



President's Bulletin

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TO: MEMBERS OF THE FACULTY, UNIVERSITY OF MISSOURI
FROM: C. BRICE RATCHFORD, PRESIDENT

For many years, evaluations of performance have been made of faculty members at the University. An evaluation is essential so long as salary adjustments are awarded on the basis of merit. While an evaluation was, in effect, being made each time a salary adjustment was recommended, this fact was not often recognized. Further, all too frequently judgments on faculty achievement were made with very little information about the actual performance of the individual.

During 1970-71 our campuses achieved significant progress in their search for a procedure which would be more objective and complete. I am under the impression that the procedures being followed for the current year will be more effective and fair to all concerned than those used last year. It strikes me that now is the time to begin thought about developing an even more successful process for the years ahead.

As I observe and analyze what we are currently doing in this respect, it is apparent that there are several procedural weaknesses existing in many parts of the University.

1. The primary emphasis on evaluation at present is to arrive at decisions concerning promotion, tenure, and/or salary adjustments. The main purpose of evaluation should be to improve the effectiveness of each person with the above considerations being incidental thereto. If the evaluation is to be used to assist individual faculty members to improve, the latter must know the results of the evaluation and have a chance to discuss them with the Department Chairman and/or Dean.
2. The evaluation should be based on what each faculty member and the University hope will be his contribution. This means that each faculty member in consultation with his Department Chairman and/or Dean should explicitly define the contribution expected of him in each of the major missions of teaching, research, and service.
3. The evaluation should include views from students, peers, and administration.

It is not our goal to have a standardized procedure. It is our goal to have common purposes for evaluation and also general agreement concerning the characteristics of the evaluation. I am inviting all of you to reflect on this matter. Please discuss it in your departmental, divisional, and campus meetings. I hope that we will be using a procedure in academic year 1972-73 which (a) provides highly objective information, (b) evaluates individuals in terms of expected contributions, and (c) places emphasis on assisting each of us toward

improved contribution and personal satisfaction.

Procedures will also be developed for regular evaluation of all administrative personnel, including the President. You will be kept advised of steps in this direction.

If we are successful in these activities--and I feel we must be--the result will be a more candid relationship between the University and each faculty member, thereby creating a path to enlarged faculty success.