



AGENDA ITEM

A-6. Performance Review of Tenured Faculty Kimberly van Noort

Situation: Presentation of the twentieth Performance Review of Tenured Faculty, or post-tenure review.

Background: These processes on campuses are intended to (1) support and encourage excellence among tenured faculty by recognizing and rewarding exemplary faculty performance and (2) provide faculty found deficient with a clear plan and timetable for improvement of performance. Revisions to policy and guidelines were approved in 2014. This report reflects reviews conducted during the last two academic years: 2017-18 and 2018-19.

Assessment: A total of 774 tenured faculty were reviewed in 2017-18, of which 25 were deemed deficient based on Board of Governors and institutional criteria. A total of 1,222 tenured faculty were reviewed in 2018-19, of which 36 were deemed deficient.

Action: This item is for information only.



THE UNIVERSITY OF NORTH CAROLINA SYSTEM

REPORT: PERFORMANCE REVIEW OF TENURED FACULTY REPORT

November 14, 2019

University of North Carolina System
Chapel Hill, North Carolina

Introduction

Since 1998, the Division of Academic Affairs has collected campus data on the outcomes of post-tenure review of faculty.¹ The policy and guidelines for Performance Review of Tenured Faculty, or post-tenure review, were adopted by the Board of Governors of the University of North Carolina System in 1997 and strengthened in 2014.² The 2014 update included guidelines that “assure the continuing rigorous application of post-tenure review as intended by the Board of Governors.” The policy states that it is intended “to support and encourage excellence among tenured faculty” by:

- Recognizing and rewarding exemplary faculty performance;
- Providing for a clear plan and timetable for improvement of unsatisfactory faculty performance; and
- Providing for the imposition of appropriate sanctions, which may include a recommendation for discharge in the most serious cases, of those whose performance remains unsatisfactory.

The University of North Carolina System institutions developed their own policies and procedures within the Board of Governors’ requirements, which included the following:

- Ensuring a cumulative review no less frequently than every five years for each tenured faculty member;
- Involving peers as reviewers;
- Including written feedback to faculty members as well as a mechanism for faculty response to the evaluation; and
- Requiring individual development or career plans for each faculty member receiving less than satisfactory ratings in the cumulative review, including specific steps designed for improvement, a specified timeline for development, and a clear statement of consequences should improvement not occur within the designated timeline.

This report summarizes the outcomes of post-tenure reviews conducted during the 2017-18 and 2018-19 academic years at the fifteen UNC System institutions that grant tenure. The highlights from this report include:

- For the 2017-18 academic year
 - 774 tenured faculty underwent performance reviews conducted by their peers
 - 326 faculty were found to exceed expectations (42.1%)
 - 423 faculty were found to meet expectations (54.7%)
 - 25 faculty were found to not meet expectations (3.2%)
- For the 2018-19 academic year
 - 1,222 tenured faculty underwent performance reviews conducted by their peers

¹The University of North Carolina School of the Arts and the North Carolina School of Science and Mathematics do not award tenure.

²Sections 400.3.3 and 400.3.3.1[G] of the UNC Policy Manual.

- 521 faculty were found to exceed expectations (42.6%)
- 665 faculty were found to meet expectations (54.4%)
- 36 faculty were found to not meet expectations (2.9%)

Outcomes of Performance Reviews

As part of the 21st year in which reviews have been conducted, information for post-tenure review activities was collected from UNC System institutions. Across institutions, tenured faculty accounted for approximately 36% of all faculty, and those eligible for post-tenure reviews (tenured faculty with more than five years of tenure) accounted for approximately 26% of all faculty.

As summarized in Table 1, in the past two academic years, only 3.2% (2017-18) and 2.0% (2018-19) of eligible tenured faculty members across the System were found to “not meet expectations” based on criteria established by the Board of Governors and individual institutions. Table 1 includes information on the outcomes of post-tenure performance review reported by UNC System institutions for the last 10 years.

Table 1. Ten-Year Post-Tenure Review Trends, 2009-10 to 2018-19

Year	# Faculty Reviewed	# of Faculty Not Meeting Expectations	% Not Meeting Expectations
2009-10	666	22	3.3%
2010-11	690	18	2.6%
2011-12	779	30	3.9%
2012-13	698	24	3.4%
2013-14	1,434	38	2.6%
2014-15	715	16	2.2%
2015-16	772	21	2.7%
2016-17	801	17	2.1%
2017-18	774	25	3.2%
2018-19	1,222	36	2.9%
10-Year Total	8,551	247	2.9%

Source: Survey of tenure-granting UNC institutions, September 2019

The increases in total faculty reviewed in 2013-14 and 2018-19 deserve a note of explanation. From the beginning of the post-tenure review process, the majority of East Carolina University’s (ECU) academic units chose to review tenured faculty in the same year. Thus, they have reviewed most faculty across the institution every fifth year. This is in contrast to other institutions, which choose to review a subset of tenured faculty every year. Going forward, ECU is adjusting its policy to conduct performance reviews for groups of tenured faculty each year.

Table 2 shows the number of faculty found unsatisfactory in post-tenure performance reviews at each campus over the past ten years.

