



**Board of Trustees Meeting  
August 29, 2024**

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**Action Item**

BOT - 3      UNCG Post-Tenure Review Policy for Faculty

**Background Information**

The UNC Board of Governors recently revised the UNC System policy on *Performance Review of Tenured Faculty (Post-Tenure Review)* and called upon constituent campus Boards of Trustees to approve changes to campus post-tenure review policies, effective Fall 2024. Accordingly, the proposed revision of the *UNCG Post-Tenure Review Policy for Faculty* is presented to the UNCG Board of Trustees for approval.

The revised UNC System policy specifies the process by which faculty who hold tenure undergo a performance review at least every five years. It mandates a cumulative, holistic and comprehensive review process and requires faculty to establish five-year goals at the beginning of the review cycle and to engage in a self-assessment of their work in relation to these goals at the end of the review cycle. It stipulates the implementation of a faculty success plan for each faculty member who does not meet expectations and mandates appropriate recognition for each faculty member who exceeds expectations.

To align with the UNC System policy, UNCG's proposed policy includes the following notable revisions:

- The addition of a self-assessment component to the review, in which faculty must address the five-year goals established at the beginning of the post-tenure review cycle (e.g. upon promotion to Associate or Full Professor, and upon completion of a post-tenure-review).
- The inclusion of four items in the post-tenure review dossier: (1) annual reports during the five years covered by the review; (2) a current curriculum vitae; (3) five-year goals; (4) a self-assessment statement.

- The removal of the stipulation that a post-tenure review with a “does not meet expectations” outcome can only occur if there have been at least two (2) annual reviews in the current post-review cycle with a “does not meet expectations” outcome.
- A language change from “improvement plans” to “faculty success plans”.

***Attachments:***

3.1 UNCG Policy

3.2 Presentation

**Recommended Action**

That the Board of Trustees of the University of North Carolina at Greensboro approve the proposed *UNCG Post-Tenure Review Policy for Faculty*.



Alan Boyette  
Interim Provost & Executive Vice Chancellor

# POST-TENURE REVIEW POLICY FOR FACULTY THE UNIVERSITY OF NORTH CAROLINA AT GREENSBORO

(Approved by the Faculty Senate, September 2, 1998)  
(Approved by the Board of Trustees, September 4, 1998)  
(Approved by the Board of Governors, September 11, 1998)

(Amended by the Faculty Senate, November 30, 2005)  
(Amended by the Board of Trustees, April 5, 2006)

(Amended by the Faculty Senate, September 3, 2008)  
(Approved by the Board of Trustees, September 18, 2008)  
(Approved by the Board of Governors, September 18, 2009)

(Approved by the Faculty Senate, October 5, 2011)  
(Approved by the Board of Trustees, February 16, 2012)  
(Approved by the General Administration, May 21, 2012)

(Approved by the Faculty Senate, April 1, 2015)  
(Approved by the Board of Trustees, May 7, 2015)  
(Approved by the General Administration, August 4, 2015)

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## I. PREAMBLE

### A. Introduction

1. A comprehensive periodic evaluation of tenured faculty is required by UNC System Policy 400.3.3, with the purpose to support faculty development, recognize and reward exemplary performance, and provide clear guidance for improvement when faculty do not meet expectations (consistent with Chapter VI of *The Code* of the UNC System).
2. Nothing in the following guidelines shall be interpreted or applied to infringe on the tenure system, academic freedom, due process, or other protected rights, nor to establish new term-tenure systems or to require faculty to reestablish their credentials for tenure.

### B. Purpose and Applicability

1. Post-tenure review is intended to enhance and protect, not diminish, the important guarantees of tenure and academic freedom through a positive, thorough, fair, and transparent process.
2. Post-tenure review is a cumulative, holistic and comprehensive periodic review for tenured faculty.
3. The post-tenure review process is applicable to all faculty holding tenure, unless the faculty member is holding administrative appointments as described in section II.B.2.

