

## Faculty Affairs Policy Committee (FAPC) Post-Tenure Review Work Group 2010-2011

### WHO are the members of the work group?

- Martha Colvin (CoHS), Nancy Davis-Bray (Library), Lee Digiovanni (CoE), Ken Farr (CoB), Mike Rose (CoAS), Craig Turner (CoAS)

### WHAT is the charge of the work group?

- At its 3 Sep 2010 meeting, the 2010-2011 Faculty Affairs Policy Committee unanimously recommended that the post-tenure review work group be expanded to include at least one representative from each academic unit (colleges and library) and that the work group review the post-tenure review language in the GCSU Academic Affairs Handbook ensuring clarity and a careful review of the appeal process.

### WHEN does the work group meet?

- Monday 4 Oct 2010 from 11:00 to 11:50: Organizational Meeting
- Monday 25 Oct 2010 from 11:00 to 11:50: Work Group Meeting
- Monday 22 Nov 2010 from 11:00 to 11:50: Work Group Meeting
- Wednesday 9 Feb 2011 from 12:30 to 1:45: Work Group Meeting
- Work Group come-if-you-can meetings
  - Tuesday 15 Feb 2011 from 2:00 to 3:00
  - Tuesday 22 Feb 2011 from 2:00 to 3:00
  - Tuesday 1 Mar 2011 from 2:00 to 3:00
  - Tuesday 8 Mar 2011 from 2:00 to 3:00
  - Tuesday 15 Mar 2011 from 2:00 to 3:00
  - Tuesday 22 Mar 2011 from 2:00 to 3:00
  - Tuesday 29 Mar 2011 from 2:00 to 3:00
  - Tuesday 5 Apr 2011 from 2:00 to 3:00
  - Tuesday 12 Apr 2011 from 2:00 to 3:00
  - Tuesday 19 Apr 2011 from 2:00 to 3:00
  - Tuesday 26 Apr 2011 from 2:00 to 3:00

### Supporting Documents - References

- [American Association of University Professors \(AAUP\) -- Post-Tenure Review: An AAUP Response](#)
- [Board of Regents Policy Post-Tenure Review](#)
- [University System of Georgia Academic Affairs Handbook Post-Tenure Review](#)
- [Georgia College & State University Academic Affairs Handbook Pre- and Post-Tenure Review pdf.html](#)
  - [Georgia College & State University Academic Affairs Handbook Post-Tenure Review Forms](#)

### Supporting Documents - Work Group Drafts

- 23 Aug 2010 [Craig Turner Post-Tenure Review Questions](#)
- Aug 2010 [Post-Tenure Review Work Group DRAFT Aug 2010](#)
- 25 Oct 2010 [Martha Colvin Suggestions for Committee Deliberation](#)
- 25 Oct 2010 [Craig Turner Notes from 26 Oct 2010 for Committee Deliberation](#)
- 1 Dec 2010 Consultation with GCSU Counsel: [Memo](#) [1 Dec 2010] [Supporting Document](#) [1 Dec 2010] [Email Update](#) [3 Dec 2010]
- 9 Feb 2011 [Post-Tenure Review Work Group DRAFT Feb 2011](#) [Meeting Notes](#)
- 15 Mar 2011 [Post-Tenure Review Work Group DRAFT Mar 2011](#)
- 1 Apr 2011 [Post-Tenure Review Work Group DRAFT 8 Mar 2011](#) [Although still in development, distributed to FAPC at its 1 Apr 2011 meeting]
- 5 Apr 2011 [Post-Tenure Review Work Group DRAFT 5 Apr 2011](#)
- 12 Apr 2011 [Post-Tenure Review Work Group DRAFT 12 Apr 2011](#)
- 19 Apr 2011 [Post-Tenure Review Work Group DRAFT 19 Apr 2011](#)
- 26 Apr 2011 [Post-Tenure Review Work Group DRAFT 26 Apr 2011](#)
- 29 Apr 2011 [Post-Tenure Review Work Group DRAFT 29 Apr 2011](#) [Although still in development, distributed to FAPC at its 29 Apr 2011 meeting]

