

# Systemic Biases in Faculty Evaluations: Can We Eliminate Them?

## Impact of an Academic Leader Workshop on Addressing Faculty Evaluations

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### Background

Dr. Kueny was awarded an ADVANCE faculty fellowship focused on improving faculty evaluations on campus in July 2023. Our first step was to conduct a thorough literature review on notable issues in faculty evaluations. The literature review conveyed that there is bias in job evaluations that targets women and underrepresented minority groups<sup>1</sup>. These groups are in vulnerable positions as a result of systemic bias in SETs<sup>2</sup>, Covid-19 research<sup>3</sup>, identity taxation<sup>4</sup>, poor work climates, and negative interactions with colleagues<sup>5</sup>. We interviewed 7 chairs ( 3 CASE, 3 CEC, 1 Kummer) and 4 administrators as part of a pilot study and synthesized feedback to determine a case study on current practices. With all that information collected, we developed the chair workshop hosted January 2024.

### Research Questions

What was the status quo of faculty evaluations on campus?

How can a workshop impact faculty evaluations on campus?

### Methods

Sept 2023-Synthesize literature

Sept-Oct 2023-Pilot interviews

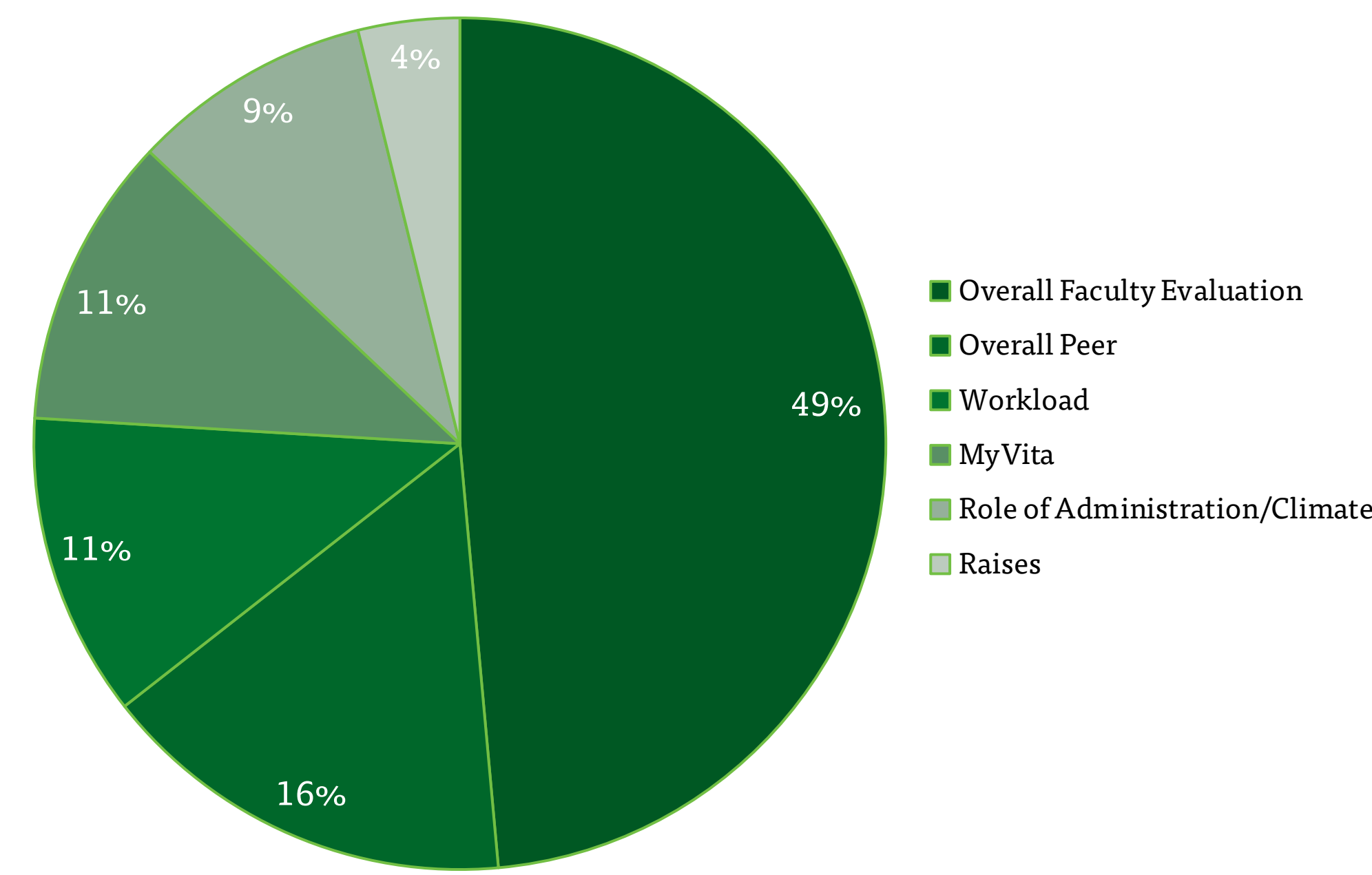
Nov-Dec 2023- Designed a workshop based on interviews and literature

