

Faculty Expectations Guidelines – Handout #3

THE PROBLEM

The Lake Wobegon Department had a problem. When they collected data on workload and faculty experiences with it, they learned that faculty felt research expectations were clear, but teaching and service expectations were not. As annual review and merit committees sat down to review faculty, there was great variability in merit ratings of the same CV. Assistant professors noted to their mentors that they did not know what was considered “enough” in the areas of teaching and service. The department chair likewise felt it was difficult to explain merit rankings to faculty without clearer guidance related to minimal expectations.

A SOLUTION

The department workload team developed a workload policy that included a more concrete description of expectations. They sought feedback on it from department faculty before finalizing. The rubric varied for three groups of faculty: assistant professors, associate/full professors, and instructional/lecturers. It identified effort in teaching, research, and service that was considered below, meeting, above, and exceeding department expectations. The rubric was distributed to all faculty, and given to the merit committee. All mentors reviewed it with junior faculty, and the department chair used it to consistently guide performance evaluation. Note: The rubrics below are a sample for what faculty expectation guidelines might look like. The rubrics are not intended to be a specific recommendation on what the expectations for faculty in different roles/at different ranks should be.

Associate/Full Professor Rubric

	Teaching/Mentoring	Research	Service
Below Expectations	<ul style="list-style-type: none"> teach <i>less</i> than 5.5 courses per year teaching evaluations below college average advise less than 10 undergrads; 3 MA; 4 doctoral students <p><i>(if 2 of these 3 bullets are met)</i></p>	<ul style="list-style-type: none"> 0-1 peer reviewed publications per year 0 conference presentations 	<ul style="list-style-type: none"> chair 0 department and/or other committees serve on 0-1 university/ college/ other committees
Meets Expectations	<ul style="list-style-type: none"> teach 5.5 courses per year teaching evaluations <i>consistent</i> with or <i>above</i> college average advise 10 undergraduate; 3 MA; 4 doctoral students 	<ul style="list-style-type: none"> 2 peer reviewed publications per year 1 conference presentation 	<ul style="list-style-type: none"> chair 1 department committee serve on 2 other college/university or department committees
Above Expectations	<ul style="list-style-type: none"> teach <i>more</i> than 5.5 courses per year teaching evaluations <i>above</i> college average advise <i>more</i> than 10 undergraduates; 3 MA; 4 doctoral students <p><i>(meet 1 of these)</i></p>	<ul style="list-style-type: none"> 3 or more peer reviewed publications per year 2 or more conference presentations grant/award proposals submitted and/or accepted <p><i>(meet 1 of these)</i></p>	<ul style="list-style-type: none"> chair 2 department and/or other committees serve on 3 or more university/ college/ other committees <p><i>(meet 1 of these)</i></p>
Far Exceeds Expectations	<ul style="list-style-type: none"> teach <i>more</i> than 6.5 courses per year teaching evaluations <i>significantly above</i> college average advise <i>more</i> than 12 undergraduates; 4 MA; 5 doctoral students teaching or mentoring awards <p><i>(meet 1 of these)</i></p>	<ul style="list-style-type: none"> 4 or more peer reviewed publications per year in top tier journals 3 or more conference presentations grants received research awards <p><i>(meet 1 of these)</i></p>	<ul style="list-style-type: none"> chair 3 department and/or other committees serve on 4 or more university/ college/ other committees recognition for service played key leadership role in major effort (accreditation, chair of university senate, etc.) <p><i>(meet 1 of these)</i></p>

