

ELIZABETH CITY STATE UNIVERSITY
Faculty Post-Tenure Review Policy

Preamble

This policy shall govern the post-tenure review procedures at Elizabeth City State University (ECSU) and shall become effective upon approval by the UNC President or her designee. As required by the UNC Board of Governors, the post-tenure review procedures will be implemented as a “comprehensive, periodic, cumulative review” of tenured faculty in addition to annual performance reviews.

A. Principles

The post-tenure review process for tenured faculty is a means of examining the performance of tenured faculty relative to ECSU’s mission of providing a challenging, student-centered learning environment to an increasingly multi-cultural student body in its offerings of baccalaureate programs in the arts and sciences, professional and pre-professional areas and master’s degrees in selected disciplines. The post-tenure review process incorporates the following principles:

- i. Expansion and strengthening of established annual evaluation procedures;
- ii. Recognition and reward of exemplary faculty performance;
- iii. Provision for a development and implementation of a five-year plan;
- iv. Provision made for devising a clear plan and timetable for improvement of performance of tenured faculty found deficient;
- v. Provisions for the imposition of appropriate sanctions which may, in the most serious cases, include a recommendation for discharge;
- vi. Acknowledgement of the importance and significance of annual performance while providing for comprehensive, periodic, cumulative review of the primary professional teaching, research, and/or service responsibilities of faculty;
- vii. Cumulative review process to evaluate all aspects of professional performance relative to the mission of the institution, school, and program and to take place no less frequently than every five years [a review undertaken where tenure or promotion is granted qualifies as such a cumulative review];

- viii. For faculty assigned administrative positions such as Department Chair, Faculty Senate Chair, or higher level offices, time spent in those administrative positions shall not count towards the five years of the post-tenure timeline; and
- ix. Involvement of tenured peers in the review.

B. Post-Tenure Review System

Post-Tenure Review is required of all tenured faculty and will converge with the fifth-year annual review from the five year anniversary of the date tenure or promotion after tenure was granted. Each faculty member undergoes a yearly review and evaluation. The Post-Tenure Review process is a cumulative review which shall summarize all aspects of the professional performance of a faculty member from past annual evaluations and other documents highlighting the professor's performance. Annual evaluations will not substitute for the Post-Tenure Review process but shall serve as supplemental evidence to support the overall process. The review system for post-tenure review will include for notification being given to the faculty member under review, the criteria for assessment will be shared, and written feedback of the overall summary assessment also shall be shared with the faculty member being reviewed. The review system includes the following procedures:

- i. A representative from the Office of the Provost and Vice Chancellor for Academic Affairs in consultation with the appropriate chair will inform each faculty member of the projected date of their next Post-Tenure Review. To ensure timely processing, a PTR Timeline should be announced during the first month of the fall semester.
- ii. As required by the UNC Policy Manual 400.3.3.1[G], at the beginning of the post-tenure cycle, the faculty member under review, in consultation with his/her department chair, will develop a five-year goal or plan. This plan remains flexible and can be modified in consultation with and approval of the department chair; if unforeseen circumstances impact the faculty's performance or if departmental need/focus changes. The plan should be detailed enough to include clear and measurable milestones (at least annual) and need to be integrated in annual performance evaluations. After chair's approval, chairs are required to submit each faculty's five year goal or plan to Office of the Provost and Vice Chancellor for Academic Affairs.
- iii. In accordance with the UNC Guidelines on Performance Review of Tenured Faculty, the Post-Tenure Review Committee (PTRC) will be established by a process agreed upon by the departmental tenured faculty members. The PTRC shall consist of at least three (3) tenured departmental faculty members.

Members of the committee will serve staggered 3-year terms. Department chairpersons and supervisors shall not serve on this committee. In cases in which an academic department does not have three (3) tenured faculty members, a tenured faculty member from another academic department shall be chosen by the departmental tenured faculty members in consultation with the departmental chairperson and a representative from Academic Affairs. The faculty member being reviewed will not have the option of selecting members of the PTRC.

- iv. The faculty member being reviewed will be asked to submit to the department chairperson a comprehensive portfolio of documentation highlighting appropriate teaching, research/scholarly, and service activities for the past five (5) years during the fall semester, following announced Timeline;
- v. At least five (5) letters of recommendation from peers are to be included as documentation. Support letters can be from colleagues outside the academic unit (at least 2 within ECSU, remaining can also be from outside ECSU).

An evaluation of the faculty member's teaching effectiveness will be made by classroom visitation(s) to assess measures such as lesson objectives, student engagement, and student/teacher interactions; the classroom observation of teaching shall be for a minimum time length of one full class period and has to be done using rubric common to all ECSU academic units. The PTRC members must inform the faculty under review ahead of the visitation to establish an agreed upon time.

- vi. Additional items such as teaching philosophy, current curriculum vitae, course syllabi, professional development activities, and past student, chair, and peer evaluations will be included in the review process; (See Weighted Criteria and Results below for categories of portfolio).
- vii. The PTRC will provide a copy of the committee's evaluation to the faculty member and meet with the faculty member to discuss the review. The PTRC's written feedback to the faculty member being reviewed should include recognition for observations of exemplary performance. A negative review by the PTRC must include a statement of the faculty member's primary responsibilities and specific descriptions of shortcomings as they relate to the faculty member's assigned duties. The faculty member must sign the Post-Tenure Review Evaluation Report and indicate agreement or disagreement;
- viii. The faculty member has the option of attaching a written response to the evaluation within ten (10) working days of receipt and submitting same to the

PTRC to be attached to the Post-Tenure Review Evaluation Report.