Jan 2024-Implemented workshop

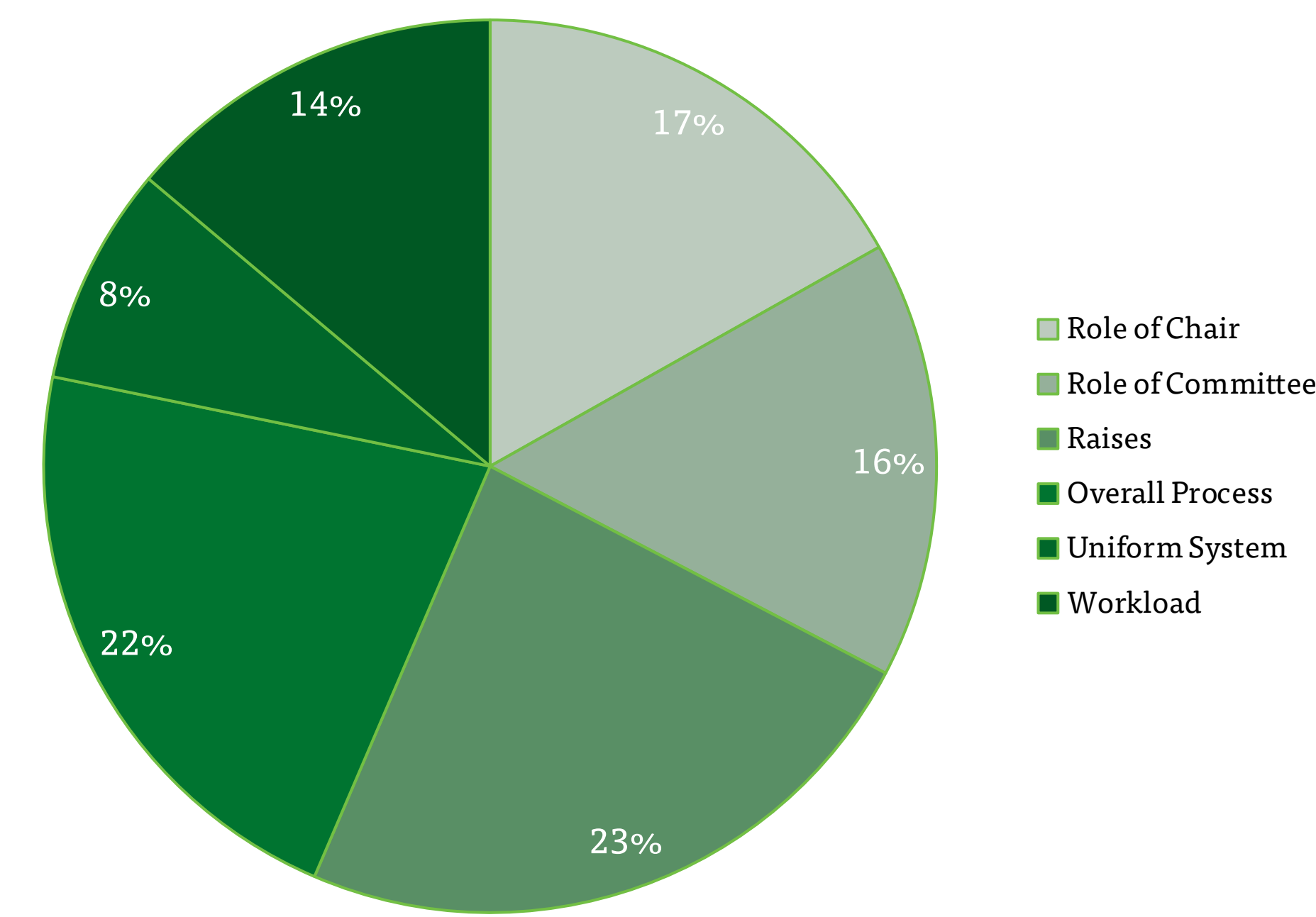
2 surveys administered:

