

6.05 Post-Tenure Review

At every stage of a faculty member's career, the Division Director and/or Department Chair will review the faculty member's performance through the annual review process and reviews for promotion and tenure. Post-tenure review serves to evaluate a tenured faculty member's professional ongoing contributions and value to the University. During these reviews, efforts should be made to identify realistic long-range goals for career enhancement, evaluate the faculty member's strengths and weaknesses in performance, and, through appropriate advice and action, provide opportunities to correct any weaknesses to enable the faculty member to realize her/his full professional development. The review should be used to ensure that all tenured faculty members: (a) continue to perform at a level to achieve their long and short range career goals and (b) serve the needs of the students and the institution.

All tenured faculty members are subject to post-tenure review. There are two mechanisms of post-tenure review: a streamlined post-tenure review (described in Section 2 of this document) and a full post-tenure review (described in Section 4 of this document). A streamlined post-tenure review occurs every six years for those who have been evaluated as adequate or superior in each of the six years. The full post-tenure review occurs either every six years if a faculty member has received an inadequate evaluation during the prior six years, or is triggered if a faculty member's performance is deemed to be inadequate in two consecutive years. In either mechanism, the post-tenure review is reliant on the annual review.

(1) Each tenured faculty member undergoes annual reviews. The faculty member's annual review is integral in determining performance. The Department Chair/Division Head will use the five-point scale for annual reviews (unsatisfactory, marginal, satisfactory, very good or outstanding), but for the purposes of reporting to the Provost's Office, overall performance will be summarized on a three-point scale (superior, adequate, inadequate). If a faculty member is rated as below satisfactory in a majority of applicable performance categories on the five-point scale, they will receive an "inadequate" overall evaluation on the three-point scale. Each year, the faculty member must be made aware of specific requirements to attain an adequate annual review so that he or she is given the chance to meet these specific requirements.

(2) If the tenured faculty member receives no ratings of inadequate, they undergo streamlined post-tenure review every sixth year. For a tenured faculty member who has received overall ratings of adequate or superior in all annual performance evaluations in the preceding six years, the Department Chair/Division Head will send a letter to the Appointment, Promotions and Tenure (APT) Committee of the faculty member's college stating that the faculty member satisfies the requirements of a favorable post-tenure review. A copy of this letter will be sent to the faculty member under review and the College Dean, and placed in the faculty member's personnel file. The faculty then starts a new six-year cycle.

(3) If the faculty member receives a rating of inadequate, they undergo a full post-tenure review. There are two mechanisms that lead to a full post-tenure review: (i) If a faculty member has received an inadequate evaluation during the six-year cycle, the faculty member is subject to full post-tenure review at the end of that cycle (see (b) below), or (ii) If the faculty is rated as inadequate in two consecutive years, a full post-tenure review is triggered, which starts after the second year of the performance-improvement plan (see (c) below).

(a) Upon the first rating of inadequate in an annual review, a Performance-Improvement Plan (PIP) is implemented. If a tenured faculty member is rated inadequate on an annual evaluation, the Department Chair/Division Head shall meet with the faculty member to outline the steps of improvement to be taken to correct the deficiencies, to establish criteria for the satisfaction of those deficiencies and to indicate what resources are available to support the plan, as appropriate. This Performance-Improvement Plan (PIP) should be approved by the College Dean, reported to the Provost, and described in the associated annual contract. The faculty member will be given two years beyond the date of the contract to execute the plan successfully. The goal shall be restoration of adequate performance. A written summary of the meeting

shall be prepared for the faculty member by the Department Chair/Division Head and copied to the College Dean, the College APT committee, and the Provost.

- (b) **Upon a rating of adequate or superior in the year after a rating of inadequate on annual review, the faculty member will undergo a full post-tenure review at the end of the six-year period.** The Department Chair/Division Head shall send a letter to the College Dean, the College APT Committee, and the Provost stating that the faculty member has received an overall rating of adequate or superior on their subsequent annual performance evaluation, noting that deficiencies have been corrected. A copy of this letter will be sent to the faculty member under review and placed in the faculty member's personnel file. The faculty member then continues their cycle for post-tenure review, but at the end of the six years will be subject to a full post-tenure review, as described in Section 4 of this document.
- (c) **Upon the second rating of inadequate in an annual review, a full post-tenure review is triggered.** If the Department Chair/Division Head finds that the tenured faculty member fails to make substantial progress toward meeting the performance goals that had been set in the performance-improvement plan and receives a second inadequate evaluation on the subsequent annual evaluation, the faculty member begins year 2 of the performance-improvement plan. Two consecutive inadequate evaluations is also the trigger for a full post-tenure review to be conducted at the end of year 2 of the performance-improvement plan, which is described in Section 4 of this document. If, however, the performance of the faculty has improved significantly at the end of year 2 of the performance-improvement plan, the Department Chair/Division Head may recommend that the full post-tenure review not occur until the end of the six-year period.

The process leading to full post-tenure review after two inadequate evaluations is illustrated in Figure 1.

