Conducting Effective Faculty Annual Reviews: A Workshop for Academic Leaders

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What are your goals for the session today?
Session objectives

As a result of attending this session, participants will be able to:

1. Outline the timeline and process for faculty annual reviews

1. Plan for action-oriented face-to-face appraisals

2. Recognize the elements of accurate and effective review documents

3. Devise mechanisms to maintain and enhance performance
Why are annual reviews so daunting?

*Insert cartoon or image related to difficult review/feedback*
Why are annual reviews so daunting?

- Avoidance of confrontation
- Lack of training
- Inability to affect change
- Lack of role modeling
- Time consuming
- High stakes
- Role expansion
Why are annual reviews so important?

Opportunity to:

– Re-recruit star performers
– Inform decisions
– Offer career development
– Assess readiness for promotion and/or tenure
– Clarify expectations
– Provide feedback on performance
Effective annual reviews in five steps

1. Set expectations
2. Collect evidence
3. Conduct meeting
4. Write evaluation
5. Sign & submit evaluation
Set expectations
- Collect evidence
- Conduct meeting
- Write evaluation
- Sign & submit evaluation

- Consult institutional guidelines
- Establish timeline
- Craft baseline
- Recognize differences
- Use multiple measures
- Ensure equity
Use this slide to insert institution specific policies and/or timelines regarding faculty annual reviews
Insert cartoon or image related to the *collecting evidence for review*
Set expectations
Collect evidence
Write evaluation
Conduct meeting
Sign & submit evaluation

- Faculty input data
- Faculty complete evaluation form
- Unit supplies institutional data
- Other data inputs possible
- Unit keeps accurate records
Insert cartoon or image related to the **face-to-face review meeting**
- Prepare
- Communicate & clarify
- Praise
- Coach
- Set goals
- Encourage self-reflection
During the annual review, what questions can you ask faculty to...

• encourage self-reflection?

• help you understand their needs and interests?

• help you determine how best to support them?

• develop specific strategies to improve?

• refine their focus?
Insert cartoon or image related to *preparing a written evaluation*
Set expectations
Collect evidence
Conduct meeting
Write evaluation
Sign & submit evaluation

✓ Focus on performance
✓ Report against expectations
✓ Use specific examples
✓ Provide suggestions
✓ Include timelines
✓ Be generous with accolades
✓ Language matters
✓ Pledge support
Insert cartoon or image related to **motivating people**.
Insert cartoon or image related to **signing a review document**
Set expectations
Collect evidence
Write evaluation
Conduct meeting
Sign & submit evaluation

- Acknowledges completion
- Ensures involvement of both parties
- Essential if negative review
Case Studies