FAYETTEVILLE STATE UNIVERSITY

PERFORMANCE REVIEW OF TENURED FACULTY
(POST-TENURE REVIEW)

Authority:	Issued by the Board of Trustees. Changes or exceptions to administrative policies issued by the Board of Trustees may only be made by the Board of Trustees.
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Applies to:	●Administrators ●Faculty
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Related Policies Regulations/Statutes:	●Faculty Appointment, Promotion and Tenure ●Faculty Workload ●Performance Review of Tenured Faculty [UNC Policy #400.3.3] ●Regulation on Performance Review of Tenured Faculty (Post-Tenure Review) [UNC Policy #400.3.3.1[R]] ●Policy on Faculty Workload [UNC Policy #400.3.4] ●Regulation on Faculty Workload [UNC Policy #400.3.4[R]]
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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 this policy (Policy) to ensure ongoing faculty development and to 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 means of the following:

- Recognizing and rewarding exemplary faculty performance (performance that exceeds expectation);
- Assisting faculty in meeting university performance expectations;
- Providing for a clear plan and timetable for improvement of performance of faculty found not to meet expectations; and
- Providing for the imposition of appropriate sanctions when faculty members do not meet the goals established in a faculty success plan. Such sanctions must be consistent with Chapter VI of t*he Code of the University of North Carolina* and the University's *Faculty Appointment, Promotion and Tenure* policy.

II.   DEFINITIONS

The following terms, as defined, shall be utilized in PTRs:

A.   **Academic Unit** shall mean an academic department, professional school, or an equivalent constituent unit of the University.

B.   **Exceeds Expectations** shall mean that the faculty member consistently and considerably surpasses established goals in the faculty member's annual and long-term work plans.

C.   **Meets Expectations** shall mean that the faculty member consistently achieves and may occasionally surpass established goals in the faculty member's annual and long-term work plans.

D.   **Does Not Meet Expectations** shall mean that the faculty member does not consistently achieve established goals in the faculty member's annual and long-term work plans.

E.   **Faculty Success Plan** shall mean a formative strategy that includes specific steps designed to lead to a faculty member's improved performance in achieving established goals in the faculty member's annual and long-term work plans. This plan shall include a specified timeline in which improvement is expected to occur and a clear statement of consequences should improvement not occur within the designated timeline.

III.   APPLICABILITY

PTRs shall evaluate all aspects of the professional performance of tenured faculty members, whose primary responsibilities are teaching, research/creative activity and service. These evaluations shall occur within a 5-year cycle and be based on the faculty member's long-term work plan.

A.   **Faculty Subject to PTR**

1.   Faculty members subject to this Policy include the following:

- Tenured faculty members who teach at least 50% of the standard teaching load will be required to complete PTR.
- Tenured faculty members who receive release time for research or service activities, regardless of their teaching load. The allocation of responsibilities will be considered in the PTR process and the resulting recommendations.
- Tenured faculty members who are on an approved leave from the University for at least one (1) year. These tenured faculty may request that PTR be postponed for an amount of time equivalent to the approved leave.
- Tenured faculty members who serve as a distinguished professor, distinguished scholar, or distinguished fellow.

2. **Exceptions**

    a. <u>**Reassignments to Other Duties**</u>

        Faculty members reassigned to other duties for .50 FTE or more shall not be required to undergo PTR until having completed a 5-year cycle following the reassignment.

    b. <u>**Leave Earning Positions**</u>

        Faculty occupying a leave-earning position (e.g., SAAO or EPS), shall not be required to undergo PTR until having completed a 5-year cycle following retreat to their faculty position.

    c. <u>**Permanent Appointments to Administrative Positions**</u>

        For faculty members who have begun the PTR cycle and are appointed to administrative positions on a permanent basis, the PTR cycle shall be suspended and the faculty members shall begin a new 5-year cycle at the beginning of the next academic year after relinquishing the administrative position.

    d. <u>**Phased Retirement**</u>

        Faculty members in the phased retirement program will not complete PTR.