### **3.07.03.6.2 Post-Tenure Review (Post-TR)**

**Policy: Board of Regents Policy Manual, Section 8.3.5.4**

<http://www.usg.edu/policymanual/section8/>

**USG Academic Affairs Handbook, Section 4.6, 4.7**

[http://www.usg.edu/academic\\_affairs\\_handbook/section4/](http://www.usg.edu/academic_affairs_handbook/section4/)

#### **I. Guiding Principles**

Post-TR policies and procedures should be informed by the minimum standards of good practice for a formal system of post-tenure review as found in the statement entitled "Post-Tenure Review: An AAUP Response" provided by the American Association of University Professors (AAUP).

#### **II. Statement of Purpose:**

The purpose of Post-TR is stated in the University System of Georgia Academic Affairs Handbook and Post-TR is required by Board of Regents Policy. The review process shall be developmental and identify opportunity for faculty to reach their full potential in service to the institution.

#### **III. Faculty members submitting to Post-TR:**

All tenured faculty are subject to Post-TR with the exception of those who are subject to five year administrative review,

#### **IV. Relation of Post-TR to the Annual Review of Faculty Performance:**

Post-TR covers activities spanning five years since the most recent promotion, tenure, Post-TR, or three years after an unfavorable Post-TR. The results of the Post-TR shall have no influence on annual evaluations and/or merit raises. The individual undergoing Post-TR is also subject to the annual evaluation process.

#### **V. Limitations:**

Obtaining a favorable result in one Post-TR cycle shall have no bearing on the outcomes of subsequent Post-TRs.

#### **VI. Post-TR Calendar**

The following timeline outlines the stages for Post-TR. In the event that any of these dates falls on a weekend or holiday, the deadline shall be the next day of university business.

- May 1 The Chief Academic Officer notifies the candidate as indicated in Section VII.
- August 15 The Post-TR Committee shall be determined as described in Article VIII.
- September 1 The Post-TR candidate shall submit her/his portfolio to the Post-TR Committee Chair. The contents of this portfolio are detailed in Article IX.
- September 15 The candidate shall receive a report from the Post-Tenure Review Committee detailing their decision and recommendations (if any). This report shall be prepared as described in Article X and shall be copied to the candidate's immediate supervisor.
- October 8 The candidate shall provide notification to her/his immediate supervisor articulating the choice to initiate or not initiate a second review by a new Post-Tenure Review Committee. This notification is required *only* in the presence of an unfavorable Post-Tenure Review.
- October 15 The second Post-Tenure Review Committee shall be determined as described in Article VIII and the committee receives the portfolio of the candidate from the candidate's immediate supervisor.
- November 1 The candidate shall receive a report from the second Post-Tenure Review Committee detailing their decision and recommendations (if any). This report shall be formatted and delivered as described in Article IX and shall be carbon copied to the candidate's immediate supervisor.

#### VII. Notification

The Chief Academic Officer shall send a letter of notification to each tenured faculty member who is scheduled to undergo a Post-TR during the upcoming academic year in compliance with the Post-TR calendar in section VI. For each candidate, this letter of notification shall be copied to the candidate's immediate supervisor.

#### VIII. Composition of the Post-TR committee:

The committee shall consist of three tenured faculty members within the candidate's department or unit and/or from related departments at the institution by a time that is in compliance with the Post-TR calendar in section VI. The candidate shall identify two members of the committee, and the immediate supervisor selects the third member. The candidate is permitted one preemptive challenge to the Post-TR committee member selected by the supervisor. Faculty members with administrative contracts are ineligible to serve on the Post-TR committee.

