ARTICLE 10

EMPLOYEE PERFORMANCE EVALUATIONS

- 10.1 Annual Evaluations. Performance evaluations are primarily intended to communicate to an employee an assessment of that employee's performance of assigned duties by providing constructive written feedback. The annual evaluation shall be based upon the performance of professional assigned duties and expertise and shall consider the nature of the assignments and quality of the performance. In cases of atypical assignments (such as a sabbatical), the supervisor may adapt the assessment of an employee's performance to reflect that assignment. Evaluations may be considered in employment-related decisions such as salary, retention, assignments, awards, tenure, and promotion.
- (a) Annual Evaluation Period. The annual evaluation period shall begin May 8 and end at the close of the following Spring semester, on May 7 of the following year. Each employee's performance shall be evaluated in writing by an appropriate administrator at least once annually.
- (b) Employee Annual Report. Every year, each employee shall submit to the department chair or unit head (or "evaluator") a report of the employee's performance in each area of assignment. This report shall be due to the evaluator by May 7 of each year. The evaluator, may, at the written request from the employee, provide an extension of up to twenty-one days to submit the annual report. The employee's annual report may include any interpretive comments and supporting data that the employee deems appropriate for evaluating the employee's performance and shall also include an up-to-date and accurate CV. The employee shall submit the report in the format determined by the college. Failure to provide the complete annual report by these deadlines may result in the evaluator finalizing the annual evaluation based only on the information available to the evaluator.
- (c) Evaluation Ratings. Evaluations shall use the rating categories of Outstanding, Above Satisfactory, Satisfactory, Conditional, and Unsatisfactory in each area of assignment and for the overall evaluation.
- (d) Overall evaluation. The overall evaluation shall be consistent with the employee's annual assignment, the evaluations in each assignment area, and the department or unit's Annual Evaluation Standards and Procedures. An employee

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shall not be evaluated in, and the overall evaluation shall not be affected by, an area in which the employee had no assignment. An employee must receive a minimum rating of Satisfactory in each area with assigned effort of five percent (5%) or more in order to receive an overall rating of Satisfactory or above.

(e) Issuance of Annual Evaluation. The proposed written annual evaluation shall be provided to the employee by August 8 of each year. Annual evaluations are not required for employees who have been non-reappointed or whose employment will end before December 31 of the new academic year. An employee who was not assigned to work for the university during the evaluation period shall receive a default overall evaluation of Satisfactory. (For example, a 9-month employee who was not provided an assignment during the summer, followed by a paid or unpaid leave for the academic year would receive a default evaluation of Satisfactory.)

The employee shall be offered the opportunity to discuss the evaluation with the evaluator prior to its being finalized and placed in the employee's evaluation file. The evaluation shall be signed and dated by the evaluator, and the employee must acknowledge receipt of it. The employee may attach a concise comment to the evaluation within thirty days of receipt. A copy of the complete, finalized evaluation shall be provided to the employee. Upon written request from the employee, the evaluator shall endeavor to assist the employee in addressing any performance deficiencies. Evaluations not acknowledged by the employee shall be finalized 30 days after issuance.

10.2 Sources of Annual Evaluation. All assigned activities for which an employee receives compensation from the university, including summer assignments, shall be reported upon and evaluated. An employee may report activities related to the areas of assignment that are performed when the employee is not compensated by the university; if reported upon, these activities shall be evaluated.

The evaluator considers information from various sources: immediate supervisor (if different from the evaluator); peers; students; employees; other university officials who have responsibility for supervision of, or business-related interaction with, the employee; and individuals to whom the employee may be responsible in the course of a service assignment, including public school officials when the employee has a service assignment to the public schools. The information provided by these other sources is not based upon a review of the

Commented [CP1]: Codifies our current practice. New

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employee's annual report, but is regarded as feedback on the employee's performance. Copies of materials to be used in the evaluation process submitted by persons other than the employee shall be provided to the employee, who may attach a written response within thirty days of receiving that document.

