

SURVEY OF FACULTY OPINION ABOUT PERFORMANCE EVALUATIONS AND JOB RESPONSIBILITIES

Complete Results for TENURE LINE Faculty (N = 264)

1. What are the reasons your performance has been and/or will be reviewed? (Check all that apply)

- 97% Merit-raise determination (e.g., annual review)
- 56% Progress toward tenure (e.g., 3rd year review)
- 52% Progress toward promotion
- 3% Contract review
- 5% Remediation (e.g., assessment of teacher/teaching effectiveness; assessment of publication record)
- 8% Professional Development outside of annual review (e.g., formal discussion about career progress).

2. One reason faculty are reviewed is to assess annual performance and determine merit raises. The following set of questions pertains to your experience with annual performance reviews used to determine merit raises.

Who conducts your performance review? (Check all that apply)

- 71% Chair
- 21% Committee
- 47% Dean
- 5% Other

How do you receive feedback?

- 15% Meeting
- 17% Letter
- 64% Both
- 4% Other

How are you reviewed? (Check all that apply)

- 92% Activity Insight Report
- 41% Individual case-by-case qualitative feedback
- 14% Point system
- 8% Other

3. I believe this is a fair process for evaluating performance.

- 8% Not at all fair
- 20% Somewhat fair
- 14% Neither fair nor unfair
- 40% Fair
- 19% Very fair

4. This performance review process takes into account all important faculty contributions.

- 10% Strongly Disagree
- 19% Disagree
- 15% Neither Agree nor Disagree
- 41% Agree
- 15% Strongly Agree

The following questions pertain to the criteria and review process for attaining tenure.

5. I am aware of the criteria for attaining tenure in my academic unit.

- 2% Strongly Disagree
- 4% Disagree
- 8% Neither Agree nor Disagree
- 48% Agree
- 38% Strongly Agree

6. I believe these criteria are fair.

- 2% Strongly Disagree
- 6% Disagree
- 18% Neither Agree nor Disagree
- 49% Agree
- 26% Strongly Agree

7. I am confident the criteria promote high quality work.

- 2% Strongly Disagree
- 14% Disagree
- 22% Neither Agree nor Disagree
- 48% Agree
- 14% Strongly Agree

8. I receive/d adequate support to meet these criteria.

- 6% Strongly Disagree
- 13% Disagree
- 24% Neither Agree nor Disagree
- 39% Agree
- 18% Strongly Agree

9. These criteria take into account all important faculty contributions.

- 6% Strongly Disagree
- 21% Disagree
- 16% Neither Agree nor Disagree

45% Agree
13% Strongly Agree

10. What percentage of the range of your contributions do these criteria capture?

1% 10
0% 20
3% 30
2% 40
5% 50
4% 60
14% 70
26% 80
30% 90
17% 100

Some faculty members are evaluated for purposes of promotion to full professor. The following questions pertain to the criteria and review process for attaining full professor.

11. I am aware of the criteria.

6% Strongly Disagree
21% Disagree
13% Neither Agree nor Disagree
34% Agree
26% Strongly Agree

12. I believe these criteria are fair.

2% Strongly Disagree
8% Disagree
39% Neither Agree nor Disagree
36% Agree
15% Strongly Agree

13. I am confident the criteria promote high quality work.

4% Strongly Disagree
11% Disagree
36% Neither Agree nor Disagree
37% Agree
11% Strongly Agree

14. I receive/d adequate support to meet these criteria.

8% Strongly Disagree
18% Disagree
40% Neither Agree nor Disagree
25% Agree

10% Strongly Agree

15. What percentage of the range of your contributions do these criteria capture?

0%	10
1%	20
3%	30
2%	40
11%	50
8%	60
12%	70
23%	80
24%	90
16%	100

Traditional performance evaluation of tenure track and tenured faculty is 40% research, scholarship, and creative activities; 40% teaching; and 20% service. The following questions pertain to your experiences with and opinions of this type of evaluation.

