

## SAMPLE FEEDBACK TEXT FOR FACULTY PERFORMANCE LETTERS

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There is no one, correct format for writing faculty performance reviews. Ultimately, an administrator must find a format that fits her/his leadership and communication style and the culture of the department or school.

The following text can serve as starting point in writing review letters. The order in which teaching, research/scholarship, and service are discussed can be varied by the chair reflecting the mission of the unit and assignment of the faculty member.

### **Above Satisfactory**

You continue to be excellent in your teaching, both in the classroom and online. You are a teacher who devotes a great amount of personal effort and interest to your daily teaching activities, as well as to your students. As one would expect, student evaluations of your teaching remain very high in all categories. This past year you undertook, as part of a teaching team, the development of a new course. Your contributions to the first-time implementation of this new course contributed significantly to its success. Above all, you remain open and receptive to comments and suggestions as to how your teaching can grow and improve. In that regard I commend you for the ways in which you have responded positively to some of the things you and I have discussed during previous reviews, as well as in less formal settings. You are making an outstanding contribution to teaching and to the instructional program of our department.

In addition to your assigned teaching responsibilities, you volunteer to serve regularly on committees and take a great deal of time to present master classes at other institutions. Your colleagues find you to be quite candid in discussions but always ready to listen and be a team player.

### **Satisfactory**

Your teaching performances continue to be average as evaluated by your peers and students. I concur with that assessment based on my observations of your teaching and instructional materials. However, you have succeeded in developing a reputation as one of our most popular advisors. I applaud your success in the advisory component of your instructional activities. I also want to express my sincere appreciation and that of the department's for your involvement in preparing the instructional materials and teaching those difficult beginning level courses.

The majority of your research activities and efforts are directly related to instructional innovations and to your numerous publications which have been accepted in professional journals, including one of the most prestigious journals in the area. In addition to your publications, you have given several excellent papers and presentations in this topic. The prestige associated with your recent \_\_\_\_Award continues to profit not only your professional development, but the scholastic reputation of the department. I urge you to continue to submit papers to

refereed journals and to build up your publication record in your discipline rather than concentrating solely on such a general area as instructional innovations. I find your performance in research to be above average.

In general, your governance and service activities continue to be adequate and in line with your assignments in the department. During the past year, however, your service has been minimal, with no leadership. I encourage you to get more involved. Next year, I hope you will accept the chair of the search committee for the two vacancies we have in the department and demonstrate your commitment to the service dimension of your assignment.

For the reasons I have indicated, I consider your overall performance to be average or satisfactory with improvements needed. As mentioned, I would like to see you focus on consistency in your instructional program rather than continually trying new methods of instruction. I would also encourage you to visit and observe in some of your colleagues' classes to see how they conduct classes while keeping the interest of students. I expect you to take more of a leadership role and to attend and contribute to faculty meetings and seminars. I believe you need to interact more with your colleagues, particularly the senior faculty who will be assessing you for promotion in the future.

### **Unsatisfactory**

Your teaching continues to be of excellent quality as evidenced by my review of your teaching and instructional material and the results of your fall student evaluations. You have maintained a reputation as one of our most popular and informative teachers. Your involvement in teaching those difficult beginning level courses as well as the core undergraduate courses is appreciated. You have performed equally as well in your other teaching-related activities and assignments, including your development of innovative teaching methods and aids. Your teaching evaluations remain above average, however, there have been a rash of recent complaints from students about your general conduct in the classroom, i.e. your short tempered behavior, your use of inappropriate language, arriving late, being preoccupied, and being unprepared for class. We have discussed these concerns and you have indicated that you understand the concerns and will address them.

Your activities for the past year in your grant-funded research, which also accounts for the other portion of your assignment, have been very disappointing. I realize that your current grant funding ended this past summer and a few of your graduate students are completing their work, so it has been a busy time for you. Nevertheless, you have failed to provide the required grant reports that are now long overdue and have missed the opportunity to have your current grant considered for continuation. Furthermore, you have not submitted other grant proposals for possible funding, and consequently there is no support for your graduate students. Also your publication record has come to a standstill. For these reasons, I consider your performance in your research to be unsatisfactory this year. Therefore, I am unable to continue the fiscal resources provided to you this past year to accomplish your research, but I will provide you with an assignment for research that I hope will give you the time and opportunity to resume your programs.

Your performance with respect to your normal departmental professional responsibilities appears to be stagnant as well. You have failed to complete your curriculum assignments for the departmental committee. Your attendance at department committee or faculty meetings and seminars is poor. In fact, this spring you

have almost isolated yourself from your colleagues and from the normal professional activities of the department. When you do attend, you appear to be confrontational and obstructive rather than positive and productive. Your colleagues express concern about this change in your relationship with them, which they perceive has been less than collegial. As I mentioned, your students have also complained about your temper and sudden outbursts. In addition, both faculty and students have expressed concern about your personal relationship with one of your graduate students. From our discussions I know this relationship has caused you problems, but you assured me they are now being handled.

With the exception of your classroom teaching, I believe your performance in those responsibilities assigned and expected of a faculty member are less than satisfactory this year, particularly this recent term. They are certainly not indicative of your normal performance. In summary, and for those reasons as we discussed, it is my judgment that your overall performance based on your annual report, student evaluations, peer reviews and my observation is below average and in need of improvement.