The evaluator shall consider the quality and productivity of an employee's professional performance in the following categories:

- (a) Teaching effectiveness (Instruction & Advisement). Teaching effectiveness includes success in imparting knowledge, information, and ideas by means or methods such as lecture, discussion, assignment and recitation, demonstration, laboratory exercise, workshop and practical experience, assessment of and engagement with student work, and direct consultation with students. Student Perceptions of Instruction may not be the sole method of gauging employee teaching effectiveness. The evaluator shall consider all available information in forming an assessment of teaching effectiveness. Examples of this information includes:
- 1. Consideration of effectiveness in stimulating students' critical thinking and/or creative abilities, the development or revision of curriculum and course structure, effective assessment of student performance, and adherence to accepted standards of professional behavior in meeting responsibilities to students. The learning objectives of each course, the means of assessing learning objectives, and the outcomes of the assessment should be considered as part of the teaching performance.
- 2. Consideration of other assigned university teaching duties, such as advising, counseling, supervision, or duties of the position held by the employee.
- 3. Any relevant materials submitted by the employee such as class notes, syllabi, student exams and assignments, an employee's teaching portfolio, results of peer evaluations of teaching, and any other materials relevant to the employee's instructional assignment.
- (b) Research/Creative Activity. Contribution to the discovery of new knowledge, development of new educational techniques, and other forms of research/scholarship/creative activity. Examples of this information includes:
- 1. Evidence of research/scholarship/creative activity, either print or electronic, shall include, but not be limited to, as appropriate, published books; chapters in books; articles and papers in professional journals; musical

compositions, paintings, sculpture; works of performing art; papers presented at meetings of professional societies; funded grant activities; reviews; and research and creative activity that has not yet resulted in publication, funding, display, or performance.

- 2. Consideration of the quality and productivity of the employee's research/scholarship and other creative programs and contributions during the evaluation period, and recognition by the academic or professional community of what has been accomplished.
- (c) Service and Performance of assigned professional duties. Service and/or professional development work may be assigned to employees. Examples of this information includes:
- 1. Public service that extends professional or discipline-related contributions to the community; the state, including public schools; and the national and international community. Such service includes contributions to scholarly and professional conferences and organizations, governmental boards, agencies, and commissions that are beneficial to such groups and individuals.
- 2. University Service. Service within the university and participation in the governance processes of the institution through significant service on committees, councils, and senates, attendance at commencement, and the employee's contributions to the governance of the institution through active participation in regular departmental and/or college meetings.
- 3. Professional Development as assigned, including goals for the annual evaluation period, if agreed upon.
 - (d) Other assigned university duties, such as academic administration.
- (e) Service for UFF activities is not considered university service and shall not be evaluated.
- 10.2 Process for collecting evaluative information through observation or peer assessment.
- (a) Planned Classroom Observation/Visitation. The evaluator or the evaluator's representative may conduct classroom observations/visitations in connection with the employee's evaluation. If such classroom observations/visitations are to be used in the annual evaluation, no fewer than two observations/visitations shall be completed during the evaluation period.

- 1. Absent immediate concerns, the evaluator shall notify the employee at least two days in advance of the date and time of any direct classroom observation or visitation. If the employee determines this date is not appropriate because of the nature of the scheduled class activities, the employee may suggest a more appropriate date. If the evaluator has received a complaint or other information that gives rise to immediate concerns about the conduct of the class, the evaluator or the evaluator's representative may observe or visit the class at any time without notice to the employee.
- 2. Observation/visitation of online classroom settings is permitted at any time.
- 3. A written summary of the observation/visitation shall be submitted to the employee within two weeks of the observation/visitation. If the observation/visitation involves a course that was assigned to the employee with less than six weeks' notice, the date of notice shall be included. The employee shall be offered the opportunity to discuss the summary with the evaluator prior to its being finalized and placed in the employee's evaluation file; the employee may submit a written reply within thirty days of receipt, which shall be attached to the summary.
- 4. Peer Assessment. An employee has the right to have the evaluator assign a peer to observe/visit the employee's teaching and to have an assessment of that observation/visitation included as part of the employee's annual report. A department or unit may require peer observation/visitation. In these cases, the peer may be a colleague within the University, a retired colleague, or a colleague in the same discipline from another university.
- 10.3 Required Proficiency in Spoken English. To be involved in classroom instruction beyond one (1) semester, employees must establish proficiency in the oral use of English, as set forth in Section 1012.93, Florida Statutes, and any applicable Board of Education or Board of Governors rule or resolution.
- 163 Uncorrected deficiencies may result in termination.