#### IX. Materials submitted by the tenured faculty member:

The candidate shall submit the following: 1) a summary of major accomplishments achieved during the interval under review in the areas of teaching, research/creative/scholarly endeavors, and service to the University, academic unit [college or library], department, profession, and community; 2) copies of each

Department Chairperson's Evaluation of Faculty Performance and Individual Faculty Report completed during the interval under review; 3) results obtained via student, Chair, or peer evaluations (normally included as part of 2); and 4) a current Curriculum Vitae. If appropriate, the candidate may include letters from relevant administrator(s) to provide the committee with a description of special conditions within the department or unit that deserve consideration.

X. Responsibilities of the Post-TR committee:

All members of a Post-TR committee shall practice circumspection when evaluating a colleague's performance. The criteria used to review a Post-TR candidate must be consistent with the missions of the University, Academic Unit (College, Library), and Department, and the criteria must be consistent with the faculty member's official assignments. The basic standard for appraisal shall be whether the faculty member under review discharges conscientiously and with professional competence the duties appropriately associated with his or her position. Post-TR should be flexible enough to acknowledge different expectations in different disciplines and changing expectations at different stages of a faculty member's career. Observing confidentiality with respect to the results of Post-TR is an ethical responsibility of all members of the committee. The Post-TR committee shall share copies of the review only with the candidate and with her/his immediate supervisor.

**Satisfactory Performance:** In cases where satisfactory performance is identified, Form 1A shall be completed by the committee.

**Noteworthy Performance:** In cases where noteworthy performance is identified, both Form 1A and Form 2 shall be completed. Declarations of "noteworthy" performance must be restricted to those few individuals who greatly exceed normal expectations in the execution of their professional responsibilities. The candidate may elect to utilize this review to support requests professional development. Examples include, but are not limited to: (1) professional leave with pay to pursue scholarly, research, professional, or creative endeavors; (2) an award to support faculty development or faculty research projects. The receipt of Form 2 by a candidate does not guarantee that the candidate shall be granted a faculty development allocation or receive meritorious recognition.

**Unsatisfactory Performance:** In cases where unsatisfactory performance is evident, the committee must provide an informed and candid written report of their findings using Form 1B. Additional pages may be added if deemed necessary. It is important that appraisals of "unsatisfactory" be applied judiciously. In particular, an appraisal of "unsatisfactory" must be reserved for those cases in which problems related to the colleague's performance are sufficiently severe to constitute grounds for the revocation of tenure and cause for dismissal (regular, independent dismissal procedures shall apply).

**START HERE WHEN NEXT MEET**

#### XI. Discussion of the results:

It is the responsibility of the Post-TR committee chair to candidly discuss the report with the candidate. Both parties (committee chair and candidate) must acknowledge receipt of the report by signing the committee report. Signing the report does not represent acceptance of the committee's conclusions by the candidate. A copy of this report As indicated in item XII, the faculty member has the right, under the guidelines established in this document, to a second review.

#### XII. Appeal procedures:

In the event of an unfavorable review, the faculty member may have a second review by a new Post-TR committee. Should the latter review also result in an unfavorable review, no additional appeals shall be entertained. The appeal to the department chair for a second review must be made in writing within 20 working day of receipt of an unsatisfactory review. The department chair has 10 working days to select a second Post-TR committee using the same policies addressed above. The second Post-TR committee shall render its recommendation to the department chair within 40 working days from the time of its appointment.

#### XIII. Instances of unsatisfactory results:

When deficiencies are identified, the faculty member's supervisor(s) and faculty member shall work together to develop a formal plan for faculty development that includes clearly defined and specific goals or outcomes, an outline of activities to be undertaken, a timetable, and an agreed-upon monitoring strategy. Both parties must sign the plan, and it must be stored within the faculty member's personnel file within the immediate supervisor's office. The faculty member must once again undergo Post-TR three calendar years after being notified of an unsatisfactory review. The new committee shall be selected in accordance with the policies addressed above. If the faculty member has not successfully remedied the deficiencies, according to the new Post-TR committee review, s/he may be subject to dismissal for cause under USG Board of Regents Policy 8.3.9 (regular, independent dismissal procedures shall apply). Should the results of the second review prove satisfactory, the initial review may be destroyed or replaced by the more recent review at the option of the faculty member. Recommendations concerning additional faculty development activities that might continue to improve or maintain performance shall be discussed at this time. The faculty member shall be required to undergo Post-TR five years after receiving a satisfactory review. All unsatisfactory results must be delivered to both the faculty member and the immediate supervisor via registered mail.

