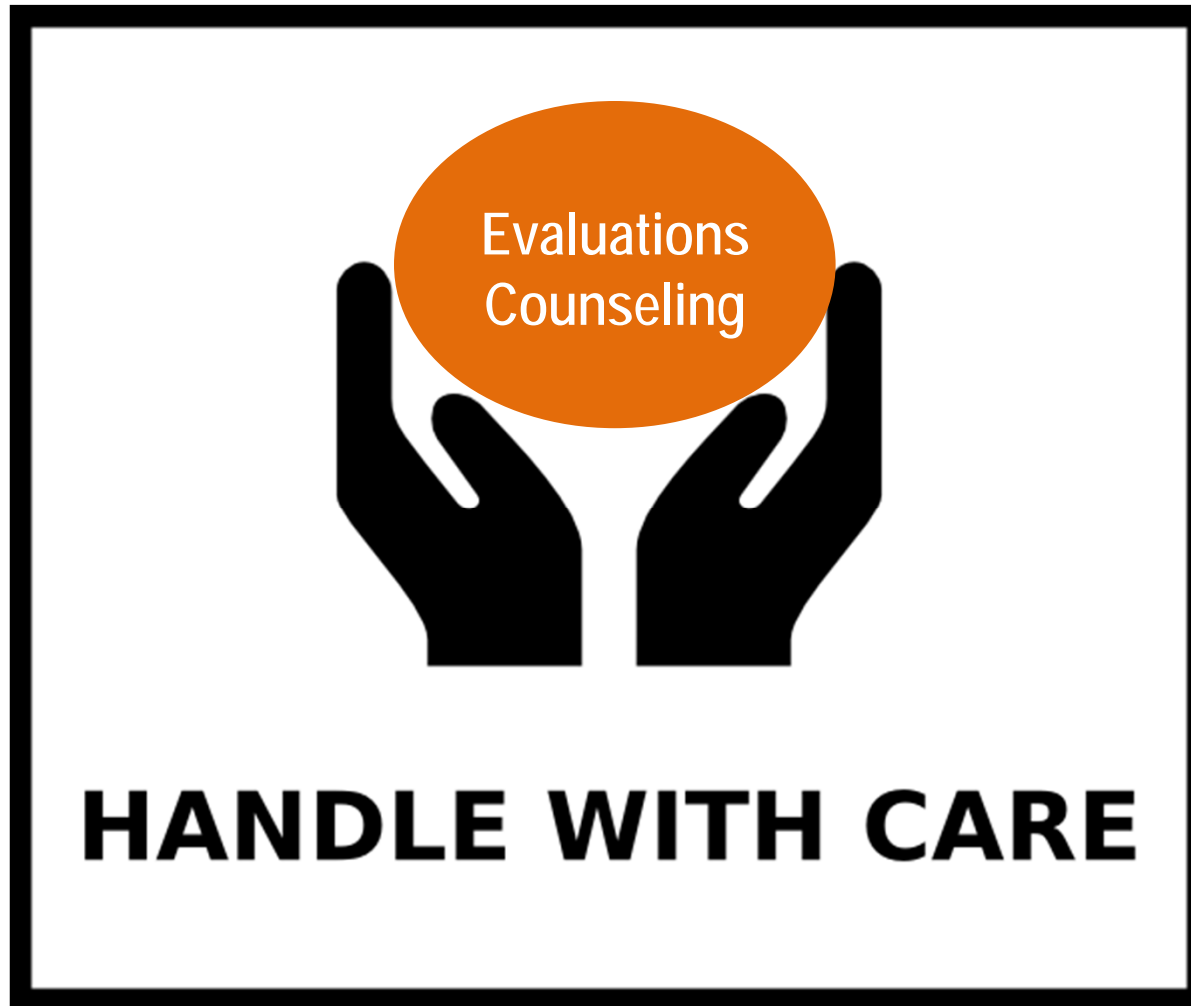
- **Handled improperly**
 - Damage *relationship* with Faculty members
 - Decrease Faculty *morale*
 - Decrease Departmental *success* in meeting its objectives
 - *Grievances*



What Can Chairs Do?