Table 2: Number of Faculty Not Meeting Expectations in Post-Tenure Reviews: 2009-10 to 2018-19

	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	Total Faculty Not Meeting Expectations
ASU	2	3	2	2	2	1	-	1	-	3	16
ECU	-	-	-	-	16	-	-	-	3	8	27
ECSU	1	1	-	-	1	-	-	-	-	-	3
FSU	-	-	1	2	1	-	-	-	1	-	5
N.C. A&T	-	2	2	-	3	3	-	-	1	-	11
NCCU	6	1	1	1	2	-	2	3	-	-	16
NCSU	2	5	7	7	4	2	5	3	6	12	53
UNCA	3	1	-	2	1	2	2	2	-	1	14
UNC-CH	5	4	13	7	5	4	8	4	6	6	62
UNCC	1	-	-	3	1	2	-	3	5	3	18
UNCG	-	-	1	-	-	-	-	-	-	-	1
UNCP	2	-	-	-	1	-	1	1	1	1	7
UNCW	-	-	1	-	1	1	-	-	-	-	3
WCU	-	1	2	-	-	1	2	-	2	1	9
WSSU	-	-	-	-	-	-	1	-	-	1	2
TOTAL	22	18	30	24	38	16	21	17	25	36	247

Source: Survey of tenure-granting UNC System institutions, September 2019

For the most recent post-tenure review cycle, the majority of faculty reviewed were tenured associate professors (49.8%), with tenured professors (48.6%), tenured assistant professors (1.3%), and tenured librarians (0.2%) also being reviewed. Thirty-six faculty (2.9%) were found to “not meet expectations” by teams of peer reviewers in 2018-19, which is a slightly lower percentage than 2017-18 (3.2%). Post-tenure reviews were overwhelmingly positive in both years included in this report, with 54.7% of faculty “meeting expectations” and 42.1% “exceeding expectations” in 2017-18 and 54.4% of faculty “meeting expectations” and 42.6% “exceeding expectations” in 2018-19. See Appendices A and B for more details.

Faculty members who receive “does not meet expectations” reviews work closely with their departments to make improvements and are reviewed annually until their performance is deemed to “meet expectations.” Progress of these faculty is monitored closely by departments, deans, and colleges to improve performance. The length of time in the plan differs by institution, typically ranging between one to three years. Nearly all of the faculty deemed as “not meeting expectations” in 2018-19 received this designation for the first time, and they have begun working with their departments on mandatory

development plans as detailed in each institutions' policies and procedures related to Section 400.3.3 of the UNC Policy Manual.³

All faculty who failed to meet expectations over the last three post-tenure review cycles participated in and completed (or continue to participate in) mandatory development plans. Some faculty have retired in conjunction with the post-tenure review findings, and others have begun phased retirements or other types of approved leave.

³ Only 3 of the 25 faculty in the 2017-18 cycle and 5 of the 36 faculty in the 2018-19 had been found to "not meet expectations" previously.

Appendix A

2017-18 Post-Tenure Review Information by Institution

1. # of PTR conducted	N.C.										UNC-							TOTAL
	ASU	ECSU	ECU	FSU	A&T	NCCU	NCSU	UNCA	CH	UNCC	UNCG	UNCP	UNCW	WCU	WSSU			
Tenured Professor	29	3	40	14	7	7	97	7	155	26	19	11	20	15	7	457		
Tenured Associate Professor	22	3	49	7	18	14	38	6	36	44	27	9	16	11	11	311		
Tenured Assistant Professor	-	-	-	-	-	1	-	-	-	-	-	-	-	-	-	1		
Tenured Professional Librarians	-	-	-	-	-	-	-	-	-	-	4	1	-	-	-	5		
Total reviewed	51	6	89	21	25	22	135	13	191	70	50	21	36	26	18	774		
2. Outcome																		
Exceeded expectations	29	4	34	15	10	9	17	8	114	12	25	14	19	16	0	326		
Met expectations	22	2	52	5	14	13	112	5	71	53	25	6	17	8	18	423		
Did not meet expectations	-	-	3	1	1	-	6	-	6	5	-	1	-	2	-	25		
Total	51	6	89	21	25	22	135	13	191	70	50	21	36	26	18	774		
3. Faculty who did not meet expectations																		
Did not meet expectations for the first time	-	-	3	1	1	-	5	-	6	3	-	1	-	2	-	22		
Did not meet expectations for the second time or more	-	-	-	-	-	-	1	-	-	2	-	-	-	-	-	3		
Total	0	0	3	1	1	0	6	0	6	5	0	1	0	2	0	25		

Source: Survey of tenure-granting UNC institutions, September 2019

Appendix B

2018-19 Post-Tenure Review Information by Institution

1. # of PTR conducted	N.C.																TOTAL
	ASU	ECSU	ECU	FSU	A&T	NCCU	NCSU	UNCA	UNC-CH	UNCC	UNCG	UNCP	UNCW	WCU	WSSU		
Tenured Professor	40	2	195	2	0	7	90	9	137	28	31	6	23	17	7	594	
Tenured Associate Professor	24	3	284	7	6	21	48	4	66	40	32	15	24	21	14	609	
Tenured Assistant Professor	-	-	3	-	10	2	-	-	-	-	-	-	1	-	-	16	
Tenured Professional Librarians	-	-	3	-	-	-	-	-	-	-	-	-	-	-	-	3	
Total reviewed	64	5	485	9	16	30	138	13	203	68	63	21	48	38	21	1,222	
2. Outcome																	
Exceeded expectations	30	3	236	8	9	10	10	5	102	11	44	13	18	21	1	521	
Met expectations	31	2	241	1	7	20	116	7	95	54	19	7	30	16	19	665	
Did not meet expectations	3	-	8	-	-	-	12	1	6	3	-	1	0	1	1	36	
Total	64	5	485	9	16	30	138	13	203	68	63	21	48	38	21	1,222	
3. Faculty who did not meet expectations																	
Did not meet expectations for the first time	2	-	7	-	-	-	9	1	6	3	-	1	-	1	1	31	
Did not meet expectations for the second time or more	1	-	1	-	-	-	3	-	-	-	-	-	-	-	-	5	
Total	3	0	8	0	0	0	12	1	6	3	0	1	0	1	0	36	

Source: Survey of tenure-granting UNC institutions, September 2019