

FAYETTEVILLE STATE UNIVERSITY

PERFORMANCE REVIEW OF TENURED FACULTY

Authority:	Issued by the Chancellor. Changes or exceptions to administrative policies issued by the Chancellor may only be made by the Chancellor.
Category:	Employment – EHRA Faculty
Applies to:	●Administrators ●Faculty
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Related Policies:	●Tenure and Promotion Policies, Regulations and Procedures of Fayetteville State University ●Performance Review of Tenure Faculty [UNC Policy #400.3.3]
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I. INTRODUCTION

Fayetteville State University (University) considers excellence in faculty performance a necessary condition for achieving the university’s mission and goals and ensuring institutional effectiveness. Since faculty members who enjoy the benefits of permanent tenure have an especially important role in helping the university fulfill its mission, the University has established post-tenure review to ensure ongoing faculty development and promote continued vitality among tenured faculty. Post-Tenure Review (PTR) is a comprehensive, formal, periodic, and cumulative review that supports and encourages excellence among tenured faculty by the following:

- Recognizing and rewarding exemplary faculty performance (performance that exceeds expectation);
- Supporting increasing effectiveness in teaching, services, and research/creative activities and ongoing contributions to the department/school, college, university, and professional organizations;
- Providing for a clear plan and timetable for improvement of performance of faculty found not to meet expectations; and
- For those whose performance continues not to meet expectations, providing for the imposition of appropriate sanctions, which may, in the most severe cases, include a recommendation for discharge, consistent with the criteria and procedures established in Chapter VI of *The Code* of the University of North Carolina and Section IV of the *Tenure and Promotion Policies, Regulations and Procedures of Fayetteville State University*.

II. EFFECTIVE DATE OF MOST RECENT REVISIONS

The 2022 revisions to this Policy shall be applicable to faculty members who complete a cumulative review in the 2022-2023 academic year and each year thereafter. Tenured faculty members who began a post-tenure review cycle prior to the 2022-2023 academic year shall complete the review under the previously approved revised Policy.

III. FACULTY TO BE REVIEWED

The following factors are used to determine the faculty members who must complete PTR.

- A. All tenured faculty members who teach at least 50% of the standard teaching load will be required to complete PTR.
- B. Tenured faculty members who receive release time for research or service activities, regardless of their teaching load, will be required to complete PTR. The allocation of responsibilities will be considered in the PTR process and the resulting recommendations.
- C. Tenured faculty members who are on an approved leave from the university for at least one (1) year may request that PTR be postponed for an amount of time equivalent to the leave.
- D. Faculty members in the phased retirement program will not complete PTR.
- E. Tenured faculty members who serve as department chairs, school associate deans, deans, and in other administrative positions as approved by the Provost will not be required to complete PTR until they relinquish their administrative roles.
- F. Distinguished and endowed professors will participate in the post-tenure review. Such faculty already employed in fall 2022 will complete post-tenure review in 2026-2027 and each five-year period thereafter. Distinguished and endowed professors employed after 2022 will complete post-tenure review in the year of the fifth anniversary of their initial appointment and each five-year period thereafter.

IV. TIMETABLE

Tenured faculty members will complete post-tenure review in the year of the fifth (5th) anniversary of their last cumulative review. “Cumulative review” includes reviews for tenure, promotion, or post-tenure review. *(Note: The post-tenure review cycle begins with the year of the cumulative review, not the effective date of that action. For example, a faculty member who applies for and is awarded tenure and/or promotion in 2022-2023 will complete post-tenure review in 2027-2028; a faculty member who applies for and is awarded tenure and/or promotion in 2023-2024 will complete post-tenure review in 2028-2029. A faculty member who successfully completes post-tenure review in 2023-2024 will complete post-tenure review again in 2028-2029.)*

A. Request for Promotion

- 1. A faculty member shall not request promotion in the year that post-tenure review is scheduled.
- 2. The post-tenure review cycle shall NOT be revised for unsuccessful requests for promotion in rank. For example, a faculty member scheduled for post-tenure review in 2024-2025 who applies for promotion in 2022-2023 and is unsuccessful will still be required to complete post-tenure review in 2024-2025.

B. Interim Appointments to Administrative Positions

For faculty members who have begun the post-tenure review cycle and who are asked to serve in administrative positions on an interim basis, the post-tenure review cycle shall be suspended for the duration of the interim appointment and resumed at the beginning of the next academic year after the interim appointment is concluded.