3. **Request for Promotion**

    a.   The PTR cycle shall NOT be revised for unsuccessful requests for promotion in rank. For example, a faculty member scheduled for PTR in 2025-2026 who applies for promotion in 2024-2025 and is unsuccessful will still be required to complete PTR in 2025-2026 (refer to section III.5.).

    b.   If a faculty member applies for promotion and **_during_** their 5-year PTR cycle and is successful, the PTR cycle will reset. For example, if a faculty member applies for promotion in the 2024-25 academic year and is awarded the promotion, the new 5-year PTR cycle will start in fall 2025.

IV.   LONG-TERM WORKPLAN

A. <u>**Development**</u>

At the beginning of each PTR cycle, a faculty member and the department chair/school associate dean ("Academic Unit Head") shall develop a 5-year long-term workplan. The long-term workplan shall be coordinated with the annual workplans and evaluations required by the UNC *Policy on Faculty Workload* and the University's *Faculty Workload* policy, although annual evaluations are not a substitute for the comprehensive, periodic, cumulative performance PTR. The long-term workplan shall be approved by the Dean.

The long-term work plan shall have the following components:

- Be based on definitions of *exceeds expectations*, *meets expectations*, and *does not meet expectations* 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.

B.   Annual Evaluation

The annual evaluation by the Academic Unit Head will include an assessment of the faculty member's progress in achieving the projected accomplishments in the long-term workplan and recommendations for improvement if the faculty member is not on track to achieve the goals of the long-term plan.

C.   Plan Revision

In consultation with the Academic Unit Head , the faculty member may modify the long-term work plan annually if deemed appropriate by changes in University, departmental/school, or personal circumstances. Plan modifications must be approved by the Dean.

V.   POST-TENURE REVIEW PROCEDURES

A.   Notification

The Office of the Provost will notify a faculty member a year prior to when the faculty member is required to complete the faculty member's PTR. For example, if a faculty member is required to complete PTR in fall 2025, the faculty member will be notified at the beginning of fall 2024. The Office of the Provost shall provide copies of the notification to the Dean and the respective Academic Unit Head.

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.

B.   Faculty Self-Assessment

Faculty members shall begin the PTR process by conducting a self-assessment as described below.

1.   Submission of Self-Assessment Materials

Faculty members will receive access to the portal, identified by the Office of the Provost for submission of the self-assessment, at least 4 months prior to the submission deadline (i.e., October 31st). Faculty members will also be expected to download, complete, and submit any required form(s) from the *Academic Affairs Faculty One-Stop Shop* site on Canvas.

Failure by a faculty member to submit the faculty member's self-assessment (i.e., reflective statement and other documents) by the deadline shall be considered equivalent to an unsuccessful PTR, which will result in the faculty member being

required to complete a faculty Success Plan, as outlined in Section VII below. A faculty member may request an extension to submit the self-assessment from the Academic Unit Head. If approved, the faculty member must submit the faculty member's self-assessment by the extended deadline.

2. **Reflective Statement**

As a part of the self-assessment materials required to be submitted by October 31st, the faculty member must submit a reflective statement that provides a cumulative evaluation of the following:

- The faculty member's progress in achieving the goals of the long-term workplan 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, college, University, professional organizations, and/or the community.

Note: A collection of materials without a reflective statement does not satisfy the requirements of a self-assessment.

3. **Required Self-Assessment Materials**

The submitted PTR folder shall include the following self-assessment materials:

- Comprehensive Reflective Statement (500 -1,500 words)
- Reflective Statement for Each Category (Teaching, Research/Creative Activity, and Service) (500—1,500 words)
- Current CV
- 5-Year Combined Faculty-Peer-Chair Evaluation Matrices
- 5-Year Summary of Student Evaluations
- 5-Year Long-Term Plan
- Performance Review of Tenured Faculty Member Personnel Action
- Additional documents deemed appropriate by the faculty member

For teaching, scholarly/creative and service activities, materials deemed appropriate for inclusion in the self-assessment 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 that have been accepted, but not yet published or funded at the time of the PTR, may be considered.*
- Evidence of instructional innovations that have had a positive and measurable impact on student learning. Such evidence may consist of, but not be limited to, 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.

