

# FAYETTEVILLE STATE UNIVERSITY

## POST-TENURE REVIEW

- Authority:** Issued by the Chancellor. Changes or exceptions to administrative policies issued by the Chancellor may only be made by the Chancellor.
- Category:** Employment – EPA Faculty
- Applies to:** ●Administrators ●Faculty
- History:** Effective Date – July 1, 2010  
Last Revised – November 13, 2009  
First Issued – August, 1998
- Related Policies:** ●*The Code* of the University of North Carolina  
●*Tenure and Promotion Policies, Regulations and Procedures of Fayetteville State University*
- Contact for Info:** Provost and Vice Chancellor for Academic Affairs (910) 672-1460
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### I. INTRODUCTION

Fayetteville State University (FSU) 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, FSU has established post-tenure review to ensure ongoing faculty development and promote faculty 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:

- A. Recognizing and rewarding exemplary faculty performance;
- B. Supporting increasing effectiveness in teaching, services, and research/creative activities and ongoing contributions to the department, school/college, and university;
- C. Providing for a clear plan and timetable for improvement of performance of faculty found deficient; and
- D. For those whose performance remains deficient, 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.

## **II. FACULTY TO BE REVIEWED**

The following factors will be considered in determining 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, deans, and in other administrative positions will not be required to complete PTR until they relinquish their administrative roles.

## **III. TIMETABLE**

Every tenured faculty members will complete PTR in the year of the fifth (5<sup>th</sup>) anniversary of their last personnel action. "Personnel action" includes decisions on tenure and/or promotion, the last PTR, or the reassignment of an administrator to a faculty position. An application for promotion in rank will substitute for PTR. [For example, a faculty member who is awarded tenure at the rank of associate professor in 2011-12 will be scheduled for PTR in 2016-17. If this faculty member is promoted to the rank of professor in 2014-15, then he or she will complete PTR in 2019-20 and every subsequent five years.]

Upon the approval of the revisions of this policy, faculty members who are tenured in the current year or who are already tenured will complete PTR according to the following schedule.

- A. Faculty members who were awarded tenure and/or promotion or who completed post-tenure review in 2006-07, 2007-08, 2008-09, or 2009-10 will complete the new process on the fifth anniversary of the past personnel action and every subsequent five years. Faculty members who are awarded tenure and/or promotion in 2009-2010 and thereafter will be complete post-tenure review on the fifth anniversary of the action.
- B. Faculty members currently tenured at the rank of assistant professor, but have not had a personnel action in 2006-2010, will complete PTR in 2010-2011 and every five years thereafter. Promotion to the rank of associate professor will substitute for PTR and the schedule for subsequent PTR will be adjusted accordingly.
- C. Faculty members currently tenured at the rank of associate professor, but have not had a personnel action in 2006-10, will complete PTR in 2011-12 and every five

years thereafter. Promotion to the rank of professor will substitute for PTR and the schedule for subsequent PTR will be adjusted accordingly.

- D. Faculty members currently tenured at the rank of professor, but have not had a personnel action in 2006-10, will complete PTR in 2012-13 and every five years thereafter.
- E. Faculty members who are awarded tenure in 2008-09 will complete PTR in 2013-14. Promotion in rank will substitute for PTR and the schedule for subsequent PTR will be adjusted accordingly.

#### **IV. EVALUATION PROCEDURES**

At the beginning of each academic year, the Office of Academic Affairs shall provide a list to each dean of faculty members required to complete PTR during that year. PTR will substitute for the annual performance evaluation for the year in which it is conducted.