Tenured faculty members who serve in interim administrative roles for more than one year will begin a new five-year cycle upon completion of the interim administrative appointment.

C. Permanent Appointments to Administrative Positions

For faculty members who have begun the post-tenure review cycle and are appointed to administrative positions on a permanent basis, the post-tenure review cycle shall be suspended and the faculty members shall begin a new five-year cycle at the beginning of the next academic year after relinquishing the administrative position.

V. FIVE-YEAR PLAN

At the beginning of each post-tenure review cycle, a faculty member shall discuss with his/her department chair/school associate dean a five-year goal or plan consistent with the expectations of post-tenure review. This plan will indicate projected accomplishments that align with the annual performance evaluations.

The five-year plan shall be as follows:

- Be based on the University-wide minimum criteria for “meets expectations,” “exceeds expectations,” and “needs improvement” in each of the following areas: teaching, research and scholarly/creative activities, and service;
- Include a narrative about prospective accomplishments in the following areas: teaching, research and scholarly/creative activities, and service; and
- Be consistent with the needs and requirements of the department/school, college, and University.

(See Appendix A, “Minimum Criteria for Post-Tenure Review,” and Appendix B. “Template for Five-Year Plan for Performance Review of Tenured Faculty Members.”)

The annual evaluation by the department chair/school associate dean will include an assessment of the faculty member’s progress in achieving the projected accomplishments in the five-year plan and recommendations for improvement if the faculty member is not on track to achieve the goals of the five-year plan.

In consultation with the department chair/school associate dean, the faculty member may revise the five-year plan based on changes in institutional, departmental/school, or personal circumstances.

VI. EVALUATION PROCEDURES

At the beginning of each academic year, the Office of the Provost and Vice Chancellor for Academic Affairs shall provide a list of faculty members required to complete PTR during that year

to each dean. Faculty members are expected to remain aware of their timeline for PTR. Absence of notification does not excuse a faculty member from completing PTR by the required deadline.

A. Submission of a Reflective Statement and Other Documentation

Faculty members will receive access to the SharePoint portal at least three months prior to the submission deadline (i.e., October 31). Faculty members will also be expected to download any required blank form from the Academic Affairs Faculty One-Stop Shop site on Canvas.

Failure by a faculty member scheduled for PTR to submit his or her reflective statement and other documents by the deadline -- without written permission from the department chair/school associate dean for an extension of the deadline -- shall be considered equivalent to an unsuccessful PTR and the faculty member will be required to complete an improvement plan as outlined in Section VII below.

1. Reflective Statement

By October 31st of the year of PTR, the faculty member shall submit a reflective statement that provides a cumulative evaluation of the following:

- the faculty member's progress in achieving the goals of the five-year plan in each of the following areas: teaching, scholarly/creative activities, and service; and
- the impact of the faculty member's accomplishments on students, the department/school, the college, the University, professional organizations, and/or the community.

2. PTR Folder

The submitted PTR folder shall include the following documents:

- Comprehensive Reflective Statement (500-1,000 words)
- Current CV
- Faculty-Peer-Chair Matrices
- Summary of Student Evaluations
- Appendix B Form: Five-Year Plan
- Appendix C Form: Performance Review of Tenured Faculty Member Personnel Action
- Additional documents deemed appropriate by the faculty member

(Note: A collection of documents without a reflective statement does not satisfy the requirements of post-tenure review.)

For teaching, service, and research/scholarly/creative activities, documents deemed appropriate for inclusion by the faculty member shall include, but may not be limited to, the following:

- Evidence of publications, creative activities, presentations, grant proposals, and/or other professional activities completed during the time period under review and the impact of these accomplishments. Note: Items

should not be included if the decision regarding publication or funding is pending at the time of PTR. Such works should be included at the next PTR.

- Evidence of instructional innovations that have had a positive and measurable impact on student learning. Such evidence may consist of student work, pre- and post-test results, instructional modules, and/or recordings of classroom activities.
- Evidence of service activities that have had a positive impact on the department/school, college, university, community, and/or the faculty member's academic discipline.
- Any other evidence to support the faculty member's self-evaluation as presented in the reflective statement.

