

UCP BEAUFORT

FACULTY MANUAL APPROVED AUGUST 2007

POST TENURE PEER REVIEW

NATURE AND IMPORTANCE OF TENURE

Tenure is awarded to a faculty member who has demonstrated over time, and to the satisfaction of peers and administrators, a sufficiently high level of performance in teaching, scholarship/creative activities, and professional service to warrant a permanent position on a university faculty. Tenure protects academic freedom, which includes the right of faculty to pursue original research or study ideas that are new, unpopular or misunderstood. Such freedom of thought is of inestimable benefit to society. The awarding of tenure has been a practice integral to the proper functioning of the university. It has provided an essential safeguard for society by ensuring that a faculty member's primary loyalty can be to the discovery, advancement, and dissemination of knowledge, and not to ideological or social agendas or commercial enterprises.

The typical path to tenure begins with a lengthy, demanding, and expensive education with no guarantee of employment at the end. The typical recipient of a doctoral degree, which is required by universities for most teaching positions, has spent between nine and twelve years in university study. Many have spent additional years working in their chosen fields or in post doctoral study, so the typical new hire is often well beyond the entry age of those in other professions. A six year probation period usually follows before tenure is awarded.

Academic careers require a commitment to the "life of the mind," and are protected by academic freedom and the security of tenure. Any significant erosion in the institution of tenure causes long-term deterioration of the professorate and ultimately the university, resulting in worthy faculty members being forced out and discouraging many bright young people from entering the academic world.

POST TENURE REVIEW

Post tenure review refers to the periodic review of tenured faculty. It provides feedback on the faculty member's continuing commitment to the university as demonstrated by the kinds of productive activities specific to each faculty member's discipline. It is through this productivity that the excellence of USC Beaufort is affirmed and sustained. Through this process faculty members should receive a greater measure of the reward they deserve.

In its commitment to maintaining faculty excellence, USCB has developed a Post Tenure Policy recognizing and rewarding faculty for achievements in the areas of teaching,

scholarship or creative activities, and professional service commensurate with the standard of the rank earned. USCB is committed to the tenure of its faculty members and views post tenure review as a means of supporting the continuing professional development of faculty.

The overall goal of the post tenure review process is to conserve and enhance one of USCB's greatest strengths, its dedicated and talented faculty. In every stage of the review, the principles of academic freedom and due process are protected. This includes the freedom to pursue self-directed lines of inquiry, including those that may be novel, unpopular, unfashionable, or of extended duration.

Benefits

A periodic review of tenured faculty offers three major benefits. First, it provides the opportunity to reward faculty for the sustained professional performance typical of tenured professors. Second, it provides a periodic occasion to examine broader patterns of career development than those visible in the annual report and to assess directions for the future. Finally, the process also provides an opportunity for those few faculty members whose contributions have fallen below acceptable levels to find ways to re-engage their interests, talents, and energies.

Relation to Annual Evaluations

Faculty members at USCB undergo a regular and systematic annual evaluation in order to assure that they are prepared to remain highly productive for the balance of their careers. Because the annual job performance review is an administrative review, the process provides feedback only from that perspective. The post tenure review process strengthens faculty assessment by providing the opportunity for peer feedback on faculty performance at regular six-year intervals. The post tenure review, like the annual administrative review and the third year tenure and promotion review, covers the three traditional areas of faculty responsibility: teaching, research or scholarly/creative activities, and professional service. The review is sufficiently flexible to accommodate faculty from differing disciplines and with varying responsibilities, professional interests, and career profiles. The review acknowledges that faculty members may contribute to the institution's mission in different ways at different points in their careers.

File Preparation

Although the post tenure review process should be and is rigorous and thorough, it must not be allowed to inadvertently undermine faculty productivity by its demands. To that end, the process builds upon the annual reports that faculty members prepare for submission to their unit administrators. After being notified by the Executive Vice Chancellor's Office that they are scheduled for post tenure review, faculty members prepare a file that includes only the following items:

- annual activity reports for the previous six years or since the faculty member's last career evaluation (without supporting documentation)
- copies of annual supervisory evaluations since the last career evaluation (the faculty member may provide a written rebuttal with supporting evidence)
- current vita (c.v.), not to exceed ten pages (twelve point font, one inch margins)

- summary statement of no more than two pages (also twelve point font, one inch margins) that highlights major accomplishments and helps the committee establish a clear and coherent six-year career profile. This document should also include projected future activities and career directions.

Eligible Faculty

All full-time teaching faculty members, faculty with part-time administrative duties but without faculty supervisory responsibilities, and tenure-track librarians, are subject to the post tenure review process. Those faculty members who move into full-time administrative positions or have faculty supervisory roles are not subject to post tenure review until they move back into a teaching or less than full-time administrative position or non-supervisory role over other faculty, and have accumulated a total of six (6) years of service since their last positive promotion or tenure review by the Promotion and Tenure Committee, or since their last post tenure review. These may be non-consecutive years.

The process is also waived for any faculty member who notifies the appropriate department chair or the Executive Vice Chancellor for Academic Affairs in writing of future retirement within three (3) years of the next scheduled review. No tenured faculty member may undergo post tenure review more than once within the six (6) year time frame. The list of faculty members scheduled to be reviewed within a department is kept in each department chair's office where it is available to the faculty.

Post Tenure Review Subcommittee

Members of the Post Tenure Review Subcommittee are drawn from the Promotion and Tenure Committee and hold the same rank or higher as the faculty member being reviewed. The Subcommittee consists of three (3) members, whose names have been drawn by lot from the pool of eligible members. At least one is from the same department or proximate discipline as the faculty member undergoing review. The faculty member under review has an opportunity to excuse one (1) member without explanation and ask for another drawing to find a replacement.

