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Department of Biochemistry Faculty Performance Standards for Tenured Faculty Members

To comply with University policy, the Department of Biochemistry reviews each primary or joint member of the tenured faculty annually. Faculty members are asked to fill out a two-page form in which they indicate their effort distribution between research, teaching and administration/service. In addition, they summarize their activities in each mission area in the preceding and current academic years and are asked to identify any challenges or opportunities they have identified. Faculty members include a current CV and grant proposal reviews, and may include reviews of submitted manuscripts. A copy of the annual review form is attached.

Within a month of the request, the DEO reads each annual review document and sets up an appointment to meet with each faculty member. At the annual review meeting, the DEO and the faculty member discuss accomplishments and plans in each mission area and the DEO provides brief written comments on the faculty member's annual review form. The DEO and faculty member then sign the annual review form and each keep a copy for their records. Annual review materials will be utilized in subsequent five-year post-tenure reviews.

The primary purpose of annual faculty reviews is positive, *i.e.* to help members of the Department to take stock of their professional activities and maintain faculty excellence. The Carver College of Medicine mandates that DEOs evaluate performance in each of three mission areas. In Biochemistry, performance is evaluated on a three point scale:

- Meets or exceeds expectations
- Concerns
- Significant deficiency

In the case of an evaluation of significant deficiency in research, teaching or service/administration, the DEO would provide documentation for review by the Dean of the Carver College of Medicine. The faculty member would provide a written response for review by the Dean.

If the DEO does not use the phrases "concerns" or "significant deficiencies" in a faculty member's annual review, the faculty member met or exceeded expectations in all mission areas.

DEO evaluations of faculty performance are based on the effort distribution indicated by each faculty member. Thus, if a faculty member indicates that his or her professional time is spent in a proportion of 60% research, 30% teaching and 10% administration/service, he or she will be evaluated on the basis of the unit norm portfolio. Tenured faculty members with other effort distributions will be evaluated on corresponding terms.

The following guidelines are used to evaluate performance in the three mission areas.

RESEARCH

Faculty members are expected to support their research activity with externally funded projects. To meet or exceed expectations, faculty research effort is supported by external funds and proposals are written frequently enough and well enough to allow each faculty member to continue to cover research effort in the future. One meets expectations either by supporting one's indicated research effort with external funding or by having externally supported research account for two thirds of one's research effort, coupled with sufficient research activity to obtain additional funding. In deciding that non-funded research activity meets expectations, the DEO considers obtaining preliminary data, writing papers, forming collaborations, writing internal and external research proposals, and the peer review of such proposals.

A faculty member covering less than two thirds of his or her research time whose quantity or quality of non-funded research is judged insufficient to cover future research effort is a cause for DEO concern. DEO concern could be relieved if the faculty member can show that high impact research is in progress in a funded project. At current paylines, one would expect underfunded faculty members to submit grant proposals about three times a year to maximize their chances for success. It would also be cause for concern if, despite frequent proposal submission, peer reviews indicated that the proposals are not competitive. In the second year of this same concern area, the DEO may conclude that there is a significant deficiency in research.

A faculty member covering less than one third of his or her research time whose quantity or quality of non-funded research is judged insufficient to cover future research effort constitutes a significant deficiency.

Faculty members are expected to publish scholarly work in proportion to their research activity. Typically, expectations are met by publishing one or more original research publication or substantive review per project per year. Failure to produce one publication per project per year is a potential concern. If the faculty member has produced multiple publications in another project, can show unpublished progress on a difficult, high impact project, or has other scholarly activities that make up for lack of publication, concern may be relieved. In a second year of concern about publications or after a year in which little scholarly activity in proportion to research effort is demonstrated, the DEO may conclude that there is a significant deficiency in research.

TEACHING

Educational activities in Biochemistry vary greatly. A full time teaching load has been defined as 255 didactic contact hours, coupled with the associated preparation, student meetings, and student evaluations. Faculty members with active research programs may perform the majority of their teaching in one-on-one laboratory mentorship. The DEO assigns didactic teaching according to faculty effort distributions. All faculty members are initially presumed to conform to unit norm effort distributions until they elect or perform otherwise. At the unit norm of 60% research and 10% service effort, 14 to 25 didactic hours are typically assigned as the annual teaching load. Faculty with greater than 60% of their time protected by research and/or paid service assignments may request reduced didactic teaching.

To support the ability of faculty to maintain their research, the DEO does not typically adjust didactic teaching when recovered research effort initially falls below two thirds of a faculty member's indicated effort. However, in a second year of DEO concerns about

research effort recovery or scholarly productivity, a faculty member is expected to agree to increase his or her teaching or service to relieve duties of faculty members who are overcommitted. Voluntary increases in teaching and/or service activities can resolve a concern or a deficiency in research performance by bringing research performance into proportion with research effort.

Faculty members who conduct DEO-assigned teaching with acceptable student, peer and administrative evaluations meet expectations. If a faculty member receives student, peer or administrative evaluations that raise performance concerns, the evaluations will be vetted by the DEO. Faculty members who decline DEO-assigned teaching or have demonstrable teaching concerns raised in two years will have a significant deficiency in teaching reported to the Dean.

SERVICE

Faculty members in Biochemistry perform a variety of administrative and service functions locally, nationally and internationally. Some service duties are DEO-assigned, such as service on Biochemistry graduate thesis committees. This is usually done in proportion to the number of departmental graduate students one supervises. Other jobs, such as chairing the teaching and curriculum committee, will be assigned in rotation to nearly all members of the department. Some faculty may be identified as semi-permanent chairs of committees, such as graduate admissions, which are integral to departmental success. Three DEO-assigned service jobs in Biochemistry (vice chair, director of graduate studies, and director of undergraduate studies/honors) are accompanied by 10% paid effort.

Faculty members who are nominated to perform time-consuming service jobs for the University or College are encouraged to consult with the DEO to ensure that paid effort is adequately negotiated. They should also make the DEO aware of their local, national and international service to avoid over-commitment. Service is assigned by the DEO on the basis of the DEO's calculation of each faculty member's time available, the Department's needs, and the interests and strengths of each faculty member.

Faculty members meet expectations by performing their University service adequately. The DEO vets concerns about reported deficiencies in faculty service. Failure to perform assigned University service or a finding of deficient University service would constitute a significant deficiency in service to be reported to the Dean.