B. Assessment by Faculty Committees and Administrators

The assessment of faculty members at each level of review shall be based on the criteria included in Appendix A for "exceeds expectations," "meets expectations," and "needs improvement." Colleges may establish criteria that exceed the University minimum criteria with the approval of the college faculty. All college criteria shall be published on the unit website or Canvas site and other locations to ensure faculty awareness of these guidelines.

Assessment of the faculty member shall occur as follows:

1. The faculty member's reflective statement and documentation will be assessed independently by each of the following unit levels in succession:
 - the tenured faculty of the department/school;
 - the department chair/school associate dean;
 - the College's tenured faculty committee; and
 - the dean of the college.

See Appendix C, "Personnel Action Form for Performance Evaluation of Tenured Faculty."

2. Each faculty committee and administrator will give a rating of "exceeds expectations," "meets expectations," or "needs improvement" based on an assessment of the faculty member's documented accomplishments in each of the following areas: teaching, scholarly/creative activities, and service. The assessment at each level shall be based upon criteria agreed upon by the University and college.

Unit-level ratings (the rating of each faculty committee and administrator) shall be based on the assessment of each area (teaching, scholarly/creative activities, service) as summarized below:

- Exceeds Expectations – A faculty member must exceed expectations in teaching and at least one other area.
- Meets Expectations – A faculty member must at least meet expectations in all three areas.

- Needs Improvement – A faculty member is found to need improvement in one area, regardless of evaluations in other areas.
3. Each faculty committee’s rating shall be determined by a simple majority vote of the faculty members participating in the review.
 4. Within ten (10) business days of the conclusion of each review, the faculty committee chair or administrator shall provide the faculty member with a written summary of findings. If a faculty committee or administrator determines that the faculty member needs improvement, the faculty committee’s and/or administrator’s summary of findings shall specify the following:
 - shortcomings as related to the five-year plan and
 - specific recommendations for improvement.
 5. If the faculty member believes the conclusion at any level is unfair, he or she may submit a written appeal within five business (5) days to the faculty committee chair and/or administrator whose findings the faculty member disputes. The faculty committee or administrator may uphold or revise the initial finding. Regardless of the faculty committee’s or administrator’s response to the appeal, the written appeal and responses to it shall be included in the post-tenure review package and reviewed at subsequent levels.

VII. Overall Evaluation

The Provost shall determine the overall evaluation of the faculty member on the basis of the following guidelines:

1. Exceeds Expectations (overall) – The faculty member receives three (3) or more unit-level ratings of exceeds expectations with no unit-level rating of needs improvement.
2. Meets expectations (overall) – The faculty member received a combination of unit-level ratings of Exceeds Expectations and Meets Expectations and has no more than one unit-level rating of needs improvement.
3. Needs improvement (overall) – The faculty member receives more than one unit level ratings of needs improvement, regardless of the other unit-level ratings. The faculty member who receives an overall evaluation of needs improvement will be required to complete an improvement plan as outlined in Section VIII below.

In determining the overall evaluation of a faculty member, the Provost shall consider any written appeals by the faculty member to unit-level reviews and the responses to the appeal. Based on this review, the Provost may adjust the overall evaluation if a written response provides compelling evidence that one or more unit-level ratings is unfair.

VIII. RECOGNITION OF FACULTY WHO EXCEEDS EXPECTATIONS

The Provost and the Dean of each college will recognize faculty members who earn exceed expectations appropriately during the academic year.

IX. IMPROVEMENT PLAN

Faculty members who earn an overall rating from the Provost of “needs improvement” shall be required to develop and implement a plan of improvement according to the procedures outlined below. The plan will be implemented in the four semesters immediately following the academic year in which the faculty member’s post-tenure review is completed. (See Appendix D, “Template for Improvement Plan.”)

Before the end of the academic year in which PTR is completed, the department chair/school associate dean will meet with any faculty member found to need improvement to review the results of the PTR. Based on the recommendations of each reviewing committee and administrator, the faculty member shall develop a written plan that addresses the specific area(s) in which the faculty member was determined to need improvement. The plan must include each of the following:

- Specific actions to be taken, with a timeline for completion, to improve performance in the area(s) identified as needing improvement by the post-tenure review process.
- Specific measurable outcomes that will be achieved to demonstrate improvement.

