

A PROPOSAL FOR A System of Faculty Feedback for Deans and Chairs

The consensus of the Ad Hoc Committee on the Evaluation of Deans and Department Chairs is to propose a system of faculty feedback for the purpose of professional development, or to help deans and chairs improve their performance. This system will *not* be used as a system of performance evaluation for the purpose of determining retention or salary raises. As such, deans or chairs will have exclusive rights to their faculty feedback.

We propose that a base, or core, feedback instruments be developed by the experts serving on the Ad Hoc Committee. This includes experts in public sector performance evaluation, private sector performance evaluation, continuous quality improvement, and psychometrics. These experts will develop instruments with the input and insights of the Provost, deans, chairs, and faculty. To tailor the instruments to the unique nature of different dean and chair positions, deans and chairs will be invited and encouraged to make additions and modifications to the base instruments.

The consensus of our committee is that the system of faculty feedback should be administered annually to all faculty. However, to reduce the administrative burden of processing enormous volumes of written comments for the dean of Arts and Sciences (A&S), a random sample of A&S faculty should be surveyed or all A&S faculty should be surveyed and a random sample of their written comments word processed.

We further propose that feedback instruments be administered in one of two ways: (1) on-line or (2) according to the administrative mechanisms currently used to administer over 150,000 annual student evaluation instruments. We feel that a pilot study should determine which mechanism yields the highest response rate. A pilot study should also be administered in order to determine the questions that will ultimately be used in the base instruments (i.e., questions that provide deans and chairs the most meaningful information).

Finally, our committee recommends that faculty feedback surveys should be administered in the spring or, to reduce administrative burden and overloading faculty with surveys, should be administered in the fall and spring (e.g., deans in fall, chairs in spring). However, we also feel that the issue of when to administer a faculty feedback survey should *not* stand in the way of acceptance of the feedback system. Hence, we propose that the deans and chairs can decide when during the year that they would like to have their faculty feedback surveys administered.

COMPARISON OF THE REJECTED AND NEW PROPOSAL

FOR A SYSTEM OF FACULTY FEEDBACK FOR DEANS AND CHAIRS

Factor	New Proposal	Rejected Proposal
Purpose of the evaluation	professional development	determine raises & retention; professional development
Nature of the information generated	performance <i>feedback</i> (no annual vote of confidence)	performance <i>evaluation</i>
Publicness of the feedback evaluated	<i>private</i> feedback only for the dean, not the Provost; private feedback only for the chair, not the dean	information is for the dean and the Provost and the evaluated chair and his/her dean
Faculty to be surveyed	a <i>sample</i> of A&S faculty and all faculty in the other colleges/schools	all faculty
Who develops the feedback survey	UA experts in performance evaluation, quality, and psychometrics	unscientific instrument borrowed from another University
Frequency of the administration of the survey	annual	annual

SIZE OF FACULTY BY COLLEGE

(for the purpose of documenting administrative burden in only the College of A&S)

College	Regular	Regular	Temporary	Temporary
	Fulltime	Part-time	Fulltime	Part-time
A&S	321	1	59	47
Engineering	89		12	8
C&BA	88		4	17
Education	59		14	17

Communication & IS	40	1	14	4
Libraries	33		0	0
HES	31	1	5	11
Law	24		6	27
CCHS	23	5	1	1
Nursing	17		8	4
Social Work	16		7	15
Continuing Studies*				24
Graduate School*				
Total	741	8	130	175

*Not represented in the Faculty Senate.

Adopted by the Senate October 16 2001