10.4 Employee Assistance Programs. An employee's participation in an employee
 assistance program or information generated by participation in the program shall
 not be used as evidence of a performance deficiency within the evaluation
 processes described in this Article. However, if an employee fails to participate in

an employee assistance program consistent with a prior agreement between the employee and the supervisor, that information may be included in the evaluation.

10.5 Cumulative Progress Evaluations (CPE). Cumulative progress evaluations are intended to provide an accurate consideration of cumulative performance leading to attainment of tenure and/or promotion, and to provide assistance and counseling to candidates to help them qualify themselves for tenure and/or promotion. For those seeking tenure, CPEs focus only on the tenure-earning period. For consideration of promotion only, the quality and productivity of an employee's body of work is assessed, including recognition by the academic or professional community of what the employee has accomplished.

(a) Assessment of progress towards tenure/promotion.

- 1. Cumulative progress toward <u>promotion</u> to the rank of associate professor will be assessed annually based on professional performance of teaching, research, and service, and the likelihood of future contributions at or exceeding current levels of performance. Associate professors who request a CPE <u>for promotion</u> will also be assessed on the achievement of national and/or international prominence and evidence of advancing their field of study.
- 2. Cumulative progress toward <u>tenure</u> for tenure-eligible employees will be assessed annually. These CPEs will be based on the cumulative impact of the professional performance of teaching, research, and service, and the likelihood of future contributions at or exceeding current levels of performance. Tenure eligible employees seeking <u>tenure</u> will also be assessed on the achievement of national and/or international prominence and evidence of advancing their field of study.
- (b) CPE Eligibility. Tenure-eligible employees shall be informed annually of their progress toward promotion and/or tenure. Each year's cumulative progress evaluation shall build upon prior cumulative progress evaluations, so an employee's progress toward tenure and/or promotion in a given year will be viewed in the context of attainments over the entire tenure and/or promotion earning period. Tenured employees eligible for <u>promotion to professor</u> may, at their option and upon written request, be apprised of their progress toward promotion through the CPE process.

(c) CPE Progression. Beginning with the second year of employment (or the first year, if tenure credit was given) and continuing annually, an employee who is eligible for **tenure** shall receive a cumulative progress evaluation. Separate cumulative progress evaluations shall be provided by the tenured members of the department or unit (excluding the chair/head and dean), the chair/head, and dean. All cumulative progress evaluations shall be completed during the spring semester. An employee may request, in writing within 30 days of its receipt, a meeting with the chair/head and/or dean to discuss concerns regarding the cumulative progress evaluation.

(d) CPE Process. Barring a conflict of interest leading to recusal, all tenured faculty in the unit are expected to participate in the evaluation of an employee's CPE materials. However, associate professors shall not participate in cumulative evaluations of progress for an individual being considered for **promotion to professor**. If the department or unit has fewer than three tenured members or tenured professors, as appropriate, to evaluate the tenure/promotion of an individual in the unit, the dean may increase the committee membership to three using tenured members of appropriate rank from other departments or units. If the chair/head of the department or unit does not hold the rank of professor, or is not a tenured member of the department/unit, the dean may appoint a tenured faculty member of an appropriate rank from another department/unit to serve in this role for the purpose of completing the cumulative progress evaluations.

10.6 Post Tenure Review (PTR) Procedures. The Board of Governors of the State of Florida enacted a post-tenure review requirement effective March 29, 2023.

