

NDSU Faculty Evaluator/Evaluated Policies and Practices Check List



- ❑ Be sure that all new hires or transfers are **oriented and informed** about their work environments and cultures. This will include participation in University, College and Unit orientation activities. Check to ensure that the newly-arrived faculty have access to the information, services, and materials (e.g., computing, phone, keys, equipment, break area, etc.) needed to function effectively. A tip sheet is a helpful tool.
- ❑ Establish **clear expectations and goals** and plan for regular interaction and feedback. Be sure that percent appointments for teaching, research, *and* service are clear, allow for realistic time allocation and that productivity expectations are in alignment with these percentages. Ensure that expectations align with unit PTE criteria. Be aware of [Policy 350.1](#), which states:
 - 350.1.5 “...The department chair or head of an academic unit will ensure that all faculty have job descriptions that are periodically reviewed and updated. Each job description will be signed by the Dean, the Chair or head of the academic unit, and the faculty member and filed in the faculty member's official personnel file. Each job description shall specify how a faculty member's assigned responsibilities will be allocated among teaching, research, and service which will determine the weight to be given to each area of responsibility for tenure, promotion, and continuing evaluations.” (*Subject to Audit*)
 - 350.1.6 “...“Evaluation criteria shall relate to a faculty member's duties and goals and be appropriately weighted in accordance with the terms of the faculty member's contract...”
- ❑ Become familiar with unit, college, and [NDSU Policy](#), especially the entire Policy [352 Promotion, Tenure, and Evaluation](#)
 - 352.4 *Periodic Review*
 - 352.4.3 “**All full-time faculty will be reviewed annually...**” [*includes tenured and non-tenured*]
 - 352.4.5 “...Periodic reviews shall result in a written report to the faculty member being reviewed. The report shall state expectations and goals for the coming review period...”
 - 352.4.6 “...Annual reviews of tenured faculty shall include an evaluation of the faculty member's performance relative to the current position description. **For Associate Professors, annual reviews must include specific recommendations to strengthen the case for promotion...**”
- ❑ Be careful to **frame criticism in a constructive way**, but also be as clear as possible. Provide specific information, and avoid generalizations that may lead to defensiveness and resentment. “...Professionals embody the learning dilemma: they are enthusiastic about continuous improvement—and often the biggest obstacle to its success....Performance evaluation is tailor-made to push professionals into the doom loop....” ([Agyus, 1991](#)).
- ❑ **Be aware of conscious and unconscious biases** in evaluation and mentoring; we all have them (see [Project Implicit](#)). Avoid gendered language and its inherent bias when composing letters of evaluation ([Trix and Psenka, 2003](#)). Make sure similar criteria are used for all faculty, or for all faculty at particular ranks.
- ❑ Ensure that all faculty **know about NDSU policies intended to ease the work-family conflict** such as stopping the “tenure clock” and modified duties (See [Policy 352.3.6](#)). Ensure that senior colleagues understand these policies and their intent.
- ❑ Use email and other tools to **ensure the entire faculty has equal access to information**, such as key decisions, meetings minutes, and career opportunities. It is important to ensure that no one is intentionally or unintentionally excluded from information. “Communication, through both formal and informal channels, is the lifeblood of any organization.” ([Buchholz, 2001](#))