

Deans and Panelists Suggested Agenda Portfolio Review Panel Meeting

Deans schedule 2 to 2 ½ hours for the entire meeting. The candidate should be in the room no more than an hour.

The meeting with the panelists is scheduled 30-40 minutes prior to the candidate's expected arrival, depending on how much discussion is anticipated. Unless there is an emergency, *a candidate should not wait more than 5-10 minutes for the meeting to begin.* Candidates who must wait are immediately put on the defensive, setting the wrong tone for the meeting.

- I. Before the candidate arrives: Panelists and dean meet to discuss individual impressions of the draft portfolio and come to consensus on areas of the portfolio that require further clarification or amplification by the candidate. The dean should stress that the meeting's purpose is not to criticize the candidate, but to help the candidate refine his/her work. *See below for suggested approaches.*

- II. Greet candidate: This is a rapport -building opportunity and a critical dimension of the meeting. The tone for all communication during the meeting should be one of support and collegiality. *See tips below on reinforcing a supportive tone.*
 - a. Purpose: The dean/director should first, with the candidate present, repeat the information on the purpose of the meeting. The purpose of the meeting is to support the candidate through asking questions that refine his/her work.
 - b. Strengths: Panelists each comment on one element of the portfolio work that meets or exceeds expectations. If nothing is acceptable, panelists can comment positively on the candidate's efforts or choice of projects.

- III. Clarification: Dean leads the panel in questioning the candidate on parts of the portfolio work that may need clarity. Again, the purpose of this exercise is to help the candidate to achieve his or her goals. Candidate should be prepared to discuss and explain all elements of the draft portfolio. However, panelists will direct the review to the aspects and elements of the portfolio that need further clarification or amplification. *See handout for tips.*

- IV. Closure: If there is clear agreement among the panelists on areas of strength, the panel may summarize those strengths for the candidate. Areas of improvement and suggested courses of action will be detailed in the written report.

- a. Written Report: Dean will provide a date for when the candidate can expect to receive the written report (no later than 2 weeks from the review panel meeting).
 - b. Post Panel Meeting with Dean: Dean also schedules a meeting with the candidate to discuss the written report (no later than 2 weeks after receipt of report).
- V. After candidate leaves: Panelists and dean meet 30 to 40 minutes to come to a consensus about the written feedback and evaluation and to determine specific suggestions for improvements. Dean is responsible for the written report and process for panelist approval of the written report.

Sample Introductory Comments:

I really appreciate you volunteering to do this work. You are essential in supporting and guiding our new colleague. Valencia has a lot invested in [candidate's name], and I know that all of you, like I do, want [candidate's name] to succeed. Let's keep the tone supportive and productive, one of inquiry and collegiality, honoring the work the candidate has produced while also giving her constructive feedback. [Wax on if you want. Have a similar introduction when candidate arrives. Be sure to have each panelist introduce him or herself.]

Suggestions for Managing the Meeting:

- Select two or three strengths and challenges to focus on in the portfolio review. There is not enough time to discuss every issue, so it's important to narrow your focus to just a few important elements.
- If needed, ask a few clarifying questions (see examples below).

Sample Clarifying Questions:

- *What was your thought process behind the assessment methods you used to determine whether FLO 1 was successful?*
- *How did you know this was a problem for your students? (Follow Ups) Did you gather any concrete evidence from your students to show that this is a problem? Did you collect any data from CATs or other assessment tools to determine whether this is a problem?*
- *We were a little confused about how your outcomes and assessment methods. Could you clarify that connection for us?*

Tips for successful panel meeting:

- Don't place the candidate at the head of the table.
- Have water and snacks.
- Hold meetings in conference room or neutral space (not the dean's office).
- Have each panelist select one topic to discuss.