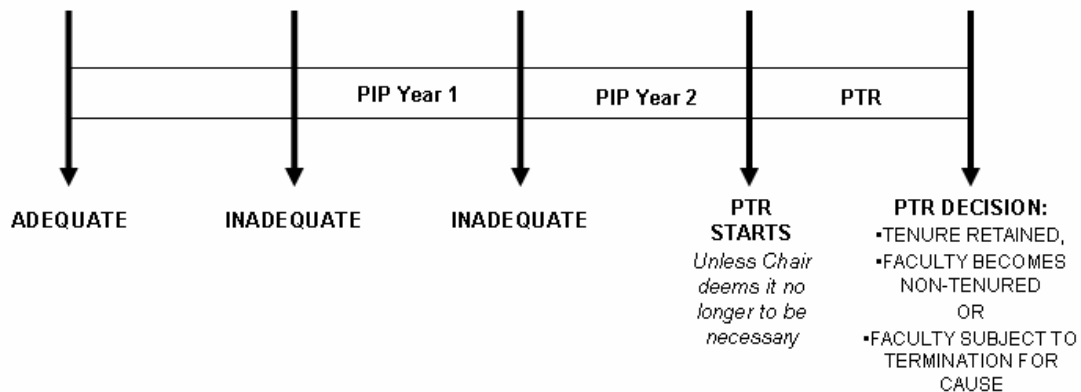


Figure 1: The full post-tenure process as triggered by two consecutive inadequate evaluations. PIP=performance improvement plan; PTR=full post-tenure review.

(4) Full Post-Tenure Review: The full post-tenure review is initiated by the Department Chair/Division Head or supervising administrator. The Department Chair/Division Head submits a letter to the College APT Committee detailing the deficiencies of the faculty member under review with corroborating documentation. The Department Chair/Division Head must also notify the College Dean and the Provost. A copy of the letter will also be sent to the faculty member under review and placed in the faculty member's personnel file.

The charge of the College APT Committee is to recommend for or against the removal of tenure. The College APT Committee will review the faculty member's performance based upon written standards and criteria that are developed by the individual College APT Committees. The criteria should reflect the specific missions of the individual Colleges and the University. Each College APT Committee shall publish and distribute these criteria to its faculty. The basic standard for appraisal shall be whether the faculty member under review discharges the duties appropriately associated with her or his position as documented by annual faculty contracts and the initial offer letter for the position, if applicable. The review must also be flexible enough to acknowledge different expectations in different disciplines and changing expectations at different stages of faculty careers. In reviewing a faculty member's performance, the College APT Committee will recognize not only the diverse talents, activities and accomplishments of faculty within that College, but also that individual faculty are expected, in consultation with their Department Chair/Division Head, to focus their efforts in selected areas of endeavor. The College APT Committee will also verify that an adequate environment was provided by the Department Chair/Division Head to support the faculty member in performance of these directives. The College APT Committee must include a tenured MUSC faculty member from outside of the College to review the faculty member's performance. The Department Chair/Division Head may suggest outside reviewers to the APT Committee.

(a) For its deliberations, the College APT Committee will utilize the following:

(i) A full report on the faculty member will be prepared by the Department Chair/Division Head, consisting of copies of the previous six years' annual performance evaluations conducted by the Department Chair/Division Head using the college/department/division specific faculty performance evaluation forms, and when applicable, written summaries that document deficiencies and plan(s) of remediation, plus the Chair's letter outlining efforts to remedy the deficiencies, supplemented by any other documents and information that the Department Chair/Division Head wishes to submit.

(ii) The faculty member under review shall be given the opportunity to appear before the committee and/or submit any documents that he or she wishes to be considered. During the time in which the post-tenure review process is being conducted, the faculty member can submit new materials relevant to the consideration as they become available. Examples of types of documents that a faculty member may wish to submit include: evaluations of teaching performance, documentation related to service and clinical practice, evidence of research or scholarship and any other material regarding activities pertinent to the college's mission.

(iii) The College APT Committee may request the submission of further documentation in addition to that provided by the Department Chair/Division Head.

(b) After completing their review, the College APT Committee shall submit a written report to the Department Chair/Division Head. The report, which shall be a permanent part of the faculty member's personnel file, will contain:

(i) An appraisal of the faculty member's performance and progress, including the perceived strengths and weaknesses.

(ii) An analysis of the faculty member's potential for further professional development. If applicable, opportunities for development should be identified (*e.g.*, encouragement of research initiatives, potential mentorships in teaching and research, or appropriate professional development courses that could be taken).

(c) The College APT Committee shall forward the report to the College Dean with a clear recommendation for retention of tenure when the faculty member, in the Committee's

judgment, is rated superior or adequate. A rating of inadequate by the College APT Committee shall be forwarded to the College Dean with a recommendation pertaining to tenure. The College Dean reviews the recommendation and if he or she determines the removal of tenure is warranted, forwards the recommendation to the Vice President for Academic Affairs and Provost for review and action by the University Tenure Committee. The College Dean shall provide to the faculty member, Department Chair/Division Head and College APT Committee memoranda indicating her/his action.

(d) If the University APT Committee, after a full hearing of the case, supports the recommendation for removal of tenure, this recommendation will be forwarded to the Vice President for Academic Affairs and Provost. The faculty member then has the option to file a Grievance and Appeal Procedure, as described in the Faculty Handbook (Section 8.01). The Provost will make the final determination and, if necessary, make a recommendation to the Board of Trustees for action.

If the Provost's decision and, if used, the Grievance and Appeal Procedure, results in the decision to remove the faculty member's tenure, there are two possible outcomes: the faculty will continue as a non-tenured faculty or the faculty member will be subject to termination for cause under Section 7.01a (1) of the Faculty Handbook. In the event of termination for cause, the process of full post-tenure review will have fulfilled Section 7.01a(5) of the Faculty Handbook.

(5) **Policies:** The following policies are applicable to post-tenure review:

(a) The full post-tenure review process, as described in Section 4 of this document, must be concluded within 12 months. Responsibility for adhering to this timetable rests with the Provost's office.

(b) The outcomes of all evaluations shall be confidential; that is, confined to the appropriate college or university persons or bodies and faculty member being evaluated, and shall be released only with the written consent of the faculty member.

(c) In accordance with the review process mandated by the Faculty Handbook, the above policy and standards and criteria developed to carry out this policy should be evaluated biannually with respect to the effectiveness in supporting faculty development and redressing problems of faculty performance.