C.   **PTR Committee and Administrator Evaluations**

The evaluation of a faculty member's teaching, research/creative activity, and service shall be individually evaluated by each PTR evaluator before arriving at an overall rating. These evaluations shall be based on the following ratings as defined in Section III of this Policy: *Exceeds Expectations, Meets Expectations, and Does Not Meet Expectations*. The evaluations shall be conducted in the following order: Post-Tenure Review Committee, Academic Unit Head, and Dean.

1.   **Post-Tenure Review Committee**

a.   **Composition**

A post-tenure evaluation committee (PTR Committee) consisting of tenured faculty shall be selected by a process agreed upon by the Academic Unit's tenured faculty. The PTR Committee shall consist of no less than three (3) tenured faculty members from the Academic Unit. At least one member must represent the program in which the faculty member undergoing PTR is engaged; however, the faculty member being reviewed shall not have the option of selecting members of the PTR Committee. Nothing in this section prohibits an Academic Unit from allowing all tenured faculty members to serve on the PTR Committee.

No faculty member shall serve on the PTR Committee if the faculty member has a real or perceived conflict of interest with respect to the faculty member who is being evaluated.

If the University's Academic Unit includes no other expert in the specific field of research/creative activity of the faculty member under review, the Academic Unit Head may request external faculty experts to provide an evaluation of the faculty member's work (e.g., research and publications). The external expert shall be a tenured faculty member and, if available, from a comparable UNC teaching constituent institution.

b.   **Voting**

Each PTR Committee's rating of the faculty member's teaching, research/creative activity, and service shall be determined by a simple majority vote of the tenured faculty members participating in the review. The PTR Committee member shall vote for each category (i.e., teaching, research/creative activity, service). PTR Committee members should not abstain from voting unless a real or perceived conflict of interest exists, in which case the PTR Committee member should not serve on the PTR Committee. Based on the ratings of the three categories, an overall rating

shall be determined according to the guidelines provided below. The total number of votes for each category's overall rating shall be documented on forms approved by the Office of the Provost.

c.   <u>**Evaluation**</u>

A faculty member's teaching, research/creative activity, and service shall be individually evaluated by each PTR Committee member before the PTR Committee member arrives at an overall rating. The following guidelines should be used by PTR Committees to evaluate faculty members.

1.   <u>Exceeds Expectations</u> - For an overall *Exceeds Expectations* rating, a faculty member must exceed expectations in teaching and in at least one other area without a rating of *Does Not Meet Expectations* in any area.

2   <u>Meets Expectations</u> - If the faculty member receives a rating of *Meets Expectations* in all three categories, then the overall rating is *Meets Expectations*.

3.   <u>Does Not Meet Expectations</u> - If a faculty member receives a rating of *Does Not Meet Expectations* in teaching regardless of ratings in the other two areas, this action results in an overall rating of *Does Not Meet Expectations*.

     If a faculty member receives a rating of *meets expectations* in teaching and *Does Not Meet Expectations* in both service and research/creative activity, then the overall rating is *Does Not Meet Expectations.*

Academic Units may define additional standards for determining *Exceeds Expectations, Meets Expectations, and Does Not Meet Expectations* based upon the Academic Units' specific requirements or programmatic accreditors. These standards must be published before the 5-year PTR cycle begins for a faculty member.

d.   **Response to Faculty Member**

Within fourteen (14) calendar days from receiving the faculty member's self-assessment, the PTR Committee shall provide to the faculty member a brief, written rationale for each assessment in each relevant category (teaching, research/creative activity, service) in accordance with the faculty member's long-term work plan and allocation of duties. The PTR Committee shall provide an overall ranking of *Exceeds Expectations, Meets Expectations, and Does Not Meet Expectations* with accompanying statements as described below:

- Any performance review that includes a recommendation for recognition of performance that *Exceeds Expectations* shall include a statement of the faculty member's primary responsibilities and specific descriptions of how the faculty

member exceeded assigned duties and the directional goals established.

