



## Formative Faculty Evaluation Process University of Puerto Rico School of Medicine



### Background

The University of Puerto Rico School of Medicine (UPR-SOM) has a firm commitment to achieve excellence in academia, research and service. To this end, the UPR-SOM stated its mission, vision and strategic goals in the 2013- 2018 *Strategic Plan* (1). This plan was aligned with the UPR *Ten for the Decade Strategic Plan 2006-2016* (2). In both plans, one of the essential strategic goals is the development of an assessment culture.

To comply with these plans the UPR-SOM established the *Formative Faculty Evaluation Process (FFEP)*. This process does not substitute the faculty evaluation system used for promotion and tenure at the UPR-MSC, nor does it substitute the due process already defined in the Institutional Policies and Guidelines.

The *Formative Faculty Evaluation Process*, however, intends to standardize the assessment process, as well as the process for providing feedback to **ALL** faculty members (tenured, non-tenured, part-time or adjunct) regarding their teaching, research, administrative and service responsibilities. It also reiterates the institutional commitment to provide essential resources so that faculty members may excel in their academic endeavors. The ultimate goal is to provide faculty members with feedback regarding performance in their Annual Work and Individual Developmental Plans. However, it will also assist them while seeking promotion and tenure (3). The FFEP will allow faculty members to access all their written supervisors and peers evaluations, as well as give them the right to examine, inquire and dispute discrepancies (4).

The Process will also conciliate the requirements of accreditation agencies, such as the *Liaison Committee on Medical Education (LCME)*, for periodic formative evaluations of faculty members and administrators (3,5).

### Formative Evaluation Process

#### A. Goals

The goals of this formative evaluation are to provide constructive feedback on the faculty's teaching, service, research and administrative performance. In areas that do not meet the requirements, a growth and developmental plan will be designed for improvement. The institution will provide the resources to achieve academic excellence in collaboration with existing programs such as The Office for Faculty Development.

## B. Types

1. *Faculty Formative Evaluation Form*: Based on the Annual Work Plan established between the Supervisor (Ex: Departmental Chair) and faculty member (tenured, non-tenured, full-time, part-time and adjunct). All faculty, including those with administrative/supervisory positions, must complete this evaluation. Each department may define the specific requirement for achievement of compliance. (Attachment 1)

The Formative Faculty Evaluation will consist of:

a. Student's, resident's, postdoctoral and/or fellow's evaluations of faculty.

Annually the Office of Evaluation and Research of the UPR-SOM (or other evaluation service) will deliver a summary of the students' evaluations to each Department Chair (and corresponding supervisor). The Department Chair will send the evaluation reports to each individual faculty member.

b. Supervisor and/or peer evaluations.

At least every year, each faculty member will be evaluated by her/his direct supervisor. The evaluation will be discussed with the faculty member to provide feedback of her/his performance. If requested, an evaluation committee can be "activated". This evaluation committee will be composed by: the direct supervisor, a peer selected by the faculty under evaluation and a member of the personnel committee of her/his department. Each evaluator will complete a Formative Faculty Evaluation Form (Attachment 1). A summary will be prepared and discussed with the faculty member to provide feedback of her/his performance.

c. Growth and Development Plan: (As needed)

Where areas of improvement are identified, a growth and development plan will be incorporated into next year's work plan. Resources will be identified to assist the faculty in achieving the desired goals. These may include workshops and conferences offered by the Office of Faculty Development among others. Improvement will be expected by the next evaluation cycle.

2. *Supervisor Formative Evaluation Form*:

This evaluation pertains to faculty members that exert a supervisory role such as Section Chiefs/Department Chairs/Associate Deans/Dean of Medicine.

Assessment will be performed by the faculty and administrative personnel under her/his supervision based on the annual work plan established with the supervisor and the "supervisees" (Attachment 2).

Faculty members that exert supervisory functions will be evaluated according to:

a. Their faculty responsibilities (see Faculty Formative Evaluation)

b. Their supervisory roles: At least every year, all supervisors will send the "Supervisor Assessment Form" (Attachment 2) to personnel upon which she/he exerts a supervisory role. Personnel will evaluate their supervisor and return the evaluations by email to the Supervisor's immediate Supervisor. The immediate supervisor will discuss the results of the evaluation with the supervisor to provide feedback of her/his performance.

c. Growth and Development Plan: (As needed)

Where areas of improvement are identified, a growth and development plan will be incorporated into next year's work plan. Resources will be identified to assist the

supervisor in achieving the desired goals. These may include leadership courses offered by the Office of the Dean of Administration and the Office of Faculty Development, among others. Improvement will be expected by the next evaluation cycle.