- (a) Timing. Each tenured faculty member will have a comprehensive post-tenure review of five years of performance in the fifth year following the last promotion or the last comprehensive post-tenure review, whichever is later. For faculty hired with tenure, the hire date will constitute the date of the last promotion. Necessarily, there is a five-year period of phasing-in the post-tenure review process.
- (b) Participation. All tenured faculty members are required to participate every five years, except those that are already participating in the transition-to-retirement program (T2RP), and faculty with an irrevocable resignation date

Commented [CP3]: UFF proposes language addition here: Should any of these regulations or statutes be found to be invalid or unenforceable by the final decision of a tribunal of competent jurisdiction or are rendered invalid by reason of subsequently enacted legislation or regulation, the University agrees to return to the Sustained Performance Evaluation procedures described in the 2021-2024 Collective Bargaining Agreement. The BOT recognizes Article 29. Language not needed.

Commented [CR4R3]: If any of this language becomes invalid or unenforceable, both sides should return to the table. There is no certainty that 2021-2024 language will still be usable, especially if there is subsequent legislation or regulation to consider.

Commented [CP5]: UFF Proposed 2 additions here - one was addressed during the meeting (5-year window plus selection of add'l via alpha order) and the second (regarding sick leave or serving in a non-unit role) is below addressed in section (10.6(b)), participation. BOT declines proposed language as already addressed.

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within the same academic year as the review. Another exception includes faculty approved for more than 160 hours of authorized leave during one semester within the five-year period of review.

- (c) Review Requirements. The PTR will assess the faculty member's performance in assigned teaching, research/creative work, service, and other responsibilities for sustained contributions in the previous five years. Utilizing the criteria relevant to the faculty member, the PTR is expected to rate the:
- 1. Level of accomplishment and productivity relative to assigned duties in research and creative activities, teaching, and service, and other assigned responsibilities, including clinical and administrative assignments.
- 2. Complete, up-to-date documented Hhistory of professional conduct (positive and negative) (inclusive of the review requirements in BOG Regulation 10.003) and performance of academic responsibilities to the university and its students.
- (d) Performance Rating Categories. The rating categories shall be: Exceeds expectations, Meets expectations, Does not meet expectations, and Unsatisfactory.
- (e) Process Requirements. Materials will include complete, current, and accurate materials that highlight accomplishments and demonstrates performance relative to assigned duties over the evaluation period. Dossiers must be submitted in an approved format by the employee in time to meet published deadlines. If, by the expiration of the submission deadline, a section is not provided, the evaluator may make a decision based on the available information, which may result in a final performance rating of "Unsatisfactory."
- (f) Outcomes. Employees will receive a communication regarding their final performance rating.
 - 1. Exceeds expectations
 - 2. Meets expectations
- 3. Does not meet expectations: The employee must be issued a Performance Improvement Plan.
- 4. Unsatisfactory: Employee will receive notice of intent that the university will proceed with termination pursuant to terms in this agreement.
- 10.7 Sustained Performance Evaluations (SPE). If a supervisor determines that a tenured employee has not maintained productivity expectations over the most recent two terms, an employee's sustained performance may be evaluated. This

Commented [CP6]: UFF proposed language inserted here: "If the Dean is unsure of the efficacy of research contributions, the Dean will assemble a committee of tenured faculty members from the candidate's home department to summarize the research contributions of the candidate with respect to others at the same career stage in the field." BOT declines to add this language.

Commented [CR7R6]: Deans contribute to CPE, P&T. They can similarly contribute to PTR. 4-410 permits the provost to seek assistance from a university assessment committee.

Commented [CP8]: UFF proposed "No part of an employee's successful grievance shall be in consideration in Post Tenure Review." This proposed language is unclear, BOT understands concern and addresses with proposed language.

Commented [CR9R8]: Suggestion: Complete, up-to-date documentation of disciplinary matters is to be included.

Commented [CP10]: UFF Proposed language to be entered here: (e) Criteria for determining performance

- 1. In conducting Post-Tenure Review, the University shall not consider or otherwise discriminate based on a faculty member's political, or ideological view, or properly disclosed, and approved outside activities or field of study. The Post-Tenure Review shall abide by Article 5 Academic Freedom and Article 6 Nondiscrimination of the CBA.
- 2. Criteria for Post-Tenure Review Ratings. Because of the variety of academic disciplines in the university and the differences in the nature of the work tenured faculty do across disciplines, the relevant evidence in support of PTR ratings will vary across academic disciplines. The criteria shall consider research, teaching and service. Deans and the Provost must take into consideration the criteria used by academic units to evaluate the performance of faculty for annual evaluations.