Assistant Professor Rubric

	Teaching/Mentoring	Research	Service
Below Expectations	<ul style="list-style-type: none"> teach <i>less</i> than 4.5 courses per year teaching evaluations <i>below</i> college average advise <i>less</i> than 5 undergraduates; 1 MA; 2 doctoral students <p>(if 2 of these 3 bullets are met)</p>	<ul style="list-style-type: none"> 0-1 peer reviewed publications per year 0 conference presentations 	<ul style="list-style-type: none"> serve on 0 university/college/ other committees
Meets Expectations	<ul style="list-style-type: none"> teach 4.5 courses per year teaching evaluations <i>consistent with or above</i> college average advise 5 undergraduates; 1 MA; 2 doctoral students 	<ul style="list-style-type: none"> 2 peer reviewed publications per year 1 conference presentation 	<ul style="list-style-type: none"> serve on 1 college/university or department committees
Above Expectations	<ul style="list-style-type: none"> teach <i>more</i> than 4.5 courses per year teaching evaluations <i>above</i> college average advise <i>more</i> than 5 undergraduates; 2 MA; 3 doctoral students <p>(meet 1 of these)</p>	<ul style="list-style-type: none"> more than 2 peer reviewed publications per year 2 or more conference presentations grant/award proposals submitted and/or accepted <p>(meet 1 of these)</p>	<ul style="list-style-type: none"> serve on 2 or more university/ college/ other committees
Far Exceeds Expectations	<ul style="list-style-type: none"> teach <i>more</i> than 5.5 courses per year teaching evaluations <i>above</i> college average advise <i>more</i> than 7 undergraduates; 3 MA; 4 doctoral students teaching or mentoring awards <p>(meet 1 of these)</p>	<ul style="list-style-type: none"> more than 2 peer reviewed publications per year in top tier journals 3 or more conference presentations grants received research awards <p>(meet 1 of these)</p>	<ul style="list-style-type: none"> serve on 3 or more university/ college/ other committees recognition for service <p>(meet 1 of these)</p>

Instructional Faculty Rubric

	Teaching/Mentoring	Research	Service
Below Expectations	<ul style="list-style-type: none"> teach <i>less</i> than 7.5 courses per year teaching evaluations <i>below</i> college average advise <i>less</i> than 10 undergraduates; 0 MA or doctoral students <p><i>(if 2 of these 3 bullets are met)</i></p>	<ul style="list-style-type: none"> 0 publications per year 0 conference presentations 	<ul style="list-style-type: none"> chair 0-1 department and/or other committees serve on 0-2 university/college/ other committees
Meets Expectations	<ul style="list-style-type: none"> teach 7.5 courses per year teaching evaluations <i>consistent with or above</i> college average advise 15 undergraduates; 1-2 MA; 0 doctoral students 	<ul style="list-style-type: none"> 1 publications per year 1 conference presentation <p><i>(meet 1 of these)</i></p>	<ul style="list-style-type: none"> chair 1 department committee serve on 3 or more other college/university or department committees
Above Expectations	<ul style="list-style-type: none"> teach <i>more</i> than 7.5 courses per year teaching evaluations <i>above</i> college average advise <i>more</i> than 15 undergraduates; 3 MA; 0-1 doctoral students <p><i>(meet 1 of these)</i></p>	<ul style="list-style-type: none"> 2 or more publications per year 2 or more conference presentations <p><i>(meet 1 of these)</i></p>	<ul style="list-style-type: none"> chair 2 department and/or other committees serve on 4 or more university/ college/ other committees <p><i>(meet 1 of these)</i></p>
Far Exceeds Expectations	<ul style="list-style-type: none"> teach <i>more</i> than 8.5 courses per year teaching evaluations <i>above</i> college average advise <i>more</i> than 20 undergraduates; 4 MA; 1 doctoral students teaching or mentoring awards <p><i>(meet 1 of these)</i></p>	<ul style="list-style-type: none"> more than 2 publications per year, majority of them peer reviewed 3 or more conference presentations grant/award proposals submitted and/or accepted <p><i>(meet 1 of these)</i></p>	<ul style="list-style-type: none"> chair 3 department and/or other committees serve on 5 or more university/ college/ other committees recognition for service played key leadership role in major effort (accreditation, chair of university senate, etc.) <p><i>(meet 1 of these)</i></p>