##### **A. Reflective Statement**

By December 1 of that year, the faculty member will submit a reflective statement and portfolio in which the faculty member evaluates his or her own accomplishments in teaching, service, and research/creative activities and contributions to the department, school/college, and university during the time period covered by the review. The reflective statement must address, at a minimum, how the faculty member has used the results of his or her annual comprehensive evaluations and student evaluations of the period under review to improve his or her effectiveness in each of the areas of teaching, service, and research/creative activities. Additional documents should be attached only to the extent that they support the faculty member's reflective statement. Such additional documents may include the following:

1. Evidence of publications, creative activities, presentations, grant proposals, and other professional activities completed during the time period under review. (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.)
2. Evidence of instructional innovations that have had a positive and measurable impact on student learning. Such evidence may consist of student work, instructional modules, and/or videotapes of classroom activities.
3. Evidence of university and community service that has contributed significantly to achieving institutional mission and goals.
4. Any other evidence to support the faculty member's self assessment as presented in the reflective statement

**B. Development of Criteria by Department**

Prior to the implementation of this revised post tenure review process in fall 2010, each department shall develop and publish criteria for assessments of “Exceeds Expectations,” “Meets Expectations,” and “Needs Improvement” for post-tenure review.

**C. Assessment by Faculty Committees and Administrators**

Assessment of the faculty member shall occur as follows:

1. The faculty member’s self-evaluation and documentation will be assessed by each of the following in succession:
  - the tenured faculty of the department;
  - the department chair;
  - the College Tenured Faculty Committee; and
  - the dean of the college/school.
2. At each level of review, the faculty member will be assessed as follows:
  - Exceeds Expectations,
  - Meets Expectations; or
  - Needs Improvement.
3. Each committee’s assessment 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 committee or administrator shall provide the faculty member with a written summary of findings. If a committee or administrator determines that the faculty member needs improvement, the Committee’s and/or Administrator’s summary of findings shall include each of the following:
  - a. A statement of the faculty member’s primary responsibilities and specific descriptions of shortcomings as they relate to the faculty member’s assigned duties and
  - b. Specific recommendations for improvement.

The faculty member may submit a written response to the summary of findings at any level of review. The faculty member must submit the written response within ten (10) business days of the receipt of the summary of findings. The faculty member’s written response shall be considered at all subsequent levels of review, including by the Provost and Vice Chancellor for Academic Affairs (Provost) in determining the overall evaluation.

**D. Overall Evaluation**

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

1. Exceeds Expectations (overall) – The faculty member is judged exceeds expectations at three (3) or more levels of review with no findings of needs improvement.
2. Meets expectations (overall) – The faculty member is judged exceed expectations and/or meets expectations at three (3) or more levels of review with no more than one finding of needs improvement.
3. Needs improvement (overall) – The faculty member is judged as needing improvement at three (3) or more levels of review regardless of the assessment at the remaining level of review.

**V. SALARY INCREASES BASED ON PTR EVALUATION**

Before the end of the academic year in which PTR is completed, the Provost shall inform the faculty member in writing of the overall PTR evaluation. Faculty members who are assessed as “Exceeds Expectations” or “Meets Expectations” will be awarded salary increases as indicated below, pending the budget conditions as stipulated by UNC General Administration and the State of North Carolina.

1. Faculty members who earn an overall assessment of Exceeds Expectations will be awarded a 4% salary increase in addition to any other increases for which he or she is eligible.
2. Faculty members who earn an overall rating of Meets Expectations will be awarded a 2% salary increase in addition to any other increases for which he or she is eligible.

(Note: All salary increases are dependent upon the availability of funds. If a faculty member completes post-tenure review in a year in which a salary freeze is in effect, the faculty member will receive the salary increase in the next year in which salary increases are available.)

**VI. IMPROVEMENT PLAN**

Faculty members who earn an overall rating of “Needs Improvement” shall be required to develop and implement a plan of improvement according to the procedures outlined below.