Break the
Defensiveness
Cycle

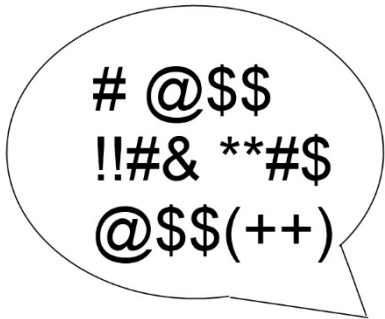
Shift the
focus from a
Past
Negative
to a
Future
Positive



Defensiveness is Natural!

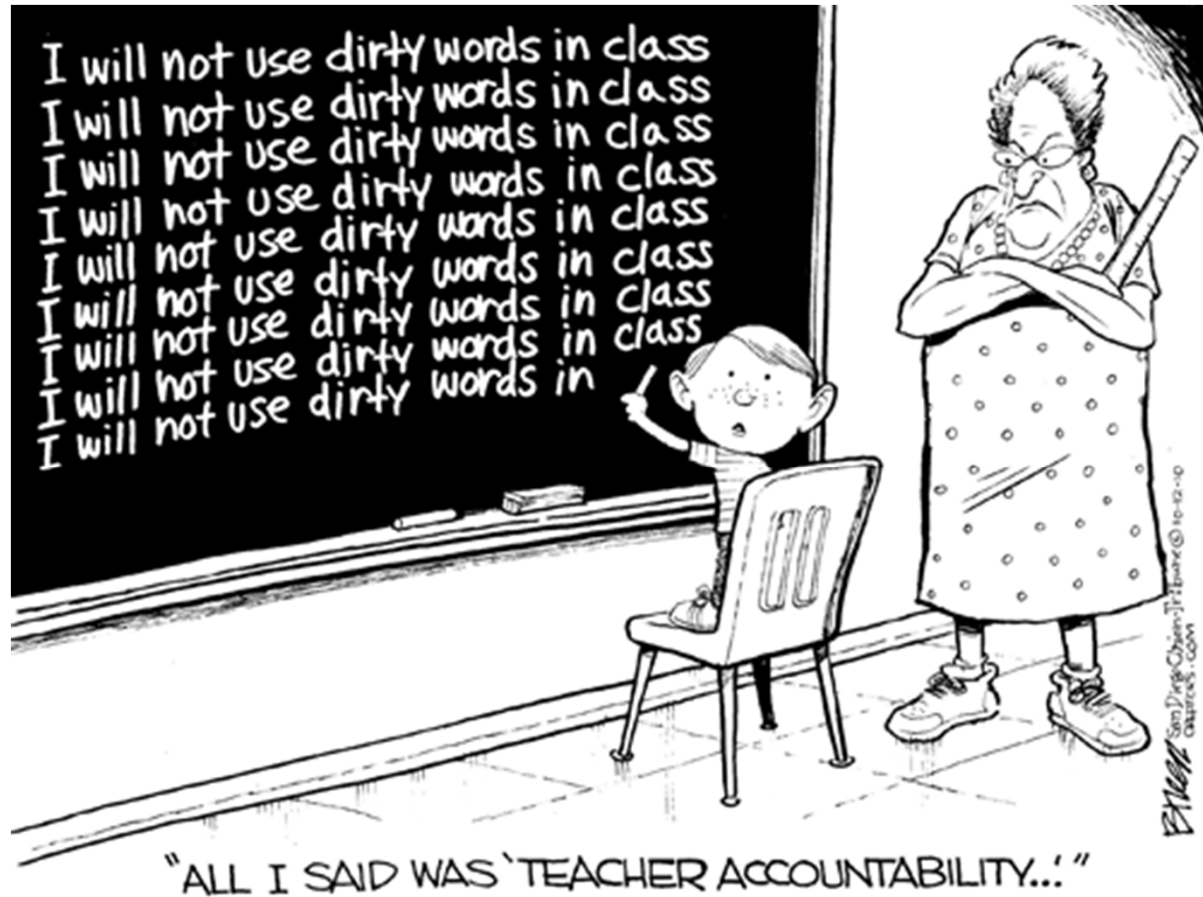
REMOVE NEGATIVE CONNOTATIONS

Encourage Good Performance Year Round!