#### REVISION PROCESS???

Should there be one?

Periodic Review:(7 to 10 years) of post-tenure review process/policy

### **3.07.03.6.2 Guidelines for Conducting Post-tenure Tenure Review (Post-TR)ss-at GCSU**

**Policy: Board of Regents Policy Manual, Section 8.3.5.4,  
<http://www.usg.edu/policymanual/section8/>**

**USG Academic Affairs Handbook, Section 4.6, 4.7  
[http://www.usg.edu/academic\\_affairs\\_handbook/section4/](http://www.usg.edu/academic_affairs_handbook/section4/)**

(The following process is based upon guidelines published in the report by members of the task force on faculty and staff development titled "CHANGING THE RESULTS OF HIGHER EDUCATION — FACULTY AND STAFF DEVELOPMENT," Spring, 1996 and the deliberations of the Select Faculty Committee charged with the task of developing and recommending policies for pre-tenure and post-tenure reviews).

#### **I. Guiding Principles**

Post-TR policies and procedures should be informed by the minimum standards of good practice for a formal system of post-tenure review as found in the statement entitled "Post-Tenure Review: An AAUP Response" provided by the American Association of University Professors (AAUP).

#### **II. Statement of Purpose:**

"The University System of Georgia establishes post-tenure review to examine, recognize, and enhance performance of tenured faculty in the system and increase the quality of system institutions. The review process will focus upon career development by identifying opportunities for faculty to reach their full potential in service to the institutions in the System" (p. 50)The purpose of Post-TR is stated in the University System of Georgia Academic Affairs Handbook and Post-TR is required by Board of Regents Policy. The review process shall be developmental and identify opportunity for faculty to reach their full potential in service to the institution.

#### **III. Faculty members submitting to Post-tenure Review(pPost-TR):**

All tenured faculty are subject to Post-TR wWith the exception of tenured faculty those who have administrative contractsare subject to five year administrative review, all tenured faculty are subject to Post-TR.All tenured faculty members are subject to periodic review in accordance with the guidelines adopted here. Exempt from post-tenure reviewPost-TRs are administrators subject to senior administrative review as defined by Regents' and institution's policies, including department chairs.

#### **III. Relation of Post-tenure ReviewPost-TR (PTR) to the Annual Review of Faculty Performance:**

Formatted: Font: 14 pt, Bold

Formatted: Font: 14 pt, Bold

Formatted: Font: 14 pt, Bold

Formatted: Font: 14 pt, Bold

~~PTR~~ Post-TR covers activities spanning five years since the most recent promotion, tenure, or ~~PTR~~ Post-TR, or three years after an unfavorable ~~review~~ Post-TR. The results of the Post-TR evaluation shall ~~are to have no bearing influence on annual evaluations and/or merit raises~~ intra departmental determinations of faculty merit. That is, ~~the~~ individual undergoing post-tenure review ~~Post-TR~~ is also submits an "Individual Faculty Report" to his or her immediate supervisor at the end of the calendar year in which post-tenure review is accomplished. PTR does not replace annual evaluation procedures.

~~and~~ also is subject to the annual evaluation process.

#### IV. Limitations:

Obtaining a favorable result in one Post-TR ~~five-year cycle will~~ shall have no bearing on the outcomes of subsequent ~~post-tenure review~~ Post-TRs.

#### V. Responsibility for notification: VI. Post-TR Calendar

The following timeline outlines the stages for Post-TR. In the event that any of these dates falls on a weekend or holiday, the deadline shall be the next day of university business.

May 1 The Chief Academic Officer notifies the candidate as indicated in Section VII.

