



Policy Title: Faculty Review

Parent Policy: Not applicable

Policy Administrator: Provost

Approving Body: Executive Leadership Team

Approval History: March 11, 2021; Below is an update to the Faculty Employment Policy (2010)'s Faculty Evaluation Policy.

Purpose:

To define the formative and summative processes used in the review of all TWU faculty in order to support both the fulfillment of the University's mission and educational goals and individual faculty professional growth and development.

The Dean plays a significant role in faculty reviews. Specifically, the Dean:

- Provides affirmation of individual faculty giftedness and constructive advice on performance improvement;
- Provides formative feedback towards tenure and promotion goals;
- Provides summative feedback in relation to reappointment of part-time faculty;
- Provides annual summative feedback to Sessional, Tenure-track and Tenured faculty as part of the annual performance review meeting.

Scope of this Policy: All Faculty members.

Definitions: (Adapted from *Best Practices in Faculty Evaluation: A Practical Guide for Academic Leaders* by Jeffrey L. Buller, John Wiley & Sons, 2012, p. 15)

A *review* is the most general term for any study that examines the performance of an individual or organization.

Assessment is:

- *Formative*: provides constructive advice on how a procedure or performance can be improved;
- Process oriented: looks for ways to improve the activity itself; and
- Primarily concerned with larger or collective entities, such as an entire group of students in a course, courses in a curriculum, or departments in a Faculty.

Evaluation is:

- *Summative*: renders a judgement as to whether a specific action is warranted;
- Goal oriented: determines whether a particular level of quality has been reached;
- Primarily concerned with individual entities, such as a single person, course, or program.

Performance descriptors:

- *Exceeds expectations:* a faculty member who has surpassed the goal that was agreed upon.
- *Meets expectations:* a faculty member who has met the agreed-upon goal.
- *Partially meets expectations:* a faculty member who has not completely met the agreed-upon goal.
- *Below expectations:* a faculty member who has performed at the *partially meets expectations* for two consecutive years, or who has failed to meet the agreed-upon goal.

Policy Statement:

The Dean or designate is responsible to review every faculty member in his/her area of responsibility annually and provide a summary report to the Provost. The purpose of the review is to provide formative as well as summative feedback as appropriate to the faculty member's circumstance. In all cases, the review will cover the commitments identified in the Faculty Hiring policy, as applicable to the individual faculty member.

The performance descriptors in the Definitions section are used in faculty evaluations to rate Teaching, Research, and Service ("TRS") separately based on the TRS goals set in the faculty member's annual performance review. For teaching, the agreed-upon goals align with the *Teaching and Learning Framework*, as applied to the faculty member's rank. For research, the agreed-upon goals must be commensurate with the "R" value held by the faculty member. For service, the activities must reflect both an appropriate time commitment as well as quality of engagement in the service activity. Each of T, R, and S is assigned one of the following performance descriptors: "exceeds expectations", "meets expectations", "partially meets expectations", or "below expectations."

Then, taking into account the faculty member's TRS proportions as well as patterns observed in these ratings over time, the Dean will assign an overall evaluation of "exceeds expectations," "meets expectations," "partially meets expectations," or "below expectations."

Whenever either of the lowest two performance descriptors apply to the overall or individual TRS categories, in consultation with the faculty member the Dean will determine steps needed to meet expectations and will provide these expectations in writing.

Should a tenured faculty member receive an overall evaluation of "below expectations" in two consecutive years, the *Post Tenure Review* policy will be engaged.

As all faculty have teaching responsibilities, the teaching of each faculty member will be reviewed annually. The *Basic Terms of Faculty Employment* policy together with the *Teaching and Learning Framework* set out the criteria and performance standards for teaching at TWU. The Dean or designate will be informed by multiple sources, including some or all of the following:

- Information from the faculty member him/herself;
- Feedback from students;
- Feedback from peers;
- Dean or designate classroom visits.

As part of the review of research/scholarship for Tenure-track and Tenured faculty, the Dean will provide an assessment of the faculty member's scholarship activities. The Dean will also provide an evaluation of the faculty member's scholarly outcomes based on the Scholarship Credits Guidelines). The ongoing pattern of scholarship credits assessed will inform the faculty member's research workload point assignment. The number of scholarship credits allocated also serves as information that the Tenure and Promotion Committee takes into consideration.

The *Basic Terms of Faculty Employment* policy sets out the expectations for service activities. In the review of service, the Dean will take into consideration the quality and impact of the faculty member's contributions, alongside the amount of time spent in service activities.

For most **Part-Time** faculty members, teaching is the principal activity that the Dean or designate will review. For a part-time faculty member who is teaching for the first time at TWU, the Dean may request that a mid-term feedback tool be administered by the faculty member. If the Dean's evaluation of a part-time faculty member's teaching is that it is *partially meets expectations*, the Dean may choose not to offer a further part-time contract. Clinical Supervisors and Music Affiliates are reviewed on a basis that is similar to part-time faculty.

For **Sessional** faculty members, the Dean conducts an annual performance review after the conclusion of the spring semester (April). In this meeting, the faculty member and the Dean discuss:

- The faculty member's ongoing commitment to the items listed in the Faculty Hiring policy;
- The faculty member's progress and achievements of the Teaching/Service goals set in the preceding year, and sets new goals and action steps for the coming year; and
- The faculty member's long-range plans.

For **Tenure-Track** faculty members, the Dean conducts an annual performance review after the conclusion of the spring semester (April/May). In this meeting, the faculty member and the Dean discuss:

- The faculty member's ongoing commitment to the items listed in the Faculty Hiring policy;
- The faculty member's progress and achievements of the TRS goals set in the preceding year, and sets new goals and action steps for the coming year; and
- The faculty member's long-range plans, including preparation for tenure and/or promotion applications.

For **Tenured** faculty members, the Dean conducts an annual performance review after the conclusion of the spring semester (April/May). In this meeting, the faculty member and the Dean discuss:

- The faculty member's ongoing commitment to the items listed in the Faculty Hiring policy;
- The faculty member's progress and achievements of the TRS goals set in the preceding year, and sets new goals and action steps for the coming year; and
- The faculty member's long-range plans, including preparation for promotion applications.

In all cases, annual performance reviews will include the following steps:

- The faculty member will update his/her C.V. and submit information regarding his/her TRS achievements and goals prior to the performance review meeting;
- The Dean will provide an oral assessment as part of the performance review discussion;
- Following the meeting, the Dean will provide a written evaluation that includes feedback on the institutional criteria set out in the *Faculty Hiring* policy, each area of TRS, as applicable to the faculty member, as well as an overall evaluation indicating one of the following:
 - Exceeds expectations
 - Meets expectations
 - Partially meets expectations
 - Below expectations
- If the faculty member has questions/concerns about the evaluation, s/he can follow up with the Dean, including another meeting if necessary. If this doesn't satisfy the faculty member, s/he can engage the *Dispute Resolution* policy.

Child Policies: [Student Experience of Teaching and Learning](#)

Monitoring Data: The Provost will report the number of times the *Dispute Resolution* policy is engaged with regard to this policy, and any non-compliance by a Dean, to FWEC annually.