COUNSELING!

EVALUATION!



Remove EMOTIONS from the Evaluation & Counseling process.

K.
S.
A.



EMOTION-FREE ZONE

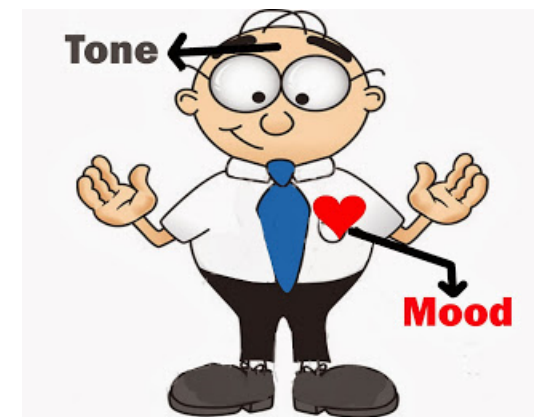


SETTING THE TONE

- 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**



change.
challenge.
opportunity.



DEMYSTIFY THE PROCESS



CLEAR
CRITERIA

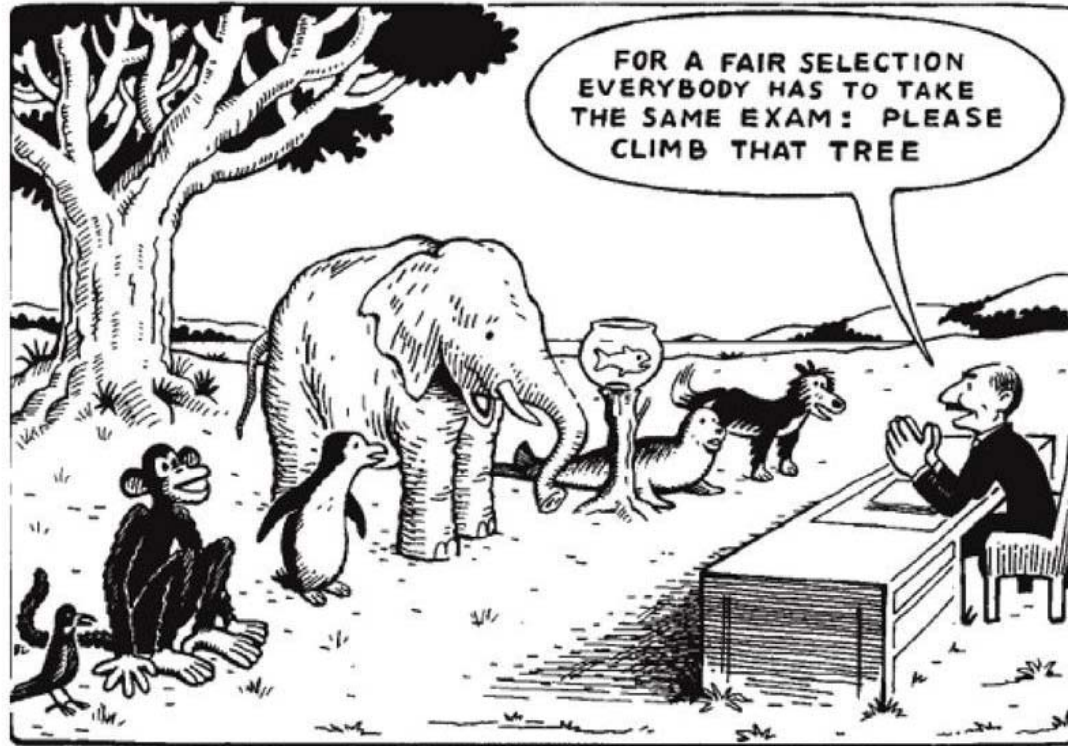
BASED ON
ASSIGNMENT

PURPOSE

CLEAR
COMMUNICATION

DOCUMENT

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



Actively Plan
Professional
Development

Frequently
Participate in
Professional
Development

"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*

Collaborative Efforts



FACULTY EVALUATIONS



PERFORMANCE COUNSELING

9/15/2022

THANK YOU!

QUESTIONS?