The plan must be approved by the department chair/school associate dean and dean of the college. At the end of each semester, the faculty member will report on his/her progress in implementing the improvement plan. Based on the faculty member’s semester report, the department chair/school associate dean will determine if the progress is sufficient and, if not, will provide a justification for the determination with recommendations for improvement. (See Appendix E.)

By March 1 of the *second year* of implementation of the improvement plan, the faculty member will submit the final progress report on implementing the improvement plan. The department chair/school associate dean will attach previous progress reports to the final progress report. These documents will be viewed in succession by each of the following:

- departmental/school tenured faculty,
- department chair/school associate dean,
- college tenured faculty committee, and
- dean.

At each level of review, the faculty committee and administrator shall determine if the faculty member has or has not met the requirements of the improvement plan. For the faculty committees, the determination shall be based on a simple majority vote.

By April 15, the Dean will forward the recommendation to the Provost, who will make the final determination based on the findings at each level of review. Appendix F, “Improvement Plan Appraisal Form,” will be used to report the findings at each level.

The Provost shall notify the faculty member by April 30 of the outcomes of the review of the improvement plan implementation.

If the faculty member is determined to have met the requirements of the improvement plan at three (3) or more levels of review, the faculty member shall be determined to have successfully completed post-tenure review and will thereafter complete subsequent PTR according to this Policy. The Provost shall communicate the decision to the faculty member and notify the Chancellor of the outcome.

The timeline for submitting and evaluating the improvement plan is delineated below.

August 31 (in the fall semester immediately following completion of post-tenure review.) This deadline may be extended until September 30 with prior written approval by the department chair/school associate dean. Failure to submit this plan by the deadline will be considered equivalent to failure to make sufficient improvement and consequences will be implemented immediately.	Improvement Plan due from faculty member to department chair/school associate dean.
December 15 (in first semester of plan)	1 st progress report due to the department chair/school associate dean*
May 15 (in second semester of plan)	2 nd progress report due to the department chair/school associate dean*
December 15 (in the third semester of the plan)	3 rd progress report due to the department chair/school associate dean*
March 1 (in the fourth semester of the plan)	Summary report on improvement plan due
*Failure to submit report by the deadline will be considered equivalent to not making satisfactory progress.	
April 15 (in the fourth semester of the plan)	Dean submits Improvement Plan appraisal to Provost
April 30 (in the fourth semester of the plan)	Provost notifies faculty members of the outcome of the improvement plan review.

If the faculty member is determined to have *not* met the requirements of the improvement plan at two (2) or more levels of review, the Provost, in consultation with the Dean, shall determine the consequences for failing to meet the requirements of the improvement plan. Such failure may include the following:

- Removal of eligibility for extra duty assignments or course reassignment*s
- Loss of summer school teaching opportunities to provide time for continued improvement*.
- Revision of teaching responsibilities, i.e., not eligible to teach upper-division or graduate courses.*
- Suspension without pay for one semester**
- Loss of tenure and reassignment to full-time adjunct status**
- Reduction of salary**
- Demotion in rank**
- Discharge**

* Only requires approval of the Dean and Provost.

**Any such action must be taken in accordance with Section 603 of *the Code* and Section IV of the University's *Tenure and Promotion Procedures and Regulations*.

If the faculty member's appeal is successful, the faculty member's tenured status shall be restored, and the faculty member will complete PTR according to the schedule and guidelines of the policy.

The faculty member is not eligible for a merit salary increase during the period of implementing the improvement plan.

X. SUPPORT FOR FACULTY AND ADMINISTRATORS

At least once a year, the University will conduct faculty development programs to give direction to all faculty involved in the post-tenure review process. Training will also be provided to faculty committees and administrators who serve as evaluators in the post-tenure review process.

XI. ANNUAL CERTIFICATION OF COMPLIANCE WITH UNC POLICY

Each year, the University will report the results of the post-tenure review process to the UNC System Office. As part of this annual report, the Provost shall certify that all aspects of the process are in compliance with UNC Policy 400.3.3.

XII. REVIEW OF POST-TENURE REVIEW POLICY AND PROCEDURE

To ensure that this Policy and its procedures are followed, the Faculty Senate may implement a procedure to monitor the administration of the Policy. The Faculty Senate may also recommend revisions to this policy and its procedures to the Provost. The Provost shall consider such recommended revisions provided such are not inconsistent with the University and UNC Board of Governors' policies and procedures.