

Department of Molecular Physiology and Biophysics
Annual Faculty Review—Performance Standards

To comply with University and College policy, the Department of Molecular Physiology and Biophysics reviews each member of the tenured faculty on an annual basis. This document outlines the guidelines that are used to evaluate performance in the three mission areas of scholarship, teaching, and service. The timeline and procedure for review are outlined in a separate document.

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 faculty performance in each of the three mission areas. In Physiology, performance is evaluated on a three-point scale:

- Meets or exceeds expectations
- Concerns
- Significant deficiency

If the DEO does not use the phrases “concerns” or “significant deficiencies” in a faculty member’s annual review, that individual has met or exceeded expectations in all mission areas.

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.

DEO evaluations of a faculty member’s performance are based on the effort distribution indicated by the faculty member. Thus, if the faculty member indicates that his or her professional time is spent in a proportion of 70% research, 20% 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. It is the responsibility of the tenured faculty member to match his or her effort distribution with appropriate research, teaching, and service activities. All faculty members are expected to conform to unit norm effort distributions until they elect otherwise or experience difficulty in meeting expectations in specific areas. The unit norm is considered to be 70% research (50% funded), 20% teaching, and 10% service effort.

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

Department of Molecular Physiology and Biophysics
Annual Faculty Review—Performance Standards

SCHOLARSHIP/RESEARCH ACTIVITIES

Publications: 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 achieve this benchmark 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 scholarship.

External funding: Faculty members are expected to support their research activity with external funding. To meet or exceed expectations, each faculty member must support research effort with external funds and write proposals frequently enough and well enough to allow him or her to continue to cover research effort in the future. Expectations are met either if one's indicated research effort is supported completely by external funding, or if research effort is supported two thirds and research activity is sufficient for obtaining additional funding in future. In deciding that non-funded research activity (maximum 20%) meets expectations, the DEO takes into consideration preliminary data obtained, papers written, collaborations formed, internal and external research proposals written, and the peer review of such proposals.

A faculty member who covers less than two thirds of his or her research time and whose non-funded research is judged insufficient (in terms of quantity or quality) to cover future research effort is a cause for DEO concern. DEO concern can be relieved if the faculty member is able to show that high-impact research on a funded project is in progress. At current paylines, an underfunded faculty member is expected to submit grant proposals about three times a year to maximize the 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 concern in a single area, the DEO may conclude that there is a significant deficiency in research. For a faculty member covering less than one third of his or her research time, a judgment of non-funded research being insufficient to enable external coverage of future research effort would result in an evaluation of significant deficiency.

TEACHING

Educational activities in the Department of Molecular Physiology and Biophysics 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

Department of Molecular Physiology and Biophysics
Annual Faculty Review—Performance Standards

teaching in one-on-one laboratory mentorship. Tenured faculty members should participate in didactic teaching according to faculty effort distributions. All faculty members are expected to conform to unit norm effort distributions until they elect otherwise or experience difficulty in meeting expectations in specific areas. At the unit norm of 70% research and 10% service effort, 10 to 15 didactic hours are typical as the annual teaching load. Faculty with greater than 70% of their time protected by research and/or paid service assignments may request a reduced didactic teaching load.

In order to support the ability of faculty to maintain their research programs, the department does not require that a faculty member typically adjust his or her teaching load as soon as recovered research effort falls below two thirds of a his or her indicated effort. However, in a second year of DEO concern about research-effort recovery or scholarly productivity, the faculty member will be expected to increase his or her teaching or service to relieve overcommitted faculty members of those duties. 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. Teaching in CCOM and physiology courses is preferred, but faculty may teach in other departments or courses.

Evaluation of teaching quality: 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 for whom demonstrable teaching concerns are raised in two years will be judged as having a significant deficiency in teaching to be reported to the Dean.

SERVICE

Faculty members in the Department of Molecular Physiology and Biophysics perform a variety of administrative and service functions locally, nationally, and internationally. Some service duties are DEO-assigned, for example service on thesis committees of departmental graduate students. The number of committees a faculty member is assigned to is usually in proportion to the number of departmental graduate students he or she 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 that are integral to departmental success (e.g., the graduate admissions committee).

Two DEO-assigned service jobs in the Department of Molecular Physiology and Biophysics (vice chair and director of graduate studies) are accompanied by paid effort. Also, 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,

Department of Molecular Physiology and Biophysics
Annual Faculty Review—Performance Standards

national, and international service to avoid over-commitment. Service is assigned by the DEO on the basis of the DEO's calculation of the faculty member's available time, the Department's needs, and the faculty member's interests and strengths.

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.