- ix. After reviewing the documents, the Post-Tenure Review Committee will provide a written assessment and recommendation to the department chairperson;
- x. The department chairperson shall consult with the PTRC on post-tenure review outcomes in rendering his or her evaluation of the faculty member under review. All written assessments and recommendations must be forwarded to the designated representative from the Office of the Provost and Vice Chancellor for Academic Affairs, including any attached faculty responses;
- xi. A representative from the Office of the Provost and Vice Chancellor for Academic Affairs must provide an evaluative review in addition to the review conducted by the peer review committee and the department chair. The Provost must certify that all aspects of the post-tenure review process for that year are in compliance with policy and guidelines.
- xii. After reviewing the Post-Tenure Review Committee's assessment and recommendations, the chair shall provide the Provost and Vice Chancellor of Academic Affairs acknowledgment of the completion of the review.

C. Weighted Criteria and Results

The assessed criteria making up the review consists of the following:

- i. Teaching Observational Assessment – 25%
- ii. Portfolio Assessment – 75%

Evaluation of Portfolio shall follow the following breakdown for the 75 points.

1. Content and Display - up to a maximum of 2 points;
2. Annual Evaluations by the Chairperson - up to a maximum of 5 points;
3. Letters of Reference - up to a maximum of 5 points;
4. Teaching - (up to a maximum of 35 points);
5. Research/creative works (up to a maximum of 15 points);
6. Service (up to a maximum of 10 points); and
7. Professional development (up to a maximum of 3 points).

The maximum points for service can be set to 15, given this is included in the five year plan ahead of evaluation, and only if the service faculty provided goes beyond simple membership in committees, which is uniformly expected from

all ECSU faculty. In this situation, points in research/creative works should be reduced to accommodate the increase in service points.

Based on the overall summary review report from the school's Post-Tenure Review Committee, a faculty member's performance will be categorized by the score or percentage earned:

90-100 = Exceeds Expectations

70-89 = Meets Expectations

<70 = Does Not Meet Expectations

D. Training for Evaluators Involved in Post-Tenure Review

ECSU shall provide ongoing support and training for all post-tenure review evaluators, including peer review committee members, department chairs, and deans. UNC General Administration will provide digital training modules that focus on the basics of state personnel policy and UNC policies, regulations, and guidelines related to personnel and tenure; the essential elements of a useful and thoughtful review; how to prepare, conduct and manage a meaningful review process; and how to provide constructive criticism in a positive manner. The Provost's Office shall ensure that all evaluators review the modules provided by UNC GA and receive training on campus-specific policies and procedures. In submitting the requisite annual post-tenure review reports, the Provost will certify that required training has been conducted.

E. Development Plan

For faculty who do not meet expectations in the review process, an Individual Professional Development (IPD) Plan must be designed at the start of the next academic year to outline objectives and specific steps the faculty member must take for improvement and reevaluation. A timeline for the accomplishment of these objectives, the expectation for improvement, and a statement of consequences (should improvement not occur within the designated time allotted) must also be given. In cases of deficient professional performance, the following procedures will be implemented:

- i. The faculty member will meet with his/her department chairperson and designated representative(s) from the Office of the Provost and Vice Chancellor of Academic Affairs to discuss the documented problems identified by the Post-Tenure Review Committee's report;
- ii. The representative(s) from the Office of the Provost and Vice Chancellor of

Academic Affairs , department chairperson, and faculty member will work collectively to chart a course of action and develop a plan that shall be implemented as the Individual Professional Development Plan for the faculty member;

- iii. The Individual Professional Development Plan will be put into effect immediately to correct deficiencies for the next academic year and shall include providing written feedback to the faculty member, determining the amount of time necessary for remediation, and identifying resources for prescribed remediation;
- iv. Since the Individual Professional Development Plan is continuous and coincides with the annual evaluation process, the faculty member's performance will be reassessed, and a determination will be made for satisfactory performance being achieved or for continuation with corrective measures if deficiencies still remain at the end of the academic year;
- v. The Post-Tenure Review Committee will be reconvened to conduct a follow-up assessment and will report its findings and recommendations to the dean, who in turn will share this information with the department chair and the faculty member. The representative(s) from the Office of the Provost and Vice Chancellor of Academic Affairs will forward the findings and recommendations to the Division of Academic Affairs for administrative action.

F. Procedures for Due Process

Faculty who successfully complete the review process will be notified with a feedback letter of the results and reminded of the next five-year review that should be anticipated.

In accordance with the requirements of due process set forth in Chapter VI of *The Code* of the University of North Carolina, ECSU may seek to discharge, suspend or demote a tenured faculty member who sustains unsatisfactory performance after having been given an opportunity to remedy such performance and fails to do so within a reasonable time.

G. Effective Date

This policy shall take effect when it is approved by the UNC President or her designee.