4. The purpose of post-tenure review is to:
  - a. Sustain and facilitate excellence among tenured faculty by recognizing, encouraging, and rewarding faculty performance.
  - b. Foster faculty development by evaluating all aspects of professional performance, by acknowledging progress in specific areas, and by identifying specific activities that can be undertaken if improvement is needed.
  - c. Assist faculty to enhance professional skills and goals.
  - d. Refocus academic and professional efforts, when appropriate.
  - e. Provide assurance that faculty members are meeting their responsibilities to the University and the UNC System.
  - f. Assess whether the individual's contribution is consistent with that expected of a tenured faculty member and in alignment with the goals established in the individual's five-year goals.
  - g. Form a basis for determining merit raises, honors, awards, and other types of recognition

## **II. POST-TENURE REVIEW PROCESS**

### **A. Training of Decision Makers**

All post-tenure review evaluators – including review committee members, department heads, and deans involved in post-tenure review – must complete the UNC System training module provided by the UNC System, and review campus-specific policies and procedures, prior to reviewing a post-tenure dossier. The deans shall certify that the department heads have successfully completed and conducted such training.

### **B. Evaluation Criteria and Process**

1. Post-tenure review shall take place no less frequently than every five years following the conferral of tenure.<sup>1</sup>
2. Comprehensive evaluations conducted for other purposes may be substituted for post-tenure review, as follows:
  - i. If a tenured faculty member is recommended for promotion through the departmental and unit levels of review, there is no need to do a separate cumulative review in addition to the promotion-review. Post-tenure review will then occur five years after successful promotion. If the faculty member is not

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<sup>1</sup> A faculty member's date of the conferral of tenure (or promotion, for those already tenured) begins their post-tenure review clock. The first post-tenure review must be concluded no later than June 30 of the fifth calendar year following that date. July 1 of the year in which this review is completed begins their next post-tenure review cycle, and so on for future post-tenure review cycles.

recommended for promotion, post-tenure review will occur on its originally scheduled time frame.<sup>2</sup>

- ii. Faculty members who hold an endowed professorship, and are subject to a comprehensive performance review by the Provost, shall be exempt from post-tenure review. If the faculty member is not recommended for reappointment to the endowed professorship, the post-tenure review cycle will begin on August 1, following this review.
3. If a faculty member is reassigned to other duties (e.g., department head) for at least 0.50 FTE or is occupying a leave-earning position (e.g., SAAO), then that faculty member shall not be required to undergo post-tenure review until having completed a five-year cycle following the administrative assignment.
4. At the beginning of a post-tenure review cycle, each tenured faculty member shall set five-year goals in consultation with their department head. The five-year goals shall be approved by the college/school dean (or equivalent next-level supervisor). Disagreements between the faculty member and their department head on appropriate five-year goals will be resolved by the dean.
5. A faculty member's five-year goals may be modified annually, as deemed appropriate by changes in institutional, departmental, or personal circumstances. However, goal modifications must be approved by the appropriate department head<sup>3</sup> and college/school dean (or equivalent next-level supervisor). These goals should also be used to prepare the faculty member's annual workload plans<sup>4</sup> and associated annual goals that form the basis for the annual performance evaluations.<sup>5</sup>
6. The post-tenure dossier, assembled by the department head in cooperation with the faculty member under review, shall contain the following items:
  - i. The annual reports of the faculty member's work during the current five-year post-tenure review cycle, including any faculty success plans that were required;
  - ii. An updated curriculum vitae;
  - iii. Documentation of five-year goals; and
  - iv. The faculty member's self-assessment describing professional achievements in teaching, research/creative activity and service over the five-year period, as they relate to (a) the mission of the department, unit, and UNCG; (b) the current five-year goals; and (c) any previous five-year goals (if applicable). The structure of the statement, including specifics on length, format, and required information, shall be determined at the college/school level.
7. A post-tenure evaluation committee shall be assembled, consisting of no less than three (3) tenured faculty members from the department/unit.<sup>6</sup> The selection of the members of the post-tenure evaluation committee shall be done by a process agreed upon by the

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<sup>2</sup> UNC Policy Manual 400.3.3.1[R], Section II.A.2.