16. I am evaluated according to this formula.

9%	Strongly Disagree
25%	Disagree
19%	Neither Agree nor Disagree
37%	Agree
10%	Strongly Agree

17. This formula is an appropriate way to evaluate faculty pre-tenure.

4%	Strongly Disagree
16%	Disagree
20%	Neither Agree nor Disagree
48%	Agree
12%	Strongly Agree

18. This formula is an appropriate way to evaluate faculty post-tenure.

7%	Strongly Disagree
23%	Disagree
24%	Neither Agree nor Disagree
33%	Agree
12%	Strongly Agree

19. I would like the option to negotiate a shift in allocation of job responsibilities (from a traditional 40% research, scholarship, and creative activities; 40% teaching; and 20% service) post tenure.

- 4% Strongly Disagree
- 14% Disagree
- 19% Neither Agree nor Disagree
- 39% Agree
- 24% Strongly Agree

20. I think the best performance evaluation formula post-tenure is:

Research, Scholarship, & Creative Activities

- 1% 10
- 3% 20
- 23% 30
- 44% 40
- 15% 50
- 14% 60
- 1% 70
- 0% 80
- 0% 90
- 0% 100

Teaching

- 0% 10
- 7% 20
- 38% 30
- 43% 40
- 10% 50
- 2% 60
- 0% 70
- 0% 80
- 0% 90
- 0% 100

Service

- 22% 10
- 43% 20
- 28% 30
- 7% 40
- 0% 50
- 0% 60
- 0% 70
- 0% 80
- 0% 90
- 0% 100

21. If you are an associate professor and plan to stay at that rank, what are your reasons for not going up to full professor? (Check all that apply)
- 56% N/A
 - 1% My department/chair will not let me be (or has advised me against being) considered for promotion.
 - 4% I believe the benefits are not sufficient to motivate me to do the necessary work.
 - 1% I don't want to be evaluated by my colleagues.
 - 0% I do not want to have my work evaluated within my discipline.
 - 3% I want to do research that is not recognized in my discipline or department.
 - 5% I am concerned that I cannot meet the standards for promotion in my academic unit.
 - 3% I am not interested in publishing as much as I would need to.
 - 5% I am unsure what it takes to be promoted.
 - 1% By staying an associate professor I retain greater freedom.
 - 1% It is more lucrative to stay at the associate professor rank and consult/take out outside income opportunities.
 - 7% Other

Some universities conduct developmental reviews where faculty receive professional development support over their career lifespan. The following questions will help us assess current developmental review practices at DU and gauge interest in modifying such practices.

22. What type of professional development reviews have you received? (Check all that apply)
- 30% Teaching
 - 29% Research, Scholarship, and Creative Activities
 - 16% Internal Funding
 - 14% External Funding
 - 6% Career Path Consultation
 - 17% Other
23. I would like to receive direct professional development feedback not associated with pay, promotion, or contract.
- 7% Strongly Disagree
 - 12% Disagree
 - 28% Neither Agree nor Disagree
 - 40% Agree
 - 13% Strongly Agree

24. In general, professional development opportunities that already exist at DU are effective in promoting high quality faculty work.
- 5% Strongly Disagree
 - 25% Disagree
 - 48% Neither Agree nor Disagree
 - 19% Agree
 - 3% Strongly Agree
25. What motivates you, or could motivate you, to continue your professional development? (Check all that apply)
- 49% Expectation of tangible reward
 - 53% Financial support for developmental activities
 - 74% Increased time to devote to what I believe I do best
 - 35% Greater feeling that I belong to a community of colleagues at DU
 - 26% Opportunity to forge deeper connections with students
 - 39% Evidence that such development would enable me to do a better job
 - 37% Tools that would help me be more efficient at my job (e.g., grading papers, submitting publications)
 - 24% Being mentored
 - 8% Other

One reason faculty members might be evaluated is to identify unsatisfactory performance and determine whether remedial measures are necessary. The following questions pertain to evaluations related to remedial measures.

