



Faculty Annual Review Process for Administrative Use IST AC-06 Administrative Guideline

This review process applies to all individuals with full-time faculty appointments including those with significant administrative responsibilities (e.g., Associate Deans). This includes individuals going through 2nd and 4th year reviews, fixed-term promotion reviews, tenure reviews, post-tenure reviews, and reviews for promotion since each of those activities focuses on a different time frame and serves a different purpose.

Given the nature of this process, all information that is shared during the process as well as any conversations that take place within evaluation committees must be held in confidence. Everyone is free to discuss the general process and criteria, but specific cases should not be discussed even with those individuals. Individuals with questions regarding the outcome of this process should speak with the Dean.

Process

One committee (i.e., the Area Committee) will be established within each faculty area to provide input to the PiC to assist in the annual evaluation process for all faculty with a primary affiliation with the area. The Area Committee will provide input on each individual's teaching, research, and service-related contributions. Each committee member will provide an individual rating for each member of the faculty for each area of activity (i.e., teaching, research, and service as appropriate) based on review of the appropriate FAR materials along with comments that support their ratings. The Area Committee, as a whole, drafts a brief narrative for each area of activity (i.e., teaching, research, and service). All Area faculty are reviewed by the Area Committee, including committee members and the PiC. When reviewing a member of the committee, the individual under review is recused from the process. The committee's feedback regarding the PiC goes directly to the Dean. The PiC uses the ratings, comments and brief narratives for all other Area faculty to draft the annual review for each faculty member, including a narrative that summarizes the individual's activities for the year.

Ratings for each area of activity range from 1 to 5. A rating of 1 corresponds to unsatisfactory performance in the area being evaluated. A rating of 2 corresponds to performance that needs improvement. A rating of 3 corresponds to performance that meets expectations. A rating of 4 corresponds to performance that exceeds expectations. Finally, a rating of 5 corresponds to performance that significantly exceeds expectations. While there is no required distribution, a majority of faculty members are rated as meeting expectations or exceeding expectations. Often the number of individuals in these two categories are similar. Significantly exceeding expectations is the next most common rating, but this rating is used much less often than meeting or exceeding expectations. Needs improvement is the fourth most common rating, highlighting situations where there are concerns regarding performance. Unsatisfactory is used least frequently, and is chosen to indicate serious concerns in one or more areas of activity.

The Dean will meet with the PiC, individually and as a group as necessary, to discuss and review draft annual reviews, with a focus on calibration across Faculty Areas, while also finalizing the annual reviews. While the exact nature of this calibration process may vary in any given year or for any given area, in general it will include a meeting of all PiCs and the Dean, where each PiC summarizes the accomplishments of faculty members who received a rating of significantly exceeds expectations in any one area of activity (i.e., teaching, research, service). In addition, each PiC will summarize the accomplishments of two or three individuals with weak performance but who was rated meets expectations for each area of activity. The goal is to help calibrate expectations across the three Faculty Areas to ensure that comparable thresholds are in operation for minimum requirements for meeting expectations as well as minimum requirements for significantly exceeding expectations. PiCs will be able to adjust their ratings for individuals as they deem appropriate prior to forwarding materials to the Dean. The Dean uses their input to finalize the annual review for each member of the faculty.

The annual faculty evaluation is intended to be both formative and summative. It is formative in that it should provide useful guidance to the faculty regarding their activities and plans thereby helping them plan more appropriately for the future. At the same time, it is summative in that this is the official appraisal of one's activities for the previous year.

Area Committee membership should be established with the goal of ensuring that the diversity of perspectives and approaches within the area is represented. If possible, Area Committees should include at least three individuals with staggered terms of appointment, set at an appropriate length to ensure overlap in membership from year to year. For example, a committee of three may include two individuals with staggered two-year terms plus one individual with a one-year term. This will help ensure consistency from year to year while allowing membership to change each year. The Committee formation and the review processes will be as follows:

- Faculty will nominate colleagues to serve on the Area Committees. Only faculty with a primary affiliation can serve on an Area Committee. The PiC selects the committee members using faculty input to guide the process. The committee membership is communicated to the faculty.
- Each committee will be responsible for providing input to the PiC for teaching, research, and service depending on the responsibilities of the individual being reviewed.
- Each committee member will have the opportunity to review all relevant materials for all faculty members being evaluated, so that they can complete the worksheet with their individual rank for each with comments/justification. After these individual reviews are complete, the committee will meet as a group to discuss all individuals being reviewed. During this discussion, committee members may update their feedback if appropriate. Importantly, *there is no expectation of complete agreement by all members of the committee*. The committee, as a whole, writes a brief draft narrative to the PiC regarding each area of activity. Both the individual worksheets and the collaboratively-written narratives will be submitted to the PiC.
- The committee will send the individual worksheets and combined narratives to the Office of Faculty Affairs administrative support staff member assigned to support the annual review process; the staff member will track and file information, and forward it to the

PiC. The staff member will forward review of the PiCs directly to the Dean with no involvement of the PiC.

- The PIC will use input from the committee to draft the annual review.
- The Dean will meet with the PiCs as necessary to address calibration across faculty areas prior to finalizing the annual reviews. When draft reviews are complete, they will be delivered to the Dean. The Dean then finalizes the annual reviews. When reviews are complete, the Dean will meet with all faculty that receive a rating of unsatisfactory or needs improvement in any of the areas of evaluation as well as all Assistant Professors. The Dean will also meet with any other faculty that would like to discuss the outcome of the annual review process.
- The FARs are distributed to individual faculty members electronically as PDF. No hard copy is necessary.
- The faculty members will return a signed copy (acknowledging receipt and review, not necessarily agreement) to the Office of Faculty Affairs admin support person via email or hard copy. The copies are all filed in individual faculty folders under Faculty Annual
- FAR appeals should go to the Dean as he is ultimately responsible for the FAR and will make any changes if appropriate, notifying the individual and PiC. Any appeal brought to the PiCs should be relayed to the Dean. FAR committees must maintain confidentiality and while they may discuss the process they are not to discuss individual cases with faculty.
- Following the completion and distribution of the FARs to faculty members, there may be a debrief meeting with the Area Committees, Dean, PiCs, the Dean's assistant and the Office of Faculty Affairs and admin support person.

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