

University of Waterloo  
Faculty of Environment

**Department of Geography and Environmental Management  
Faculty Performance Review Guidelines**

**Introduction**

In accordance with recommendations of the UW Working Group on Faculty Performance Evaluations (WGFAPE), the Department of Geography and Environmental Management (GEM) has developed department-level guidelines concerning the conduct of performance evaluations of faculty in GEM. These guidelines are designed to supplement The University of Waterloo Policy #77 and the Faculty of Environment Performance Review Regulations and Guidelines by providing department level details on the assessment of teaching, research, and service. These guidelines both reflect, and are to be interpreted in conjunction with, UW Policy 77 the Faculty of Environment Performance Review Regulations and Guidelines.

The intent of the performance review is to provide the chair, in consultation with the Performance Evaluation Committee (PEC), and each faculty member within GEM the opportunity to:

1. Review and discuss the previous goals and activities of the faculty member and plan for the future.
2. Address any special issues or concerns.
3. Maintain and enhance standards of professionalism and collegiality within the department.
4. Provide a basis for salary evaluation at the faculty level.

It is understood that the discipline of Geography encompasses a diverse range of research traditions, opportunities, and cultures. It is further understood that a faculty member's performance in teaching, research, and service can be influenced by factors outside of normal academic life. The chair and the performance evaluation committee are expected to consider the importance of: work-life balance, stage of life expectations, and unexpected circumstances. Each faculty member also has the responsibility to alert the chair as soon as possible about any special circumstances with implications for performance.

**Departmental Performance Evaluation Committee**

The Performance Evaluation Committee (PEC), advisory to the department chair, is designed to reflect the breadth of research and teaching seen within the unit.

- The committee will consist of four members, two drawn from faculty in physical geography and two from those in human geography.
- To provide continuity from year to year, each member of the committee will serve a four year term. One member of the committee from physical geography and one member from human geography will be replaced each evaluation cycle by a vote.

- All tenured faculty members, except those on sabbatical during the academic year of the evaluation, or those excused for administrative or other reasons, will be eligible to serve on the PEC.
- All eligible members of the department will be placed in either the physical or human geography group for the purposes of election to the PEC.
- Faculty members ending their four year term on the committee are immediately eligible to serve on the committee again.

### **Evaluation Procedure**

Procedures for performance evaluations will apply to all faculty members within GEM, including professors, associate professors, assistant professors, and lecturers on either definite-term, permanent, tenure-track, or tenured appointments.

- In the fall term, Faculty Activity Report (FAR) forms will be distributed to all faculty within GEM.
- Following the collection of all activity report materials, the PEC will meet to review the activities of each member of the department. The PEC will assign scores by consensus, or if necessary, by a vote. Faculty will be reviewed in comparison to all members of the department, with extra attention paid to others in GEM of the same rank. In making the evaluation, the PEC will consider: the faculty member's rank, the weighting of teaching/research/service, joint appointments, sabbatical or other leaves, special administrative responsibilities, and other unique circumstances.
- In the case of faculty with joint appointments, the evaluation is conducted by the unit with the larger percentage share of the appointment. The chair will confer with the chair or director of the partner unit to ensure that a clear understanding of the faculty member's contributions exists. Full credit will be given for teaching, supervision, and service duties conducted for another unit.
- Based on the evaluation of the committee, the chair will write a summary statement of the faculty member's accomplishments, challenges, or other performance related issues.
- Prior to the forwarding of evaluations to the faculty level PEC, the chair will meet with each member of GEM individually to present the evaluation and discuss any issues or concerns of the faculty member. At this time, adjustments to the summary statement or score may be discussed.
- If the faculty member is not satisfied with the evaluation, and wishes to dispute a comment or appeal a score, they may prepare a memo outlining their concerns for review by the faculty PEC.
- Following the individual meetings, all evaluations will be forwarded to faculty PEC.
- The chair, and any Associate Deans who reside within GEM, are not evaluated at the departmental level, but are instead evaluated by the Dean of ENV.