- Jan 2024-Immediate chair survey at end of workshop- 12 responses
- March 2024-Follow-up post faculty evaluations- 6 responses

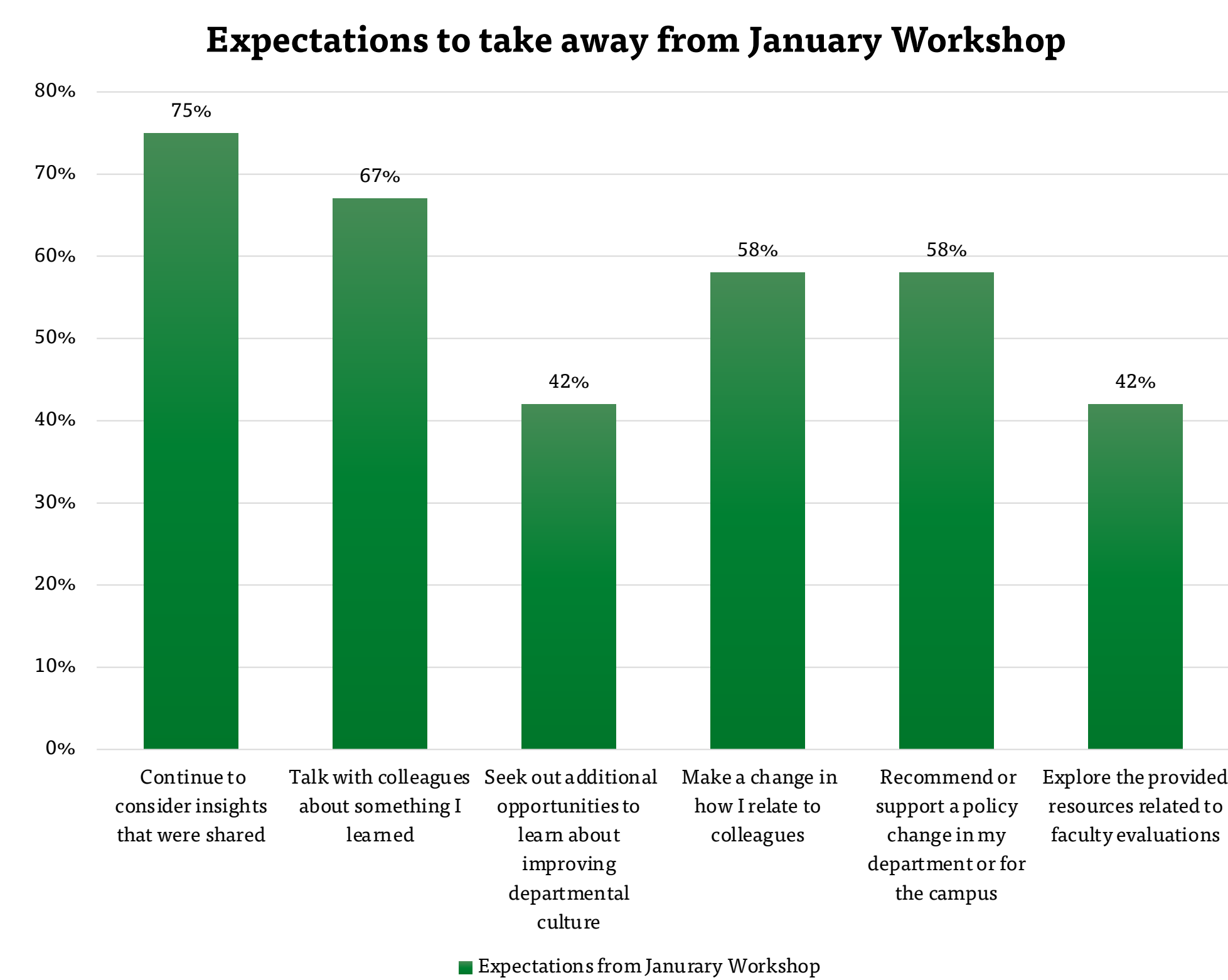
Chair Interview Pie Graph



Administrator Interview Pie Graph

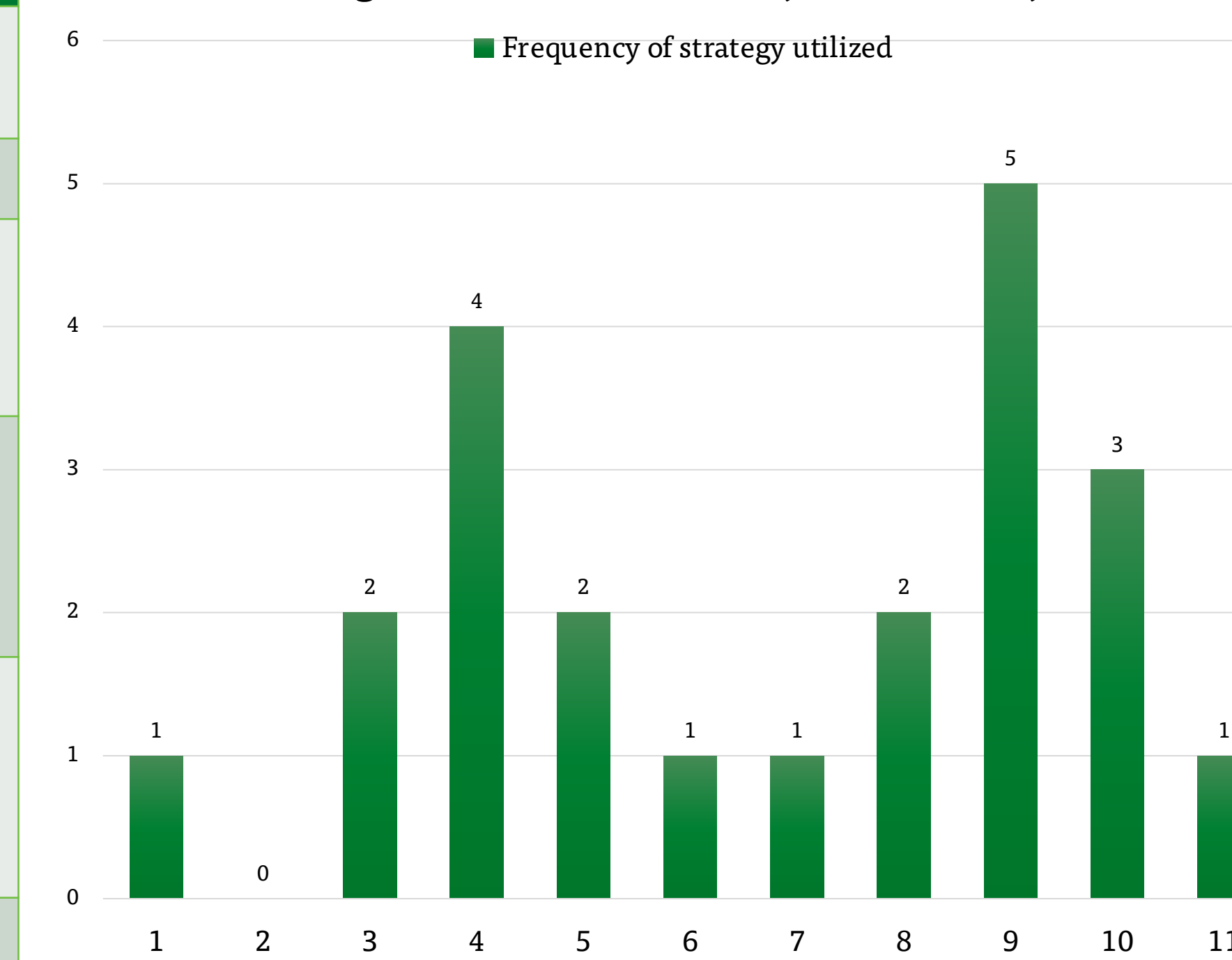


Chair Interviews	Overall faculty evaluations-101	Overall Peer-33	Workload-24	MyVita-23	Role of administration/ climate-19	Raises-8
	Process-46	Transparency/feedback-5	Distribution-7	Good-1	Campus strategy impact-12	Formula-4
	Evidence/metrics-26	Impact-7	Policy-6	Bad/challenging -19	Alignment across campus-7	Pool-2
	Timeline-13	Process-11	Status-3	Training-3		Process-2
	Challenges-3	Strengths-3	Service-8			
	Strengths-3	Weakness-7				
	Training-10					
Administer Interview	Overall Process-22	Role of committee-16	Workload-14	Role of chair-17	Uniform system-8	Raises-24
	Formulaic (bad)-6	Politics-3	Overall structure-5	Tough conversations-7	Pros-2	Determinants-7
	Ranking (bad)-4	Pros-6	Tied evals-4	Pros-1	Cons-2	Challenges-8
	Timeline-5	Cons-4	Service challenges-5	Cons-6	Best practice-4	Communication-4
	Other challenges-7	Climate-3		Climate-3		Equity-5



Overall Faculty Ratings of January Workshop	
Question	Mean Rating (out of 5)
The content of the event was useful (1-5)	4.4
The presenter was effective (1-5)	4.6
This session helped me think about ways I can promote equity in the faculty evaluation process (1-5)	4.2