<sup>3</sup> Here and thereafter, "department head" refers to the academic/administrative officer of an academic program/department, including the titles of head, chair, program director, and school director.

<sup>4</sup> Work plans are prepared annually, and cover one year's work.

<sup>5</sup> UNC Policy Manual 400.3.3.1[R], Section III.B.

<sup>6</sup> In combination with the required use of the Post-Tenure Review Form, this provision is intended to satisfy the requirement, as specified in 400.3.3.1[R], Section III.C.2. of the UNC Policy Manual, that the department head will consult with the peer-review committee in rendering their evaluation.

- tenured members of the department.<sup>7</sup> The faculty member being reviewed may not select members of the peer review committee.<sup>8</sup>
8. The post-tenure review comprises three sequential levels of evaluation: post-tenure evaluation committee, department head and college/school dean (or equivalent next level supervisor). While the review at each level shall be independently conducted, it shall be informed by the assessment provided at the previous level. Each level of evaluation shall generate a written review of the faculty member's progress and accomplishments during the post-tenure review cycle contextualized with respect to the faculty member's five-year goals. The post-tenure evaluation committee shall provide a brief, written rationale for the assessment in each relevant category (teaching, research/creative activity, service) and summarize the overall performance of the faculty in one of the following three categories: "exceeds expectations", "meets expectations" or "does not meet expectations." The departmental head writes a letter that includes an explicit statement of points of concurrence with, or variation from, the post-tenure evaluation committee, along with an overall rating of "exceeds expectations", "meets expectations", or "does not meet expectations". The dean writes a letter and provides an overall rating of "exceeds expectations", "meets expectations", or "does not meet expectations". Other than instances involving an appeal, the dean's rating is the final rating.
  9. The rating categories used for the post-tenure review are defined by the UNC System Policy as follows:
    - i. A rating of "exceeds expectations" corresponds to situations where the faculty member consistently and considerably surpasses their annual and five-year goals.
    - ii. A rating of "meets expectations" corresponds to situations where the faculty member consistently achieves their annual and five-year goals.
    - iii. A rating of "does not meet expectations" corresponds to situations where the faculty member does not consistently achieve their annual and five-year goals.
  10. Each evaluative written report must also include a statement prepared by the department head, through their dean, that certifies compliance with all aspects of the post-tenure review process, and with UNC Policy and guidelines, to the provost.<sup>9</sup>
  11. Should the faculty member disagree with the evaluation provided by the post-tenure evaluation committee or the department head, they shall have a minimum of fourteen (14) days to provide a written response before the next level review. In this instance, the faculty member shall provide evidence in support of a different outcome. The assessment provided by the dean shall be considered final.
  12. When performance is judged to be "exceeding expectations", written feedback to the faculty member must include recognition of this performance.<sup>10</sup> The dean shall advance the names of faculty members receiving this outcome to the provost for further recognition.

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<sup>7</sup> UNC Policy Manual 400.3.3.1[R], Section III.C.

<sup>8</sup> UNC Policy Manual 400.3.3.1[R], Section III.C.1.

<sup>9</sup> UNC Policy Manual 400.3.3.1[R], Section III. J.

<sup>10</sup> UNC Policy Manual 400.3.3.1[R], Section III.H.1.

13. In exceptional cases, performance that exceeds expectations may be recognized by recommendations for actions such as salary increases, nomination for awards, research leaves, and workload revisions.

