

# Unlocking Excellence: Transforming Faculty Evaluations Through Equity-Minded Principles

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## Background

Academic medicine has vowed to recruit a body of medical students & faculty who are representative of our nation, aiming to right past wrongs & to address health disparities. Changing the culture & practice of medicine requires deliberate design of the structures of academic medicine especially toward retention of URiM faculty.<sup>1,2,3</sup> We propose a reevaluation & transformation of faculty evaluation & promotion systems using the lenses of design thinking & equity.

## Purpose & Design

- Highlight the transformative impact of deliberately designed faculty evaluations using equity-minded principles.
- Rethink evaluation metrics & promotion criteria to encourage commitment to institutional values & to encompass the reality of faculty contributions in academic medicine.
- Design an annual evaluation process to reduce faculty administrative load, facilitate department chair mentoring for advancement, & promote institutional values.
- Demonstrate how the implementation of REDCap (Research Electronic Data Capture) as a data collection & management tool streamlined & facilitated the faculty evaluation process, enhancing efficiency, transparency, & equity.

## References

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## Methods & Instrument Design

### EQUITABLE PRINCIPLES

Identified equitable principles to guide the instrument development process & the final instrument.<sup>4</sup>

Transparency  
Clarity  
Accountability  
Consistency  
Context  
Credit  
Flexibility  
Agency & Representation

### PILOT TESTING

Piloted categories & data points using a word document.

Revised categories & data points & built in REDCap.

Piloted data collection in REDCap.

### ITERATION

Solicited feedback during design & implementation.

Used feedback to improve instrument & process.

### COMMUNICATION

Shared improvements with stakeholders & sought continued feedback.

### GUIDELINE DEVELOPMENT

A literature review & focus groups of faculty & administrators were conducted to identify strengths & weaknesses of faculty evaluation at other institutions. The following guidelines emerged from this process:

- Capture all roles & work especially marginalized & feminized faculty work.<sup>1,4</sup>
- Reduce administrative burden.
- Ensure instrument & process are developmental for faculty.<sup>2,6</sup>
- Prompt department chairs to mentor junior faculty.
- Collect multi-use data.

### STAKEHOLDER ENGAGEMENT

Partnered with faculty, admin, & diversity officers throughout the process using:

- Focus Groups
- Training Sessions
- One-on-one Office Hours
- Surveys

## Post Pilot Survey Results

How would you rate the overall ease of the Faculty Annual Review process in REDCap?\*

N	Min	Max	Mean	StDev	Sum	Percentile						
						0.05	0.1	0.25	0.5 (Median)	0.75	0.9	9.5
8	6	10	8.63	1.51	69	6.35	6.7	7.75	9	10	10	10

The Office of Faculty Affairs & Learning Innovation held a number of sessions to prepare faculty for the annual review process including (list of sessions). How satisfied are you with the available support?\*

N	Min	Max	Mean	StDev	Sum	Percentile						
						0.05	0.1	0.25	0.5 (Median)	0.75	0.9	9.5
8	7	10	8.75	1.39	70	7	7	7.75	9	10	10	10

Overall, do you feel confident in your ability to complete the Annual Review process in REDCap next year?#

N	Min	Max	Mean	StDev	Sum	Percentile						
						0.05	0.1	0.25	0.5 (Median)	0.75	0.9	9.5
7	7	10	9.14	1.21	64	7.3	7.6	8.5	10	10	10	10

\***Scale:** 0 Extremely Dissatisfied - 10 Extremely Satisfied  
#**Scale:** 0 Extremely Unsure - 10 Extremely Confident

### STRENGTHS

#### Prepopulating for faculty

Working with diversity officers enabled us to foster an institutional data culture of data sharing & centralization which enabled prepopulation of annual evaluations.

*"The prepopulated areas were very convenient."*

#### Flexibility & design

REDCap provided the flexibility to design a customized instrument for academic medicine faculty where most faculty information systems [FIS] are designed for traditional university needs.

*"REDCap is easier & more flexible [than other FIS]."*

*"I used Interfolio [&] found it confusing, complicated, & frustrating. REDCap is much simpler & easier to use."*

*"I have used three different FIS. This one is far far superior."*

#### Comprehensiveness

Comprehensive data collection provides an accurate & full view of faculty performance & contributions.

*"It really helped to make sure we discussed similar items with all faculty & that we gave everyone the opportunity to showcase their accomplishments."*

### WEAKNESSES

#### Login difficulties

The REDCap instrument was designed as a survey. Each faculty member uses an individualized link & return code to access.

*"...other platform was much easier to log into, not requiring a special number."*

#### Administrative time to develop

Significant amount of administrator time was devoted to developing & pilot testing the instrument.