- Any performance review that indicates the faculty member *Meets Expectations* shall include a statement of the faculty member's primary responsibilities and specific descriptions of how the faculty member met assigned duties and the directional goals established.

- Any performance review that indicates the faculty member *Does Not Meet Expectations* shall include a statement of the faculty member's primary responsibilities and specific descriptions of areas for improvement as they relate to the faculty member's assigned duties and the directional goals established.

The PTR Committee shall also submit concurrently such documentation to the Academic Unit Head.

2. **Academic Unit Head Evaluation**

Within fourteen (14) calendar days from receiving the PTR Committee's evaluation, the Academic Unit Head shall provide a separate, written evaluation to the faculty member.

The Academic Unit Head's evaluation shall explicitly state points of concurrence or points of variation from the PTR Committee's evaluation. Any recommendation for a faculty Success Plan or for recognition of performance that exceeds expectations shall be accompanied by a specific rationale for that recommendation.

3. **Faculty Member's Response**

Before the reviews of the PTR Committee and the Academic Unit Head proceed to the Dean, if the faculty member disagrees with the evaluation(s), the faculty member shall have an opportunity to provide a written response to the PTR Committee and/or the Academic Unit Head within fourteen (14) calendar days of receiving the evaluations. The response shall be submitted to the Academic Unit Head and offer evidence in support of a different assessment. The response shall become part of the permanent record of the PTR moving forward.

4. **Dean's Evaluation**

The Dean of the College shall provide a written evaluative review based on the faculty member's materials and the reports of the PTR Committee, the Academic Unit Head, and any written response from the faculty member. The Dean's rating shall be the final rating and the rating that is reported to the UNC System Office.

1. A faculty member whose review results in an overall rating of *Exceeds Expectations* shall be considered to have completed the PTR process.

2. A faculty member whose review results in an overall rating of *Meets Expectations* shall be considered to have completed the post-tenure review process.

3.   A faculty member whose review results in an overall rating of *Does Not Meet Expectations* shall be subject to a faculty success plan.

D.   <u>**Grievance Process**</u>

Following the final review and determination of the Dean, a faculty member dissatisfied with the results of the PTR may pursue any option otherwise available to faculty members relating to matters that affect their employment status. A faculty member may be able to pursue a grievance through Section IX (Faculty Grievance Process) of the *Faculty Appointment, Promotion and Tenure* policy.

VII.   FACULTY SUCCESS PLAN

Faculty members who earn an <u>overall rating</u> from the Dean of the College of "does not meet expectations" shall be subject to a faculty Success Plan according to the procedures outlined below. Faculty Success Plans must be formative and developed in cooperation with the faculty member. The Success Plan shall be implemented in the four (4) semesters immediately following the academic year in which the faculty member's PTR is completed. Additionally, progress meetings with the Academic Unit Head shall occur on at least a semi-annual basis during the specified timeline.

The faculty member is not eligible for a merit salary increase during the period the faculty member is under a Success Plan.

A.   <u>**Development**</u>

Before the end of the academic year in which PTR is completed, the Academic Unit Head shall meet with any faculty member who "does not meet expectations" to review the results of the PTR. Based on the Dean's evaluative review, the Academic Unit Head shall develop the faculty Success Plan in cooperation with the faculty member. The Success Plan shall focus on the specific area(s) in which it was determined that the faculty member "does not meet expectations." The Success Plan must include each of the following:

- specific steps designed to lead to improvement;
- a specified timeline consistent with UNC System and University policies in which improvement is expected to occur; and
- a clear statement of consequences should improvement not occur within the designated timeline.

Although not required, peer mentoring is encouraged as part of a faculty Success Plan.

B.   <u>**Approval**</u>

The Success Plan must be approved by the Academic Unit Head and the Dean of the respective college.

C.   <u>**Faculty Member's Responsibility**</u>

At the end of each semester, the faculty member shall report on the progress in meeting the specific measurable outcomes that are included in the Success Plan. Based on the faculty member's semester report, the Academic Unit Head will determine if the progress is

sufficient and, if not, will provide a justification for the determination with recommendations for improvement.