26. I think faculty should be reviewed for this purpose.
- 4% Strongly Disagree
 - 9% Disagree
 - 17% Neither Agree nor Disagree
 - 48% Agree
 - 22% Strongly Agree
27. What should be the potential consequence for unsatisfactory performance in your academic unit? (Check all that apply)
- 67% Mentoring/coaching
 - 61% Negotiated development plan
 - 50% Negotiated development timeline
 - 53% Negotiated change in allocation of duties in current post (e.g., teaching, research/creation)
 - 38% Negotiated change of responsibilities within the university
 - 46% Lower or nonexistent pay raises
 - 45% In rare cases of chronic and remedied deficiencies: sterner measures.
 - 9% Other

The following items refer to your experience at DU.

28. I feel a sense of belonging in my academic unit.

- 7% Strongly Disagree
- 12% Disagree
- 11% Neither Agree nor Disagree
- 40% Agree
- 30% Strongly Agree

29. I feel a sense of belonging at DU.

- 7% Strongly Disagree
- 13% Disagree
- 21% Neither Agree nor Disagree
- 42% Agree
- 18% Strongly Agree

30. I feel on top of the latest developments in my field.

- 0% Strongly Disagree
- 4% Disagree
- 16% Neither Agree nor Disagree
- 45% Agree
- 34% Strongly Agree

31. I have the freedom to teach what I want.

- 2% Strongly Disagree
- 10% Disagree
- 15% Neither Agree nor Disagree
- 47% Agree
- 26% Strongly Agree

32. I have the freedom to conduct research about what I want.

- 1% Strongly Disagree
- 2% Disagree
- 6% Neither Agree nor Disagree
- 38% Agree
- 54% Strongly Agree

33. I am able to control how I spend my nonteaching time in my job.

- 4% Strongly Disagree
- 14% Disagree
- 16% Neither Agree nor Disagree
- 43% Agree
- 23% Strongly Agree

34. The amount of service I am asked to do is fair.

- 10% Strongly Disagree
- 19% Disagree
- 20% Neither Agree nor Disagree
- 40% Agree
- 12% Strongly Agree

35. There is an unreasonable amount of documentation and reporting that I am asked to do (e.g., activity insight, assessment, administrative work) in order to assess my performance.

- 2% Strongly Disagree
- 16% Disagree
- 25% Neither Agree nor Disagree
- 30% Agree
- 27% Strongly Agree

36. I feel valued for the ways that I contribute to the university.

- 10% Strongly Disagree
- 18% Disagree
- 20% Neither Agree nor Disagree
- 37% Agree
- 16% Strongly Agree

37. Which of the following best fits how you describe your gender?

- 55% Male
- 44% Female
- 1% Other

38. Do you identify as a person of color?

- 18% Yes
- 73% No
- 10% Choose not to respond

39. Do you identify as an international faculty member

- 15% Yes
- 78% No
- 7% Choose not to respond.

40. What is your age?

- 0% 20-29
- 21% 30-39
- 31% 40-49
- 20% 50-59
- 15% 60-69
- 2% 70-79
- 12% Choose not to respond

41. How long have you been at DU?

- 22% 0-5 years
- 22% 5-9 years
- 19% 10-14 years
- 8% 15-19 years
- 22% 20 years or longer
- 8% Choose not to respond

42. What is your rank?

- 0% N/A
- 19% Assistant
- 48% Associate
- 32% Full

43. What is your salary?

- 0% 20,000-29,999
- 0% 30,000-39,999
- 0% 40,000-49,999
- 2% 50,000-59,999
- 9% 60,000-69,999
- 16% 70,000-79,999
- 15% 80,000-89,999
- 11% 90,000-99,999
- 29% 100,000 or above
- 18% Choose not to respond

44. What is your college, school, or division?

- 4% Daniel Felix Ritchie School of Engineering and Computer Science
- 10% Daniels College of Business
- 35% Divisions of Arts, Humanities and Social Sciences
- 16% Divisions of Natural Sciences and Mathematics
- 6% Josef Korbel School of International Studies
- 2% Graduate School of Professional Psychology (GSPP)
- 5% Graduate School of Social Work (GSSW)
- 5% Morgridge College of Education
- 3% The Sturm College of Law
- 1% Other
- 13% Choose not to report