This session provided an opportunity for me to learn what others are doing to promote equity in the faculty evaluation process (1-5)	4.2
This session provided an opportunity for me to learn what others are doing to promote equity in the faculty evaluation process (1-5)	4.0
I would recommend this event to a colleague (1-5)	4.3

Please identify if you took any of the following actions during this most recent faculty evaluation cycle



### Results

Results showed that a majority of the chair interviews focused on overall faculty evaluations specifically in terms of process and metrics. The chairs also expressed that myVita is challenging. The administrator interview discussed systemic challenges with the current system. Workshop outcomes indicated that of those that answered the survey (12) most continued to consider insights that were shared. The overall faculty ratings of the workshop were very positive with each question rating a 4.0 or over. The most effective strategies utilized by the chairs after the workshop were a) discussed different faculty evaluation strategies with a department committee (strategy 4) and b) more purposefully incorporated goal-setting into the faculty evaluation process (strategy 9). The data showed that chairs intentions in January had been turned into actions in March by following through with conversations with their faculty about improving processes.

### Conclusion and Next Steps

Through this research we have discovered status quo of faculty evaluations on campus has room for improvement. The workshop has impacted the campus in a positive way by giving chairs resources to help eliminate the current problems in evaluations. The next steps in this project is to implement a new evaluation system with a department as a case study to evaluate the effectiveness of the new system. That will serve as an example model for future departments that are interested in improving evaluations based on best practices.

### Acknowledgments and References

- <sup>1</sup>O'Meara, K., Templeton, L., White-Lewis, D., Culpepper, D. (2022). *Translating Equity-Minded Principles into Faculty Evaluation Reform*. American Council on Education.
- <sup>2</sup>O'Meara, K., Templeton, L., White-Lewis, D., Culpepper, D. (2022). *Translating Equity-Minded Principles into Faculty Evaluation Reform*. American Council on Education.
- <sup>3</sup>European Commission. (2023). *COVID-19 Impact on Gender Equality in Research & Innovation*. Publications Office of the European Union. doi: 10.2777/171804
- <sup>4</sup>ADVANCE Program. (2022, October). *Exit Interview Study of Tenured/Tenure-Track Faculty: Exploring Factors Related to Job Satisfaction and Departure*. University of Michigan
- <sup>5</sup>Williams, J.C., Korn, R.M., & Ghani, A. (2022, April). *Pinning down the jellyfish: The workplace experiences of women in color in tech*. University of California Hastings College of the Law. The Center for WorkLife Law.

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