## **Performance Expectations**

### **Teaching**

- Faculty members are expected to teach a normal course load of four courses per year, unless administrative or research buyouts of courses have been provided or the faculty member is on sabbatical. The PEC will evaluate individual teaching scores on the basis of the quantity and quality of teaching. While individuals who teach the courses they are assigned will not be penalized for teaching small classes, the PEC may choose to give extra credit for factors such as: teaching large classes, the total number of students taught in a year, teaching core courses, or guest lectures.
- The quality of teaching performance is a primary consideration in the assessment of teaching and shall be determined from a variety of sources as stipulated in Policy 77 and the ENV Performance Review Regulations. The committee will consider evidence of teaching quality such as, but not limited to, peer-reviews of teaching, student course perception surveys, and evidence of quality supervision (student publications, offers of employment, student awards that result from the work done in class). It is incumbent on each faculty member to provide evidence of teaching quality and an explanation of how that evidence contributes to the teaching quality. The teaching performance of faculty is evaluated in comparison to department wide performance, taking into account: the size of the class, the level of the class, the type of class (core or elective), or the number of contact hours.
- Faculty members are expected to supervise undergraduate and graduate students who are undertaking senior honours essays, and masters or PhD theses. Supervisor loads are compared across faculty members by rank. It is understood that new faculty members will supervise fewer students and increase their supervisory loads over time. Faculty members are also expected to participate on committees and as readers or external examiners. While it is expected that faculty will focus on supervising students enrolled in GEM programs, full credit is given for supervisory activities of students in other programs. It is further understood that faculty with joint appointments may supervise a majority of students from other programs.

### **Research**

- In accordance with the Faculty of Environment Performance Review Regulations and Guidelines, faculty members are expected to be active in the pursuit of research opportunities and funding. They are expected to publish the results of their research in high quality, appropriate, peer-reviewed venues, where the highest recognition is given to journals and books from academic publishers. The department PEC, in accordance with the Faculty of Environment Performance Review Regulations and Guidelines, will also recognize the importance of other forms of scholarship, including non-refereed research reports or other forms of media, as reported in the FAR. The onus is on the faculty member to explain the significance of research output that does not appear in peer-reviewed venues.
- Faculty members are expected to identify publications that are: later editions of an earlier publication (i.e. a 2<sup>nd</sup> edition of a book), expanded versions of an earlier

publication (such as conference papers expanded for publication in a journal), or reprints of previously published material.

- In the case of publications by multiple authors, faculty members are expected to identify their role in each publication, both by explaining the tasks that they performed and by summarizing their contribution as a percentage.
- GEM recognizes that standards for the rate and type of output (such as the number of publications or access to funding support) vary across the many fields of Geography. With this in mind, the PEC will assign scores for research, considering;
  - The number of grants applied for, and the number of grants successfully obtained
  - The number of grants currently held, in the case of multi-year grants
  - Successfully publishing in refereed publications, as outlined in the Faculty of Environment Performance Review Regulations and Guidelines
  - Other non-refereed forms of scholarship, where the faculty member demonstrates why that form of scholarship should be considered significant.
- Indigenous scholars and scholars involved in Indigenous research may choose to be evaluated in a manner consistent with SSHRC's Guidelines for the Merit Review of Indigenous Research ([https://www.sshrc-crsh.gc.ca/funding-financement/merit\\_review-evaluation\\_du\\_merite/guidelines\\_recherche-lignes\\_directrices\\_recherche-eng.aspx](https://www.sshrc-crsh.gc.ca/funding-financement/merit_review-evaluation_du_merite/guidelines_recherche-lignes_directrices_recherche-eng.aspx))
- The PEC will examine the productivity of each faculty member in comparison to departmental averages and median levels. Faculty members will be compared with those of the same rank.

## Service

- In accordance with the Faculty of Environment Performance Review Regulations and Guidelines, faculty members should understand that internal service to the department, faculty, and university is required. Faculty members are expected to participate in the administration and academic life of the department and the university by:
  - Undertaking service roles within the department, faculty, or university
  - Participating in departmental meetings and other planning activities
  - Attending guest lectures and other departmental, faculty, or university level events
  - Being available for meetings with students and offering regular office hours
  - Participating in events that promote Department, Faculty and University community, including participation in mental health training workshops.
- It is understood that external service is important to the discipline, and the greater community. It is further understood that external service is important for the profile of the department and the university. While external service will be credited, it does not replace the requirement for internal service. The relative importance of external service will be considered by the committee, taking into account the time commitment

associated with that service, and the impact of that service on the profile of the department.

- Determining the impact of various service roles requires that faculty calculate and submit an estimate of the time requirements associated with each service task. Estimates should be expressed as the average number of days/year.
- It is understood that tenure-track faculty are not expected to undertake major service roles, and that tenured faculty will undertake a greater service load.
- Paid consulting does not count as service.

*Last revised: January, 2021.*