August 15 The Post-TR Committee shall be determined as described in Article VIII.

September 1 The Post-TR candidate shall submit her/his portfolio to the Post-TR Committee Chair. The contents of this portfolio are detailed in Article IX.

September 15 The candidate shall receive a report from the Post-Tenure Review Committee detailing their decision and recommendations (if any). This report shall be formatted and delivered ~~prepared~~ as described in Article IX and shall be carbon copied to the candidate's immediate supervisor.

October 8 The candidate shall provide notification to her/his immediate supervisor articulating the choice to initiate or not initiate a second review by a new Post-Tenure Review Committee. This notification is required *only* in the presence of an unfavorable Post-Tenure Review.

October 15 The second Post-Tenure Review Committee shall be determined as described in Article VIII and the committee receives the portfolio of the candidate from the candidate's immediate supervisor.

November 1 The candidate shall receive a report from the second Post-Tenure Review Committee detailing their decision and recommendations (if any). This report shall be formatted and delivered as described in Article IX and shall be carbon copied to the candidate's immediate supervisor.

It is the responsibility of the CAO Office of the Vice President for Academic Affairs to notify tenured persons with academic appointments that a PTR must be conducted during

the academic year. Copies of the letter of notification will also be sent to the individual's immediate supervisor. During the initial five years of PTR, 20% of the tenured employees with five or more post-tenure years will be selected for review in order of seniority.

~~send a letter of notification to each tenured faculty member scheduled to undergo Post-TR during the upcoming academic year. Such notification letters shall be carbon copied to the faculty member's immediate supervisor.~~

#### VII. Notification

The Chief Academic Officer shall send a letter of notification to each tenured faculty member who is scheduled to undergo a Post-TR during the upcoming academic year in compliance with the Post-TR calendar in section VI. For each candidate, this letter of notification shall be copied to the candidate's immediate supervisor.

#### VIII. Composition of the Post-TR committee:

The committee shall consist of three tenured faculty members within the candidate's department or unit and/or from related departments at the institution by a time that is in compliance with the Post-TR calendar in section VI. The candidate shall identify two members of the committee, and the immediate supervisor selects the third member. The candidate is permitted one preemptive challenge to the Post-TR committee member selected by the supervisor. Faculty members with administrative contracts are ineligible to serve on the Post-TR committee.

#### VI. Timetable:

~~The letter of notification will be sent no later than November 1, of the fifth year since the most recent personnel decision (e.g., granting of tenure or promotion) or PTR. The composition of the PTRPost-TR committee will be determined by January 15, and all materials will be delivered to the chair of the PTRPost-TR committee by February 1. Feedback from the Post-tenure ReviewPost-TR Committee will be returned to the faculty member and the faculty member's immediate supervisor no later than March 1.~~

#### VHIX. Materials submitted by the tenured faculty member:

~~The faculty membercandidate willshall submit the following: 1) a summary of major accomplishments achieved during the interval under review in the areas of teaching, research/creative/scholarly endeavors, and service to the University, Collegeacademic unit [college or library], department, profession, and community; 2) copies of the each Department Chairperson's Evaluation of Faculty Performance and Individual Faculty Report completed during the interval under revieweduring the previous five years; 3) results obtained via student, Chair, or peer evaluations (normally included as part of #2); and 4) a current Curriculum Vitae. If appropriate, the candidate may include letters from relevant administrator(s) to provide the committee with a description of special~~



conditions within the department or unit that deserve consideration. In accordance with BOR guidelines, "The faculty member will shall have access at any time to review the Post-TR portfolio file. The faculty member will shall also have the right to add any material, including statements and additional documents, at any time during the review process". The file portfolio will shall be maintained in the office of the immediate supervisor.

#### VIII. Composition of the PTRPost-TR committee:

The committee will consist of three tenured faculty members within the individual's department or unit and/or from related departments at GCSU. The faculty member under review may shall identify two members of the committee, and the immediate supervisor selects the third member. The tenured faculty member is permitted one preemptive challenge to the PTRPost-TR committee member selected by the supervisor. The immediate supervisor and the supervisor's supervisors are not eligible to serve on the PTRPost-TR committee.