### **III. POST-TENURE REVIEW WITH OVERALL RATING OF “DOES NOT MEET EXPECTATIONS”**

- A. When the dean determines that the faculty member’s performance does not meet expectations, a faculty success plan shall be established.
- B. The department head shall prepare, in cooperation with the faculty member, a faculty success plan that delineates specific steps that are formative and designed to lead to improvement. The faculty success plan must be in writing and must include the following items:
  1. A statement that includes the faculty member’s primary responsibilities and a specific description of their shortcomings as they relate to these duties, and to the goals established as part of the post-tenure review cycle.<sup>11</sup>
  2. A statement of specific goals, timelines and benchmarks for improvement. The total time allowed for demonstrated improvement shall be, at minimum, one year, and could be longer depending on the type or level of improvements needed as described in the success plan.
  3. A statement of resources necessary for the successful implementation of the faculty success plan. Such resources must be made available to the faculty member during the improvement period. If the faculty member’s duties are modified as part of the faculty success plan, the plan should indicate this and take into account the new allocation of workload. The department head and dean shall ensure that changes to the faculty member’s workload are not punitive responses to the faculty member and instead address ways that the faculty member can better leverage their expertise and abilities to improve their performance. Peer mentoring is encouraged as part of the faculty success plan.
  4. A statement of the consequences should improvement not occur within the designated time. The faculty member will meet, at least, on a semi-annual basis with the head during the specified time to discuss progress to improvement.
- C. If agreement between all parties is reached, the faculty success plan will be signed by the faculty member, department head and dean. If, following the consultation specified above, the dean determines that agreement cannot be reached, the dean, with the approval of the provost, will generate the faculty success plan and send this plan to the department head and the faculty member.
- D. If a faculty member fails to meet the designated levels of improvement by the conclusion of the improvement period specified in the faculty success plan, then the department head may

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<sup>11</sup> UNC Policy Manual 400.3.3.1[R], Section III.F.

recommend to the dean that the faculty member be subjected to disciplinary action or discharged, as established in *Section 603 of The Code of the UNC System*. The dean shall make a decision based on the recommendation from the head. If the dean recommends that the faculty member be discharged or subjected to disciplinary action, then the following process of review shall be followed:

1. The dean's recommendation shall be reviewed by a committee consisting of the tenured faculty in their department who are senior<sup>12</sup> to the faculty member under review, and a recommendation to accept or reject the dean's suggested course of action presented. This committee should also have access to the department head's recommendation.
2. A minimum of three faculty members senior to the candidate are necessary to assure adequate review. In cases where there are too few faculty of the appropriate rank in the candidate's department, the dean will consult with the department head and the candidate on the constitution of the committee. If agreement between these parties is reached, a memorandum of agreement will specify the composition of the review committee. If, following the consultation specified above, the dean determines that agreement cannot be reached, the dean, with the approval of the provost, will specify the composition of the committee. It is the dean's responsibility to ensure that the committee is constituted so as to ensure a fair and independent peer assessment of the candidate's record.
3. Both the faculty member and department head may provide additional documentary evidence to this committee. The committee may also recommend modification of the disciplinary action suggested by the head.
4. The head's, dean's, and committee's reports will be forwarded to the unit's Committee on Promotion and Tenure, who will recommend for or against the recommended course of action. The Committee on Promotion and Tenure may also recommend modification of the disciplinary action suggested by the head.
5. The dean will review the recommended course(s) of action suggested by the head, the departmental committee and the unit Committee on Promotion and Tenure, and prepare a recommendation to the University Promotion and Tenure Committee. The dean may recommend modification of the disciplinary action suggested by prior levels of review.
6. The University Promotion and Tenure Committee will review the dean's suggested action and recommend for or against this action to the provost. The committee may also recommend modification of the disciplinary action suggested by the dean.
7. The provost will review the lower-level reviews and make a final recommendation to the chancellor. The provost may suggest modifications to the disciplinary action.
8. Except for the grievance procedures established under *Sections 603 of The Code of the University of North Carolina*, the decision of the chancellor is final.

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<sup>12</sup> Associate Professors are senior to Assistant Professors. Full Professors are senior to Associate Professors. In the case of disciplinary action or dismissal of a Professor, other Professors shall compose the committee. Untenured faculty members of whatever rank may not be members of the committee.



9. The University has the burden of proof in justifying the recommendation in question. The standard of proof to be used throughout the stages of this review is that of clear and convincing evidence (which is the same as the greater preponderance of the evidence).

#### **IV. APPEALS**

- A. Faculty members who receive a post-tenure review of “does not meet expectations” may appeal that review and/or the faculty success plan to the Faculty Grievance Committee, according to the procedures of that committee.
- B. Faculty members who are subject to serious sanctions or dismissal may appeal this decision to the Due Process Committee according to the policies laid out in *Section 603 of The Code of the University of North Carolina*, as reflected in the *Promotion, Tenure, Academic Freedom, and Due Process Regulations of the University of North Carolina at Greensboro*, and in the operating policies of that committee.



