Faculty Performance Review

A new university standard

Peter Hollenbeck
Vice Provost for Faculty Affairs &
Professor of Biological Sciences

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Faculty Performance Review

**Purposes:**

Ensure a regular performance review for all ranks to assure, support and sustain the highest possible degree of excellence among our faculty.

Facilitate communication between heads and faculty.

Identify individual strengths, weaknesses and opportunities in all areas (discovery, learning and engagement).

Identify rising leaders and potential barriers to success, and provide mentoring opportunities.
Why is this a “standard” and not a new policy?

Definition of a standard (from policy V.C.1):

A mandate that *further articulates the provisions or requirements of one or more System-Wide Policies* as they pertain to a specific topic or particular demographic of the University.

A System-Wide Standard must be *sponsored by at least one Responsible Executive(s) with system-wide authority and be referenced in the applicable policy.*

System-Wide Standards must be written in accordance with the standard Template, *reviewed by legal counsel as determined by University Counsel and approved by the VPEC.*
Faculty Performance Review

Policies that this standard supports:

- Academic Tenure and Promotion (I.B.2)
- Clinical/Professional Faculty Appointment and Promotion (VI.F.10)
- Research Faculty Appointment and Promotion (VI.F.8)
- Terms and Conditions of Employment of Faculty Members (B-50)
- Academic Freedom, Responsibilities, and Tenure, and Procedures for Termination for Cause (B-48)
Where did this start?

2015 COACHE SURVEY:

Faculty across all ranks and units wanted:

- better communication between faculty and heads
- more transparency at the department level
- accountability for underperforming colleagues
Faculty Performance Review

Where did this start?

2003 Senate Faculty Affairs Committee report:

“Building a Foundation for Career Long Faculty Growth at Purdue University – A Report on Post-tenure Review and Faculty Development”

The “Why?”

(1) Review must be part of a comprehensive culture of faculty development

(2) Must ensure that the review process will be good use of time, and convince faculty and heads
Where did this start?

“Building a Foundation for Career Long Faculty Growth at Purdue University – A Report on Post-tenure Review and Faculty Development” (2003)

There are many benefits if this is done properly, such as:

(a) stage-appropriate career development
(b) awareness by head/dept/PU of all faculty contributions
(c) collaborative plans to achieve faculty and unit goals
(d) rescue of marginalized, stalled or stranded faculty
(e) connection of rewards and incentives to performance
(f) accountability to each other and our academic community
Note:

This is NOT something else disguised as review, such as:
(a) a threat to tenure or academic freedom
(b) university retrenchment
(c) a waste of time

Dangers – the process will not be taken seriously if there are:
(a) no positive outcomes or follow-up actions
(b) no recognition/incentives for excellent performance
(c) no sanctions for poor performance
Faculty Performance Review

PROCEDURES

Review process developed by each head for all Dept or School faculty:

Annual written feedback for Assistant and Associate Professors, at least every 3 years for full Professors.

Rigorous assessments of all professional activities and responsibilities, and include multi-year goals and activities.

Based mainly upon information each department already collects, e.g. the annual report submitted for merit increases, and the primary subcommittee report (for Assistant and Associate)
Faculty Performance Review

PROCEDURES

Review process developed by each head for all Dept or School faculty:

A description of the process will be approved by the dean of the college/school and shared with the faculty.

Best practices may include comparisons to typical Dept/School/College expectations, assessment of progress toward goals, identification of professional development activities for the upcoming year(s).
**Faculty Performance Review**

**Current status:**

Standard has been conveyed to all heads and deans and will be posted on the policies web site, effective 1 April 2017.

However, heads who are not already carrying out these reviews will **not** be required to do so until next spring (2018).