D.   **Timeline**

The timeline for submitting and evaluating the Success Plan is below. Failure to submit the Success Plan by the deadlines indicated shall be considered equivalent to a failure to meet the requirements of the Success Plan. The Dean, in consultation with the Academic Unit Head, shall determine the consequences for failing to meet the deadlines.

August 31 (in the fall semester immediately following completion of PTR.) This deadline may be extended until September 30 with prior written approval by the Academic Unit Head.	Success Plan due from faculty member to Academic Unit Head.
December 15 (in 1st semester of plan)	1st progress report due to the Academic Unit Head*
May 15 (in 2nd semester of plan)	2nd progress report due to the Academic Unit Head*
December 15 (in the 3rds semester of the plan)	3rd progress report due to the Academic Unit Head*
April 1 (in the 4th semester of the plan)	Summary report on Success Plan due
April 15 (in the 4th semester of the plan)	Academic Unit Head submits Success Plan appraisal to Dean.
April 30 (in the 4th semester of the plan)	Dean notifies faculty members of the outcome of the Success Plan review.

E.   **Success Plan Outcomes**

The following are outcomes that may result from the faculty member meeting or not meeting the requirements of the Success Plan:

1.   **Improved Performance**

If the Dean determines that the faculty member has met the requirements of the Success Plan at two (2) or more levels of review, the faculty member shall be determined to have successfully completed PTR and will thereafter complete subsequent PTR according to this Policy. The Dean shall communicate the decision to the faculty member and notify the Provost and Chancellor of the outcome.

2.   **Performance Not Improved**

If the faculty member is determined to *not* have met the requirements of the Success Plan at two (2) or more levels of review, the Dean, in consultation with the Academic Unit Head, shall determine the consequences for failing to meet the

requirements of the Success Plan. Such consequences shall include, but not be limited to the following:

- Removal of eligibility for extra duty assignments or course reassignments
- 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 in salary
- Demotion in rank
- Discharge

If disciplinary discharge, suspension, or demotion is being considered, the University must adhere to Section V (Disciplinary Discharge, Suspension or Promotion) of the University's *Faculty Appointment, Promotion and Tenure* policy. For lesser actions, a faculty member may be able to pursue a grievance through Section IX (Faculty Grievance Process) of the *Faculty Appointment, Promotion and Tenure* policy.

F.   **Faculty Workload Modifications**

The Academic Unit Head, in consultation with the Dean, may redefine faculty workloads and distribution of teaching, research/creative activity, and service in cases where a faculty member receives a does not meet expectations PTR assessment. Such revisions shall be in accordance with the following:

1.   The Academic Unit Head and Dean shall ensure any changes to these duties are not punitive responses to the faculty member and instead address ways to support the department, school/college, and University to better leverage the faculty member's expertise and abilities and improve their performance.

2.   The faculty member's annual work plan shall change accordingly to include such revisions to ensure the faculty member is evaluated appropriately, based on the relevant allocation of workload.

3.   The faculty Success Plan shall detail the changes in duties and responsibilities.

VIII.   FACULTY RECOGNITION

The Dean shall forward to the Provost a comprehensive list of faculty members whose overall rating is *exceeds expectations* for recognition and/or award. Faculty members whose overall rating is exceeds expectations may select one of the following awards:

- reserved parking space for 1 year, or
- conference travel stipend up to $1,500.00; or
- one-time stipend of $1,500.00.

IX. OTHER MATTERS

A. **Effective Date**

The requirements of this Policy shall be effective with the 2024-2025 academic year.

B. **Training**

The University shall utilize the training provided by the UNC System Office for all PTR evaluators, including the PTR Committee, Academic Unit Heads, and Deans. Workshops on this Policy will be conducted twice during the academic year for faculty subject to PTR.

C. **Annual Certification**

The Academic Unit Head, through their Deans, shall certify compliance with all aspects of the post-tenure review process and with the UNC System policy and regulation to the Provost. The Provost, in turn, shall note the University's compliance in an annual report on PTR to the UNC System Office.

D. **Review of Post-Tenure Review Policy and Procedures**

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.