*Find your way here*

# Post-Tenure Review Policy

UNCG Board of Trustees

Sarah Daynes, Interim Associate Vice Provost

August 29, 2024



# Why is this policy needed?

- A new UNC system policy on *Performance Review of Tenured Faculty* was adopted by the Board of Governors in January 2024

It defines the post-tenure review as an evaluation based on a long-term work plan (5-year goals) with input from annual work plans

It introduces more accountability, including an annual report of institutional totals and percentages to the System Office

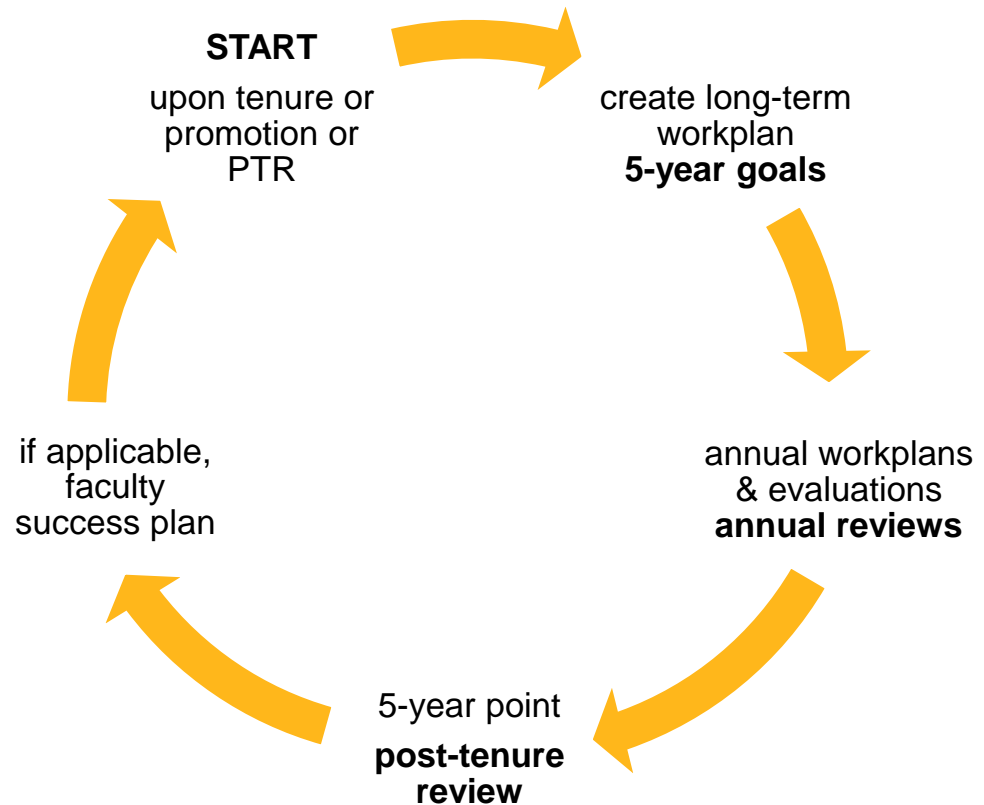
- *So what is post-tenure review?*
- *And how is the new UNCG policy different from the existing one?*

# What is post-tenure review?

... a comprehensive review of teaching, research/creative activities, and service

Faculty either meet, exceed, or do not meet expectations

Faculty who do not meet expectations are put on an improvement plan





# How is the new policy different?

- It now includes a **self-evaluation** of professional achievements as they relate to the faculty's five-year goals and the mission of the university
- In the past a “does not meet” post-tenure review could only occur if 2 of the past 5 annual reviews had received a “does not meet.” This stipulation was removed.
- The minimum period for improvement on a faculty success plan is now **1 year**.
- Deans must approve five-year goals, evaluate faculty, and certify compliance.



**UNC GREENSBORO**

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Questions?

Thank you!