#### IX. Responsibilities of the PTRPost-TR committee:

All members of a Post-TR committee shall practice circumspection when evaluating a colleague's performance. The criteria used to review a Post-TR candidate must be consistent with the missions of the University, Academic Unit (College, Library), and Department, and the criteria must be consistent with the faculty member's official assignments. The basic standard for appraisal shall be whether the faculty member under review discharges conscientiously and with professional competence the duties appropriately associated with his or her position, not whether the faculty member meets the current standards for the award of tenure as those might have changed since the initial granting of tenure. Post-TR should be flexible enough to acknowledge different expectations in different disciplines and changing expectations at different stages of a faculty member's career. Observing confidentiality with respect to the results of Post-TR is an ethical responsibility of all members of the committee. The Post-TR committee shall share copies of the review only with the candidate and with her/his immediate supervisor.

**Satisfactory Performance:** It is important that aAll members of a PTRPost-TR Committee shall practice circumspection when evaluating a colleague's performance. It is equally important that appraisals of "unsatisfactory" be applied judiciously. In particular, an appraisal of "unsatisfactory" must be reserved for those cases in which problems related to the colleague's performance are sufficiently severe to constitute grounds for the revocation of tenure and cause for dismissal (regular, independent dismissal procedures will shall apply).

The criteria used to review evaluate a tenured faculty member must be consistent with the missions of the University, CollegeAcademic Unit (College, Library), and Department, and the criteria must be consistent with the faculty member's official assignments. PASTE #5 FROM AAUP HERE. If appropriate, the immediate supervisor may provide the committee with a description of special conditions within the department or unit that

Formatted: Font: Bold

deserve consideration, when evaluating a particular colleague's performance during the previous five years.

In cases where satisfactory performance is identified, Form 1A ~~must~~ shall be completed by the committee.

**Noteworthy Performance:** In cases where noteworthy performance is identified, both Form 1A and Form 2 shall ~~may also be used to document noteworthy achievement completed.~~ Declarations of "noteworthy" performance must be restricted to those few individuals who greatly exceed normal expectations in the execution of their professional responsibilities. The candidate may elect to utilize this review to support requests professional development. Examples include, but are not limited to: (1) professional leave with pay to pursue scholarly, research, professional, or creative endeavors; (2) an award to support faculty development or faculty research projects. The receipt of Form 2 by a candidate does not guarantee that the candidate shall be granted a faculty development allocation or receive meritorious recognition.

Formatted: Font: Bold

**Unsatisfactory Performance:** In cases where unsatisfactory performance is evident, the committee must provide an informed and candid written report of their findings using Form 1B. Additional pages may be added if deemed necessary. It is important that appraisals of "unsatisfactory" be applied judiciously. In particular, an appraisal of "unsatisfactory" must be reserved for those cases in which problems related to the colleague's performance are sufficiently severe to constitute grounds for the revocation of tenure and cause for dismissal (regular, independent dismissal procedures shall apply).

Formatted: Font: Bold

## **START HERE WHEN NEXT MEET**

~~Observing confidentiality with respect to the results of PTR/Post-TR is an ethical responsibility of all members of the committee. The Post-TR committee shall share copies of the review only with the faculty member's immediate supervisor and the faculty member under review. Copies of the evaluation are to be shared only with the immediate supervisor and the individual faculty member.~~

### ~~XXI. Discussion of the results:~~

~~Prior to the official discussion of the results, the candidate and the Post-TR committee chair shall confer to discuss the preliminary result of the committee report. At this time, the candidate may seek clarification and offer corrections for committee consideration. It is the responsibility of the Post-TR committee chair immediate supervisor to candidly discuss candidly the report candidly with the faculty member candidate in the presence of the immediate supervisor. Both parties (committee chair and candidate) must~~

acknowledge receipt of the report by signing the committee report. ~~both copies.~~ Signing the report does not represent acceptance of the committee's conclusions by the faculty member/candidate. A copy of this report As indicated in item XIII, the faculty member has the right, under the guidelines established in this document, to ~~appeal a decision~~ second review.