Developed by the Subcommittee on Formative Faculty Evaluation, Committee on Administration:

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Revised and Approved by CAFAC: April 2016

## References:

1. University of Puerto Rico School of Medicine. *Strategic Plan 2013- 2018*. Approved by the Faculty of Medicine on December 11, 2013.
2. University of Puerto Rico. *Ten for the Decade 2016- 2016*. Approved by the Certification Núm. 123, 2005-2006, de la Board of Syndicates.
3. Liaison Committee on Medical Education® FUNCTIONS AND STRUCTURE OF A MEDICAL SCHOOL Standards for Accreditation of Medical Education Programs Leading to the M.D. Degree March 2014. Standards and Elements Effective July 1, 2015.
4. Duties, Responsibilities and Rights of Professor in relation to Students, Certification #078 2010-2011 approved by the Academic Senate of the Medical Sciences Campus.
5. Accreditation Council on Graduate Medical Education. *Common Program Requirements*. ACGME approved focused revision: June 9, 2013; effective: July 1, 2013

Attachment 1

**FORMATIVE FACULTY EVALUATION FORM**  
 (see attached Annual Work Plan)

Name: \_\_\_\_\_

Academic Year: \_\_\_\_\_

Department: \_\_\_\_\_

Specialty: \_\_\_\_\_

Evaluation Criteria	Complies	Does not complies	N/A	Comment
<b>Professional and Ethical Behavior</b>				
1. Exhibits integrity, knows self, recognizes and accepts strengths and weaknesses in self and others.				
2. Shows respect and civil behavior with all faculty or non-faculty personnel, students and/or residents.				
3. Adheres to ethical and professional behaviors and principles.				
<b>Administrative Leadership</b>				
1. Occupies leadership position in the Department, and SOM- MSC				
2. Completes administrative workload.				
<b>Teaching</b>				
1. Has effective teaching skills and uses appropriate teaching methods.				
2. Demonstrates up to date content knowledge.				
3. Participates in teaching and learning activities with students, residents and/or fellows.				
<b>Research</b>				
1. Has active research projects and publications.				
2. Has submitted research proposals for external support.				
3. Has scientific and/or scholarly activities.				
4. Mentors and/or supervises graduate, medical and/or fellow students.				

<b>Clinical Service</b>				
1. Complies with clinical responsibilities (as defined by the department).				
2. Keeps up to date in his/her clinical knowledge in his/her area of specialty (Professional competence).				
3. Provides direct supervision to students and residents in clinical service (Patient care competence).				
<b>Community Service</b>				
1. Participate in community services activities				
<b>Duties and Responsibilities</b>				
1. Attends and participates in meetings of assigned and/or elected committees.				
2. Completes evaluations of graduate, medical students and/or residents on time.				
3. Submits all required reports on time (work plan, annual reports, statistics and others).				
4. Submits all credentials to Faculty office and the Department on time (licenses, CPR, etc).				
5. Submits attendance forms, request for vacations or travels on time.				
<b>Additional Comments/Suggestions:</b>				

Agree

Do not agree

\_\_\_\_\_  
Department Chair Signature      Date

\_\_\_\_\_  
Faculty Signature      Date

Attachment 2



Name: \_\_\_\_\_

Academic Year: \_\_\_\_\_

### **Formative Supervisor Evaluation Form**

*To be used for evaluation of Section Chiefs/Department Chairs/Associate Deans and Dean of Medicine on her/his administrative responsibilities.*

Evaluation Criteria	Complies	Does not comply	N/A
1. Manages the budget of the section/department/UPR-SOM properly and discusses it with section/department/UPR-SOM member.			
2. Is a good mentor for faculty members. (Listens to their concerns, provides protected time for research and/or teaching activities, supports their professional development, when applicable).			
3. Establishes a plan for the development of the section/department/UPR-SOM and works towards implementation.			
4. Meets regularly with members of the section, department, or UPR-SOM.			
5. Holds regularly scheduled meetings to discuss academic and research plans.			
6. Demonstrates leadership in dealing with issues that affect the section, department, or UPR-SOM and its members.			
7. Foster a collegial and respectful environment.			
8. Role model for faculty, students and residents and administrative personnel.			
9. Provides guidance, feedback and support for development of annual work plan to faculty members.			

Comments:

Agree

Do not Agree

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

April/2016