Commented [CP11R10]: Point 1 is covered by the CBA already, no addition needed. Point 2, Deans and Provost routinely make decisions in disciplines that vary. BOT declines to add proposed language.

Commented [CP12]: UFF Proposes adding "and written rationale" BOT declines to add language.

Commented [CR13R12]: Impractical

evaluation will consist of a review of relevant materials, including their
assignment, annual evaluation ratings, and productivity and professionalism
during that period of interest. If the employee's overall performance is deemed to
be below satisfactory, then the employee shall be issued a performance
improvement plan.

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10.8 Performance Improvement Plan (PIP). An employee whose PTR or SPE evaluation fails to meet performance expectations will be issued a performance improvement plan.

- (a) PIP Creation. The appropriate college dean, in consultation with the faculty member's unit head, and with any information provided by the faculty member, will propose a performance improvement plan to the provost or designee. The provost or designee will make final decisions regarding the requirements of each performance improvement plan.
- (b) PIP Composition. The PIP document shall include specific measurable performance goals with target dates for the faculty member to achieve the requirements of the PIP. The final deadline may not extend more than 12 months past the date the faculty member receives the PIP. The plan must list specific deficiencies and outline the activities to be undertaken to achieve the necessary outcomes, set timelines for achieving goals and outcomes, and indicate the criteria for assessment. The faculty member may provide a written assessment of PIP goals and outcomes upon completion of the PIP.
- (c) Termination of PIP. Each tenured faculty member who fails to meet the requirements of a PIP by the established deadline(s) will be notified by the Provost of their pending termination for just cause. Successful completion of the PIP results in continued employment as a tenured employee.
- 10.9 Annual Evaluation Standards and Procedures (AESPs). Each University department or unit shall maintain written AESPs to serve as guidelines on how to evaluate the quality of each employee's performance. AESPs provide clarifications of the University criteria in terms tailored to the department or unit's discipline(s), employee positions (e.g., tenured or tenure earning, non-tenure-earning, library faculty), and assigned duties. The AESP must be rigorous enough to allow for stratification of merit within the department. The evaluation period

Commented [CP14]: UFF Proposed deleting. BOT proposal retains language to provide a vehicle to assist underperforming faculty.

Commented [CP15]: UFF objects to retaining SPE in section 10.7 above. BOT wishes to retain to continue to provide PIPs for struggling tenured faculty.

Commented [CP16]: UFF proposed adding "In accordance with BOG Regulation 10.003 (5)(c), the" --BOT declines to add this language.

Commented [CR17R16]: BOG Reg only covers PTR.

Commented [CP18]: UFF proposes adding the word "achievable" which would move it from in front of "the requirements of the PIP" and place it in front of target dates. BOT declines to make this change.

Commented [CR19R18]: Requirements that include goals and target dates are what are to be achieved.

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for research may be longer than one year, if specified, to distinguish between ratings of Conditional and Unsatisfactory in any area of assignment.

These discipline-specific clarifications shall:

- (a) take into consideration the University's mission, the college's or division's mission, the department's mission, and the expectations for the different ranks;
- (b) be adaptable to various assignments, given that the supervisor has the ability to utilize discretion when the assigned duties for the employee are atypical for the evaluation period (e.g. the employee has a sabbatical, has a course release, or has been on sick or military leave for an extended period of time). A supervisor is not limited by the AESP when making an assignment, but has flexibility to adapt the evaluation to the effort and quality of the resulting product.
- (c) account for differences in assigned duties between tenured/tenure-earning employees and non-tenure-earning employees such as instructors/lecturers.
- (d) address, as appropriate, how various research/scholarship/creative activities are valued and the outlets in which employees might be expected to publish, exhibit, or perform.
- (e) be rigorous and detailed enough that a reasonable employee should not be uncertain or confused about what performance or accomplishment is sufficient in teaching, research/scholarship/creative activity, professional duties commonly assigned in the department or unit, and quality of service output needed to earn each performance evaluation rating.

