



LEARNING OBJECTIVES

Learning Objectives

- Provide an effective faculty evaluation
- Do it on time
- De-conflict the evaluation process

Conflicts of Interest

Company	IP	Equity	BOD
Xhale, Inc. (Gainesville, FL)	✓	✓	
NanoMedex Therapeutics (Madison, WI)	✓	✓	✓

"So, I'm the only one who sees a conflict of interest here?"

No conflicts related to writing faculty evaluations

COI

Historical Perspective on Annual Performance Evaluations

- Some form has been used for centuries
- Merit Rating System for Federal Civil Service Commission in 1887
- Lord & Taylor in 1914: focus on personality/traits
- Drucker in 1950s: focus on objectives and performance

Management by objective works – if you know the objectives. Ninety percent of the time you don't.

Purpose

- Provides opportunity for self-reflection for faculty member
- Gauges progress towards objectives for chair and faculty member
- Documents performance in writing for:
 - Promotion and tenure process
 - Legal reasons (non-renewal/termination)
- Allows opportunity to set new objectives
- Encourages one on one communication with chair

What it is not

"Dear Dr. XX,

You produced 8,984 RVU last year. Your RVU target for next year is 9,882. Thank you for your hard work.

Sincerely,

YY, MD, PhD
Professor and ZZ Chair of AA"

- Not personal
- One dimensional
- Not(?) informative to faculty
- No assessment
- Little expectation setting
- + Doesn't meet university needs

NOT EFFECTIVE



2017-2018 Faculty Evaluation Timeline

- November 15, 2017 Staff - Faculty Dashboard Update
- December 11, 2017 Faculty - Dashboard Overview, 5pm, 2147
- February 21, 2018 Faculty – Dashboard Overview: Everything you need to know about the dashboard and AAA Tool
- March 6, 2018 Staff – Faculty Dashboard Update
- April 29, 2018 Faculty Completed Evaluation Letter Due
- April 30, 2018 Service Chief's Edit Evaluation & Meet with their faculty
- May 29, 2018 Karen Pulls Letters from Dashboards
- June 11, 2018 Evaluation Meetings with Dr. Morey Start
- August 17, 2018 Completed Evaluations Due in Deans' Office

Anatomy of a Evaluation Letter

- Statement of letter
- Assessment of last year's goals
- Mission based review of activity
 - Education
 - Research
 - Clinical Care
 - Service
- Overall assessment of performance
- Assignment of time and new goals
- Boilerplate from COM and University
- Signatures



Anatomy of a Evaluation Letter

Use the University P/T guidelines to help construct the letter:

CLINICAL:

- Scope of the faculty member's clinical practice
- Interdisciplinary evaluations
- Patient satisfaction scores
- Commitment to ongoing growth in clinical performance
- Quality of care metrics
- Clinical leadership
- Professional contributions
- Clinical referrals
- Clinical publications
- Clinical presentations
- Awards and Honors
- Other pertinent information

Physiology of a Evaluation Letter

- Good news: 95% are no problem
 - Problematic faculty: Goal setting with strict timelines
 - Interim Evaluation in January
- FMLA / Military Leave = no evaluation
- 5 year tail on promotion/tenure applications
- Caution with negative statements
 - "You will again take a disruptive physician course and present to me a certificate of completion by April 30, 2018."
 - "You will not massage the residents' shoulders in the OR."
 - "You will not continue the practice of using the same methohexital syringe for multiple patients in the ECT suite."
- Adverse review, email faculty ahead of time
- For any review, email it to your assistant when written (date/time stamp)

Day of Annual Review

Time (min)	Subject
0-5	Warm-up the faculty Offer a refreshment
5-20	Faculty Agenda
20-40	Chair Communication Letter Review
40-50	Assessment and Conclusions
50-60	Break



Notes:

- No faculty draft = no appointment with chair
- Two copies of the letter printed
- Put a clock on wall behind faculty's head
- Include Chief / Associate Chair?
- Female faculty: Door ajar / chaperone in outer office
- Additional information or faculty disagrees with assessment
 - Faculty written addendum
- Limit of 4 evaluations / day

Items to Avoid:

- Compensation topics
- Issuance of non-renewal
- Terminations
- Gossip about other faculty / hospital / etc.
- Assessment of chair performance



Options for Dissatisfied Faculty

- Complain to other faculty
- Complain to division chief / senior professor / mentor
- Complain to you
- Write an addendum
- Engage institutional mechanisms
 - Ombuds
 - Faculty initiated grievance
- Law
- Resign



Faculty Grievance Process

- "...dispute or complaint alleging a violation of the regulations of the University or the Board of Governors concerning tenure, promotion, ... annual evaluation, ..."
- Discuss with chair within 30 days of evaluation
- Step I: Submit a written grievance to the Office of the President within 30 days
 - Reviewed by 3 faculty member committee appointed by the Dean within 15 days
 - Committee issues final report to the Dean within 30 days
 - Dean meets with faculty and chair within 15 days
 - Dean issues final decision and remedies within 30 days of meeting
- Step II: File an appeal of Dean's decision to Provost within 15 days
 - Provost meets with faculty and chair within 15 days
 - Provost issues final decision and remedies within 30 days of meeting

7.042 University Grievance Procedure for Faculty and Postdoctoral Associates: Definitions, General Information, and Procedures.

Faculty Grievance Process

- Step III: Appeal Provost's decision within 15 days
 - American Arbitration Association arbitrator appointed within 15 days
 - President presents final decision within 30 days
- "...shall not substitute his or her judgment for that of the administrator...:"
- Evaluating for violations of law and regulations:
 - Errors of fact
 - Violations of federally protected status
 - Violations of university policies and/or procedures

Future Perspective on Annual Performance Evaluations

Millennials and Annual Performance Evaluation

- 62% of felt "blindsided" by a performance review
- 74% feel "in the dark" about how managers think they're performing
- 26% have called in sick on day of performance review
- 14% have cried during the performance review

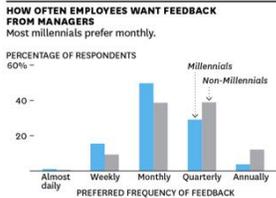


Future Perspective on Annual Performance Evaluations

Millennials and Annual Performance Evaluation

- Annual to constant feedback
- Personalize the evaluation
- Map out career path
- Emphasize impact of their work
- Tie new objective to new training
- Validate their priorities

HOW OFTEN EMPLOYEES WANT FEEDBACK FROM MANAGERS
Most millennials prefer monthly.



Preferred Frequency of Feedback	Millennials (%)	Non-Millennials (%)
Almost daily	~5	~5
Weekly	~15	~10
Monthly	~45	~35
Quarterly	~25	~40
Annually	~10	~10

End / Questions?