#### XI. Optional commendation of the PTR/Post-TR committee for noteworthy achievement:

In cases of noteworthy performance/merit, the committee may choose to commend the faculty member for special meritorious recognition. ~~Declarations of "noteworthy" performance must be restricted to those few individuals who greatly exceed normal expectations in the execution of their professional responsibilities. In addition to Form 1-A, Form 2 may be completed and returned to both the individual faculty member and the immediate supervisor. The tenured colleague, in collaboration with the immediate supervisor, may elect to utilize this review to support requests for Faculty Development assistance to support further career development or other meritorious recognition. Examples of avenues that might be pursued to further motivate the faculty member's continued pursuit of excellence in career development include, but are not limited to, the following: 1. A leave of absence with pay to pursue scholarly, research, professional, or creative endeavors. 2. An award to facilitate the execution of faculty development or faculty research projects. The receipt of Form 2 does not guarantee that a Faculty Development allocation will~~ shall be granted or that meritorious recognition will ~~follow.~~

#### XII. Appeal procedures:

In the event of an unfavorable review, the faculty member may appeal to the department chair for have a second review by a new Post-TR committee. Should the latter review also result in an unfavorable review, no additional appeals will ~~shall be entertained. The appeal to the department chair for a second review must be made in writing within 20 working day of receipt of an unsatisfactory review. The department chair has 10 working days to select a second Post-TR committee using the same policies addressed above. The second Post-TR committee shall render its recommendation to the department chair within 40 working days from the time of its appointment.~~

#### XIII. Instances of U/unsatisfactory results:

When deficiencies are identified, the faculty member's ~~In the event of an unsatisfactory outcome, avenues must be explored by the supervisor(s) and faculty member will~~ shall work together to develop a formal plan for immediate supervisor and individual faculty member to enhance the quality of the faculty member's performance. A formal plan for faculty development that includes including clearly defined and specific goals or -and outcomes, an -must be derived. The plan must outline of the specific activities to be undertaken, a timetable, and an agreed-upon monitoring -for achieving the goals, and a monitoring strategy, -that is approved by both parties. Both parties must sign the plan, and it must be stored within the faculty member's personnel file within the immediate

supervisor's office. The faculty member must once again undergo PTRPost-TR three calendar years after being notified of an unsatisfactory review. The new committee willshall be selected in accordance with the policies addressed above. If the faculty member has not successfully remedied the deficiencies, according to the new PTRPost-TR committee review, s/he may be subject to dismissal for cause under USG Board of Regents Policy 803-09K2 8.3.9 (regular, independent dismissal procedures willshall apply). Should the results of the second review prove satisfactory, the initial review may be destroyed or replaced by the more recent review at the option of the faculty member. Recommendations concerning additional faculty development activities that might continue to improve or maintain performance willshall be discussed at this time. The faculty member willshall be required to undergo PTRPost-TR five years after receiving a satisfactory reviewevaluation. All unsatisfactory results must be delivered to both the faculty member and the immediate supervisor via registered mail.

#### REVISION PROCESS???

Should there be one?

Periodic Review:(7 to 10 years) of post-tenure review process/policy XIII. Appeal procedures:

In the event of an unfavorable review, the faculty member may appeal to the department chair for a second evaluation by a new PTR committee. Should the latter evaluation also result in an unfavorable review, no additional appeals will be entertained. These procedures apply to both the initial PTR and the PTR three years after receiving an unfavorable result. The appeal to the department chair for a second review must be made in writing within 30 days of receipt of an unsatisfactory evaluation. The department chair has 10 working days to either deny the appeal or appoint a second PTR committee. The second PTR committee shall render its recommendation to the department chair within 60 days from the time of the appointment.