Faculty Evaluation and Performance Counseling

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Evaluation?

Performance Counseling?

FACULTY 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
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
Honest
Document

FACULTY EVALUATION & PERFORMANCE COUNSELING
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?

Evaluations
Counseling

Break the Defensiveness Cycle

Shift the focus from a Past Negative to a Future Positive

Defensiveness is Natural

HANDLE WITH CARE

9/15/2022
REMOVE NEGATIVE CONNOTATIONS

Encourage Good Performance Year Round!
Remove EMOTIONS from the Evaluation & Counseling process.

K. S. A.

It isn’t personal.

9/15/2022
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
- Based on Assignment
- Purpose
- Clear Communication
- Document

- Defining Purpose & Scope
- Inventory Information Available
- Project Concept & Objectives
- Involving Stakeholders
- Review Data Available & Collect New
- Defining Focus
- Analysing Data & Critical Reflection
- Reporting & Follow-up
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
"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

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FACULTY EVALUATION & PERFORMANCE COUNSELING
EVALUATION OF FACULTY PERFORMANCE

?CHAIRS/DIRECTORS?

FACULTY EVALUATIONS

PERFORMANCE COUNSELING
THANK YOU!

Questions?