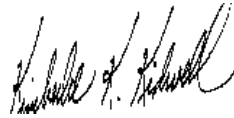


December 12, 2014

MEMORANDUM

TO: CAHNRS Unit Heads

FROM: Kimberlee K. Kidwell
Executive Associate Dean, CAHNRS



SUBJECT: 2014 Annual Review for Faculty and Administrative Professional Employees

**PLEASE SHARE THESE INSTRUCTIONS
WITH ALL OF THOSE EMPLOYEES FOR
WHOM ANNUAL REVIEW IS REQUIRED**

We recently received the Provost's instructions for the 2014 annual review process (see attachment). Additional instructions and timelines specific to CAHNRS are described below. Please review this information carefully before preparing your annual review documentation.

Important information concerning annual reviews for performance during 2014:

1. The 2014 annual review period is January 1, 2014 to December 31, 2014.
2. Important due dates:
 - **For Unit Heads (all units):**
 - **Department annual review materials are due one week prior to the departmental annual review session.** (*Please note: annual review statements are not required to have signatures until April 6, 2015.*)
 - **Meetings with deans and appropriate associate deans will be scheduled to occur between March 2 and April 10.**
 - **Unit leader materials are due three days prior to their personal annual review sessions. These sessions will be scheduled to occur between February 9 and March 13.**
 - **Signed annual review statements and curriculum vitae or resumes for faculty and administrative professional (AP) staff are due on April 6, 2015 in the Dean's Office.**

3. A few important reminders:
- a. Merit ratings will have distinctions no finer than 0.1. The mean and standard deviation of tenure-track faculty merit ratings must be included in the annual review summary form received by the faculty member, per *Faculty Manual*.
 - b. Ratings should be fully consistent with the employee's actual performance, and reflect the meaning of the position on the 1-to-5 scale, where 3.0 designates "meets expectations" for faculty and "satisfactory" for AP employees (see the annual review form).
 - i. Numbers increasing above 3.0 denote progressive states of exceeding expectations, with 4.0 denoting a situation of "substantially exceeding expectations". Ratings above 4.0 denote a state of performance that is beyond substantially exceeding expectations, and progressively indicate levels of performance that are approaching the best conceivable performance possible by any faculty member, denoted by a rating of 5.0.
 - ii. Numbers decreasing below 3.0 indicate that expectations have not been met and denote an increasing need for improvement in performance, with 2.0 indicating "needs substantial improvement". Ratings below 2.0 denote a state of performance that is beyond needing substantial improvement, and progressively indicate levels of performance that are approaching being completely unsatisfactory, denoted by a rating of 1.0.
 - c. It is imperative that those persons not meeting expectations receive merit ratings less than 3.0.
 - i. Individual ratings will be assigned for each applicable performance function, including research/scholarship, academic/teaching, Extension/outreach, and service/scholarship for faculty and productivity, quality of work, ability to work collaboratively with others, and optional factors for AP. See the annual review form for additional details.
 - ii. The rationale for how the overall merit rating is related to the function ratings needs to be provided. See the annual review form for additional details.
 - d. Make certain that faculty have copies of the appropriate performance expectation documents and/or matrices, as well as the "Framework for Academic Appointment Workload Expectations" document.
 - e. To meet expectations (i.e. rating of 3.0 or higher), research faculty must maintain ARC approved research projects and submit ARC annual reports; those completing a professional development leave must submit reports on outcomes of their leave in a timely fashion; and all faculty must submit a WORQS report.
 - f. Annual review statements should not simply catalogue or list activities. Annual reviews should be evaluative, cite specific areas in need of improvement, and

define action steps required to attain improvement over the coming year. Please employ the best management practices for conducting annual reviews that were discussed at the December 1, 2014 CAHNRS administrative meeting.

- g. All employees are to be evaluated in terms of their contributions to promotion of a positive and effective workplace. If an employee does not contribute in a positive way to the workplace environment, this circumstance should be explicitly discussed in the narrative, and should be reflected in the merit ratings.
4. For department chairs/directors, a one hour and thirty minute session (two hours for larger departments) will be held to review unit performance and discuss faculty ratings. A maximum of one-half of this session will be used to address faculty ratings and performance; this time will provide you the opportunity to identify those faculty who are outstanding and those who need improvement. The remaining time will be allocated to discuss departmental goals and accomplishments, including progress towards annual and five-year benchmarks.
 5. Annual evaluation of faculty located at research and extension centers should be jointly conducted by the department chair (“chair”) and the research and extension center director (“director”). This evaluation should include a face-to-face meeting with the chair, director, and faculty member.