Before the end of the academic year in which PTR is completed, the department chair will meet with the faculty member to report on the results of the PTR. Based on the recommendations of each reviewing committee and administrator, the faculty member

shall develop a written plan according to the guidelines outlined below. The plan must include each of the following:

- A. Specific strategies for improving instruction, increasing service, and strengthening research/creative activities based on recommendations made by faculty committees and administrators during PTR.
- B. Specific outcomes that will be achieved in the subsequent *two (2) years*. These outcomes will include items such as targets for student ratings; evidence of enhanced teaching effectiveness, number and type of service activities; number and types of publications, presentations, creative activities, grants, and other relevant specific outcomes.
- C. Milestones for completion of specific improvement activities.
- D. Whether support from FSU in the form described below will be requested:
  - 1. Release time of at least one (1) course for one year provided the faculty member explains how the release time will be used to achieve improvements.
  - 2. Funds to participate in conferences and workshops (if such funds are available) provided the faculty member explains how these activities will be used to achieve improvements.
  - 3. A plan to work with the Center for Innovation in Teaching and Learning (CITL) in the areas of teaching performance.

The plan must be approved by the department chair and dean of the school/college. During each year of implementation of the plan, the faculty member shall report on his or her progress in implementing the plan for improvement. The department chair will meet at least once each semester to review the faculty member's progress in achieving outcomes stated in the plan. At the *end of the first year*, the department chair shall convene a meeting of the tenured faculty members in the department to consider whether the faculty member is making satisfactory progress in completing the plan. If not, the tenured faculty will recommend, in writing, specific actions the faculty member should take in the upcoming year.

In no circumstances may this one-year review substitute for the review in the second year of the improvement plan. It serves exclusively to give the faculty member comments and suggestions for further implementation of the plan. The results of this review will be provided to the faculty member in writing as part of the faculty member's annual comprehensive evaluation. The faculty member is not eligible for a merit salary increase during the period of implementing the improvement plan.

By February 1 of the *second year* of implementation of the improvement plan, the faculty member will submit to the department chair a copy of the improvement plan along with a written report demonstrating that he or she has achieved the outcomes delineated in the

improvement plan. The report shall be reviewed in succession by the following administrators and committees: the tenured faculty of the department, the department chair, the College Tenured Faculty Committee, and the dean. At each level of review, the committee or administrator shall assess the faculty member's progress as "meets expectations" or "needs improvement". The faculty member shall receive a written summary of findings from each committee and administrator in the review process.

If the faculty member's progress is found to meet expectations at three (3) or more levels of review, the faculty member shall be determined to have successfully completed the plan of improvement and no further sanctions will be imposed on the faculty member. The faculty member will thereafter complete subsequent PTR according to this Policy.

If the faculty member's progress is found to need improvement at three (3) or more levels of review the faculty member may elect to participate in the phased retirement program (if eligible) OR procedures for discharge will be initiated according to Section VI of the Code of the University of North Carolina. FSU considers unsatisfactory results of PTR as sufficient basis for discharge in accordance with Section 603 of the Code of the University of North Carolina (*the Code*) and Section IV of the *Tenure and Promotion Policies, Regulations and Procedures of Fayetteville State University "FSU Tenure Policies"* which state that a faculty member who is the beneficiary of institutional guarantees of tenure may be discharged for "incompetence, including significant, sustained unsatisfactory performance after the faculty member has been given an opportunity to remedy such performance and fails to do so within a reasonable time."

A faculty member may exercise his or her right of appeal according to Section 603 of *the Code* and Section IV of the *FSU Tenure Policies*. If the faculty member appeals, his or her employment will continue while the appeal is heard at FSU, but the faculty member may be assigned duties other than teaching. 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. If the faculty member receives a decision unfavorable to the faculty member, the faculty member's employment shall end, but the faculty shall have the right to appeal such decision in accordance with the Code and the FSU Tenure Policies.

## **VII. REVIEW OF POST-TENURE REVIEW POLICY**

To ensure that due process is followed in a post-tenure review, the Faculty Evaluation Committee of the Faculty Senate will implement a procedure to monitor the administration of the policy and recommend revisions of the policy to the Faculty Senate and the Provost, as needed.