Definitions of Standards

Maintaining Professional Performance at Rank

During the post tenure review period, the faculty member has continued at the level of performance outlined by the criteria used for promotion to his/her present rank. Criteria must allow for individual uniqueness and creativity in performance and must recognize differences within and between disciplines. Faculty members are not expected to be equally strong in all three areas of teaching, research or scholarly/creative activities, and professional service.

Not Maintaining Professional Performance at Rank

During the post tenure review period, the faculty member has substantial and chronic deficiencies in maintaining the level of performance outlined by the criteria used for promotion to his/her present rank.

Application Process Timeline

- April: the Executive Vice Chancellor for Academic Affairs notifies those faculty members who are scheduled to become candidates for post tenure review during the following academic year.
- May: the Post Tenure Review Committee prepares and distributes to all faculty the post tenure review calendar of deadlines for each step in the process, and makes forms available as needed. Candidates for post tenure review complete the required post tenure review forms and begin to prepare supporting files.
- Fall Semester: Candidates must submit their files to the Post Tenure Review Committee by the Committee's published deadline. Those not meeting this deadline will be subject to administrative action.
- Spring Semester: Post Tenure Review Committee members meet to review and discuss each file. Committee members mark confidential ballots indicating whether or not they believe the faculty member has maintained professional performance at his/her rank. Written rationales must accompany all votes. The Post Tenure Review Committee forwards its findings, including the candidate's file and a written committee rationale, to the Executive Vice Chancellor for Academic Affairs. The committee communicates its written rationale to the candidate, but not the numerical votes which are treated as confidential. In the event of an unsatisfactory finding by the committee, the candidate may forward a response in writing to the Executive Vice Chancellor listing the reasons why the Post Tenure Review Committee's finding should not be supported. The Executive Vice Chancellor for Academic Affairs receives and reviews the file and adds a written recommendation. The file is then sent to the Chancellor for action within thirty (30) calendar days. The Chancellor makes a decision and notifies the candidate.

In the event the Chancellor decides that the candidate has not maintained professional performance at rank, the candidate may appeal the decision to the USCB Grievance Committee. Such appeals follow the published grievance procedures and timetables (see Section V: Academic Grievances). Should the Grievance Committee support the candidate's case, the file is forwarded to the Chancellor for a second review and the Chancellor notifies the candidate of the final decision. In the event the Chancellor decides that the candidate has not maintained professional performance at rank, the candidate will be required to carry out a professional development plan (see below).

[NOTE: Documentation may be requested from the candidate at any time during this procedure for further clarification.]

Ultimate decisions regarding post tenure review are made by the Chancellor of USCB.

Reward for Maintaining Professional Performance at Rank

When candidates receive a positive decision from the Chancellor, they become eligible to receive an increase in the base salary. In the case of associate professors and full professors, the reward should be equal to two-thirds of the amount that would currently be awarded for promotion to their present rank. In the case of tenured assistant

professors, the reward should be equal to half the current value of promotion to associate professor. Any increase in compensation depends upon availability of funding as determined by the Chancellor.

Professional Development Plan

Overview

A faculty member whose post tenure review reveals that he/she has not maintained professional performance at rank due to substantial and chronic deficiencies must participate in a professional development plan designed to fit his/her circumstances. The professional development plan describes how specific deficiencies in the faculty member's performance will be remedied. The plan is collaboratively developed by the faculty member, the faculty member's department chair, and a tenured colleague of the faculty member's choice, and is approved by the Post Tenure Review Committee. The plan should reflect the aspirations of the faculty member, the department, and the university. All faculty members and administrators involved in the plan must be committed to its successful completion and must provide reasonable support. The faculty development plan will: (1) define specific goals; (2) outline activities to achieve the goals; (3) provide a schedule for accomplishing the activities; and (4) define the criteria by which the progress will be measured. The plan must be completed in no more than three years.

Process

When the faculty member is notified that a professional development plan is required and any appeal process has been exhausted, he/she has thirty (30) calendar days to develop, with his/her department chair and another tenured faculty member, a development plan. The department chair takes responsibility for overseeing the plan development process and sends the finished development plan within those thirty (30) calendar days to the Post Tenure Review Committee for its approval. Upon written request from the faculty member and/or the department chair, an extension not to exceed an additional thirty (30) days may be granted by the committee for extenuating circumstances. In the event that the faculty member and the department chair (with the help of the tenured faculty member) cannot agree on a development plan, the faculty member may send a separate development plan to the committee. Within thirty (30) additional calendar days (excluding summer months) the committee must approve a plan. In the event that two plans are submitted, the committee may choose between them, or it may devise a third plan from the other two as a compromise.

During the development period, the faculty member and the department chair meet periodically to review progress toward the goals stated in the development plan. When the faculty member and the department chair agree that the goals have been met, or at the end of the three-year period, the department chair sends a report to the Post Tenure Review Committee. This report includes sufficient information regarding the faculty member's activities and accomplishments so that the Post Tenure Review Committee may determine whether or not the goals of the plan have been met.

The report must be signed by both the faculty member and the department chair, and it may include a statement from the faculty member providing additional information or perspectives. The committee communicates its decision to the faculty member, the department chair, and the Executive Vice Chancellor for Academic Affairs.

The Executive Vice Chancellor for Academic Affairs reviews the committee decision, adds a written recommendation, and forwards the recommendation along with the committee decision to the Chancellor. The ultimate decision regarding whether the faculty member has successfully met the goals of the plan is made by the Executive Vice Chancellor for Academic Affairs of USCB within thirty (30) calendar days of receipt of these documents. Failure of the faculty member to meet the goals of the plan within the three year time period makes him/her ineligible for any reward specified in this section, and the EVCAA may determine that further actions are necessary.