The clarifications shall identify for each assignment area some representative examples of the achievements or performance characteristics that would earn each performance evaluation rating, consistent with an employee's assigned duties. Examples shall be included for typical assignments within the department or unit (e.g., for 2-2 and 3-2 teaching assignments with correspondingly larger and smaller research assignments, if typically assigned), and must demonstrate equitable opportunity.

10.10 AESP Development Process.

(a) A committee of six members, including four in-unit members of the department/unit elected by a majority vote of employees of the dept/unit in a secret ballot, the department chair or unit head, and one representative

appointed by the dean will develop or revise AESPs. If the dept/unit has four or more tenured employees, then 2 of the elected members must have tenure.

- (b) Employees in the department or unit shall propose AESPs or changes thereto as developed by the committee by a majority vote in a secret ballot. If a majority exists, the proposed AESPs shall be forwarded to the dean or the appropriate vice president. If there is an even split vote, the dean shall act as the tie-breaker.
- (c) The proposed AESPs or revisions thereto shall be reviewed by the dean or vice president. If the dean/vice president determines the proposed AESPs do not meet their expectations, the dean/vice president will refer them back to the department or unit for revision with a written statement of the reasons for non-acceptance.
- (d) Once the dean/vice president determines the proposed AESPs or revisions are acceptable, they shall be forwarded to the university's representative for review to ensure they are consistent with the mission and goals of the University and comply with this Agreement. If the university's representative determines that the proposed AESPs or revisions thereto are acceptable, they shall be approved. If not, they shall be referred back to the college or division for revision by the department or unit with a written statement of reasons for non-approval.

(5) If, one year (e) The process is considered initiated after the AESP committee is formed.-first meeting of the AESP committee. If, at least one yearsix months after the initiation of the process described in this subsection, AESPs acceptable to the dean/vice president and university's representative have not been approved by the department or unit, draft AESPs, committee and department votes, and comments from employees, committee, and the dean/vice president shall be forwarded to the university's representative for consideration. The university's representative shall, in conjunction with the dean/vice president and department/unit head, and in consideration of the opinions of the employees and of approved AESPs for other departments and units, develop and institute new department or unit AESPs. These AESPs shall remain in place until such time as new AESPs are developed and approved according to the procedure outlined in this subsection.

(f) Approved AESPs and revisions thereto shall be kept on file in the department or unit office. Upon written request, employees in each department

Commented [CP20]: New language for when process starts. Old language in 10.1(f)(5)was unclear.

Commented [CP21R20]: 9/24/2024: BOT suggests new language here. "The process is considered initiated after the AESP committee is formed. If, at least one year after the initiation..." This language aligns with the Provost's message.

Commented [CP22]: UFF proposed language: "The process is considered initiated after the first meeting of the AESP committee. If at least two complete semesters not including the summer semester..."

Commented [CP23R22]: Per the CBA, summer is not a semester, and this language would extend the process beyond one year, which is not the direction the BOT is seeking.

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or unit shall be provided an electronic copy of that department or unit's current AESPs.

(g) Review of AESPs must occur on a regular basis and must begin no later than five (5) years after the adoption or most recent review of those AESPs. The university's representative, the dean, or a majority of employees in the department or unit may initiate the review of AESPs at any time. The process for reviewing a department or unit's AESPs shall be the same as the process for developing them (including the committee composition, timeline, and approval process), as described in this article.

(h)The effective date for AESPs or revisions thereto shall be the start of the annual evaluation period that begins after the date the AESPs or revisions are approved by the university's representative and the employees of the department or unit are so informed in writing. Therefore, an employee will be evaluated on the AESP that was approved and in effect beginning on May 8. If an AESP is approved on or after May 9, the employee would not be subject to or evaluated using the terms of the new AESP until the following May 8.