The chair will take the lead in developing the written evaluation statement, but the process of developing the statement will involve substantive contribution by the director. The director should provide input in all areas of the evaluation, but should particularly address areas where daily observation of the faculty member is required to judge performance (e.g. collegiality, supervision of graduate students and technical staff, responsiveness to clientele). Both the signature of the chair and the director (or his/her designee) are required on the evaluation form.

The director should receive a copy of the completed annual evaluation, as well as the range of the ratings assigned to faculty within the department, and where the faculty members located at the research and extension center ranks in the department. To allow the director to appropriately supervise and counsel faculty, chairs should provide documents and explanation as to the specific criteria required for faculty to “meet expectations.”

Annual evaluation for faculty who are affiliated with subject matter centers should also be based on substantive input from relevant subject matter center directors, and the annual narrative should properly reflect a faculty member’s performance in the center.

6. Annual evaluation of faculty located at regional campuses must be done in consultation with the appropriate regional campus academic director. The signatures of the chair and the urban campus academic director are required on the evaluation form. Annual reviews of urban campus faculty will be evaluated collaboratively by the dean (or his/her designee)

and the chancellor (or his/her designee). The dean and chancellor will consult with each other about annual reviews for urban campus faculty with the goal of reaching consensus on final merit ratings. Both the dean and the chancellor are required to sign the evaluation form.

7. Each unit has a SharePoint site which includes a document library for faculty, administrative professional, research associates, and a worksheet for entering merit ratings. Prior to the unit meetings with the dean and associate deans, each unit should:
 - Post the annual review statement, curriculum vita or resume for each individual under the appropriate classification. Each individual does not have their own folder. See the unit worksheet to identify individuals requiring an annual review statement (to be posted to the SharePoint site after the first of the year). Please label the documents in the following format:
 - Last name, First name AR
 - Last name, First name Vita
 - Last name, First name Dissenting Statement (when applicable)

Signatures are not required on annual review statements before the meeting with CAHNRS administration. *PLEASE DO NOT POST WORQS, goals, plans of work, or position descriptions on the SharePoint site.* If a unit does not have scanning capability or you need assistance attaching documents, contact Lisa Johnson (janowski@wsu.edu or 5-3590).

- Enter chair's merit ratings in unit worksheet.
8. The original signed annual review statements with the mean and standard deviation for tenure-track and tenured faculty are **due on April 6, 2015** in the Dean's Office.
 9. When reviews are complete, Lisa Johnson will obtain the Dean's signature, scan and upload the fully signed annual review statements to the SharePoint site, and notify units when these are available for printing. The unit should provide a copy with the Dean's signature to each employee.
 10. Procedures for Dissenting Statements for **Faculty**:
 - Immediately** upon receipt of dissenting statement, the unit administrator will:
 - Scan complete document (annual review statement, vita, and dissenting statement) into the SharePoint site.
 - **E-mail Lisa Johnson** (Janowski@wsu.edu) stating that the dissenting statement has been posted to the SharePoint site along with the faculty member's name.

Within 15 working days, the Dean will:

- Review and acknowledge.
- Transmit to the Provost's Office.

Within 15 working days, the Provost's Office will review and acknowledge.

11. Procedures for Dissenting Statements for **Administrative Professional:**

Immediately upon receipt of a dissenting statement, the first line supervisor will notify the second line supervisor. The unit administrator will:

- Review and acknowledge receipt within 10 working days.
- Scan document into the SharePoint site.
- **E-mail Lisa Johnson** (Janowski@wsu.edu) stating that the dissenting statement has been posted to the SharePoint site along with the Administrative Professional member's name.

When the unit administrator is the first line supervisor, the unit administrator will:

- Scan document into the SharePoint site.
- **E-mail Lisa Johnson** (janowski@wsu.edu) stating that the dissenting statement has been posted to the SharePoint site along with the Administrative Professional member's name.

Within 10 working days, the Dean will:

- Review and acknowledge receipt.
- Transmit to the Provost's Office.

12. Refer to the December 1, 2014 Chair's School training on Annual Reviews for best business practices.

Att.: Best Management Practices for Conducting Annual Reviews
Faculty Annual Review Form (with instructions)
Administrative Professional Annual Review Form (with instructions)