

DEPARTMENT OF PAN-AFRICAN STUDIES

PERSONNEL POLICY

(November 2002)

I. INTRODUCTION

Departmental Mission. The Department of Pan-African Studies (PAS) seeks to foster the scholarly examination of the societies, cultures and histories of people of African ancestry. To this end, the Department seeks to offer a unified cross-cultural program of study, including course offerings and degree programs, focusing on Africans both on the Continent and in the Diaspora. This program of study seeks to: 1) provide students with sound preparation for graduate work in Pan-African Studies and/or related fields; 2) add an inter-cultural dimension to other programs, both disciplinary and inter-disciplinary, and; 3) equip students to apply Pan-Africanist scholarship and methodologies to the solution of contemporary social and cultural problems.

As Pan-Africanist scholars, faculty of the Department employ a variety of current social science, historical and humanities research tools. They may also be engaged in the construction and application of methodologies emerging out of Pan-African experiences and formulations of meaning. The Department encourages diversity in approaches and theoretical perspectives, so long as they are consistent with the aims and canons of responsible scholarship.

II. CONDITIONS OF FACULTY EMPLOYMENT

- A. Annual Work Plan: Before the opening of each academic year, each full-time faculty member of the College shall sign an Annual Work Plan which describes the distribution of effort planned for the academic year. This policy also applies to faculty on sabbatical leave. Annual Work Plans shall be initiated by the department where the faculty member holds primary appointment. In the case of joint appointments, the respective department Chairs will cooperate in the process. These agreements shall be negotiated between the faculty member and the department Chair(s). The agreements shall be subject to review and approval by the Dean. Disagreements between a faculty member and the Chair as to the proper allocation of effort shall be referred to the Dean for resolution.

When circumstances require changes in the work plan, the faculty member and Chair shall file an amended plan, including an explanation of the changes, for the Dean's approval.

The Annual Work Plan provides the basis for evaluation of performance.

Annual Work Plans must be consistent with the missions and program needs of the College and the Department. Each full-time faculty member must account for 100

percent of his or her full work load. Normally, the allocation of effort is based on some combination of teaching, research and creative activity, and service. Justification for allocations of effort shall include the listing of courses taught, committee assignments and professional projects.

The distribution of effort shall be expressed on the Annual Work Plan in terms of percent of effort allocated to each activity. Normally, a three credit hour course requires at least ten percent of annual effort; this standard shall be the basis for the allocation of effort for all teaching activities. Probationary faculty must demonstrate broad proficiency in scholarship; thus, a minimum allocation of thirty percent is required in research and creative activity.

All approved Annual Work Plans shall respect both the individual faculty member's need to shape his or her own career and the various needs of the Department and the College, and shall accordingly permit the faculty member to perform various functions at different stages of his or her career.

Service, especially service on campus, is the responsibility of every faculty member. Participation in Department meetings and College assemblies is assumed. Faculty of the Department of Pan-African Studies are also expected to assume, as needed, responsibility for Department programs and to serve on Department, College, and University committees.

- B. Presence at the University: Faculty of the Department of Pan-African Studies are expected to be routinely available on campus to meet with their colleagues and their students. Faculty shall make themselves available to students by observing posted office hours, and by allowing students to arrange appointments at other mutually convenient times.

III. FACULTY PERSONNEL REVIEWS

Personnel reviews shall be based upon peer evaluation of a documentary record that includes qualitative and quantitative evidence of performance. Proficiency in the areas of teaching, research and creative activity, and service shall normally be required of all faculty members, unless responsibility for some area or areas is exempted in this document or specified in writing at the time of the initial appointment.

All faculty having full or joint appointments in the Department comprise the faculty of the Department and will be evaluated by the Department for merit and promotion actions.

Annual performance reviews, personnel reviews for pre-tenure, tenure and/or promotion, and periodic career reviews of tenured faculty shall be based on faculty performance in the areas of teaching, professional activity and service as described in Article 2 of the

College of Arts and Sciences Personnel Policy and Procedures. Consistent with College policy, the definitions, standards and procedures set forth herein will be used for all Departmental personnel actions.

IV. TEACHING

- A. Teaching shall include all activities related to the instruction of students at the University.
- B. Evaluation of Teaching shall take into account:
 - 1) fulfillment of routine duties (e.g., meeting classes in a timely manner);
 - 2) command of the subject matter;
 - 3) currency of subject matter;
 - 4) quality of class presentations;
 - 5) independent study supervision;
 - 6) supervision of graduate students;
 - 7) counseling and advising students;
 - 8) new course development and/or substantial course revision; and
 - 9) preparation of pedagogical materials not involving external review.
- C. Documentation for the evaluation of Teaching **MUST** include:
 - 1) results of college-wide student evaluation forms; and
 - 2) evidence of courses taught and course enrollments (including independent study) for each semester.
- D. Documentation for the evaluation of Teaching **MAY** also include:
 - 1) copies of course syllabi;
 - 2) new courses developed;
 - 3) substantial revisions of existing courses;
 - 4) letters solicited from students in accordance with College policy;
 - 5) narrative evaluation forms where appropriate;
 - 6) copies of tests, assignments and/or pedagogical materials;
 - 7) if requested by the faculty member, or warranted by the Department Personnel Committee, the results of peer evaluations of teaching (see Peer Evaluation of Teaching Guidelines in Section 7.C, below);
 - 8) evidence of the incorporation of innovative instructional methods;
 - 9) evidence of award nominations and/or awards;
 - 10) evidence of consulting and/or conference presentations related to teaching; and
 - 11) evidence of courses designed and taught elsewhere.

V. PROFESSIONAL ACTIVITY

- A. The Department accepts the definition of scholarship that appears in the College of Arts and Sciences Personnel Policy and Procedures as foundational to the Department's

personnel policy. Consistent with this definition, Professional Activity is "the process of expanding scholarly or creative work in one's discipline."

The Department requires that the results of faculty research and creative activity should be published periodically and that, for anything to be considered a work of scholarship, it must be in a form that can be reviewed by internal or extra-mural referees.

B. Evidence of Professional Activity recognized by the Department may include the following:

1). Peer-reviewed publications

- a. scholarly books;
- b. chapters in books;
- c. articles published or accepted for publication in refereed journals;
- d. comparable works in non-print media;
- e. textbooks and other pedagogical material reflecting original research; and
- f. juried exhibits or performances of creative work, or materials produced for such purposes.

2) Other scholarly activity

- a. papers presented at scholarly conferences;
- b. audio, video, or other media presentations of creative or scholarly work;
- c. preparation of grants, particularly for extramural funding;
- d. substantive reports made to agencies, government bodies or other institutions; and
- e. review articles, research and reference materials.

3) Work in progress

- a. scholarly materials intended for publication, whether submitted or in draft form; and
- b. evidence of reasonable progress on long-term projects.

VI. SERVICE

A. Service includes contributions to the functioning of the Department, College, University, community, or profession. Service may include the following:

- a. administrative assignments in the Department or College.
- b. appointments or elections to Departmental, College or University committees, legislative or advisory bodies;
- c. sponsorship of student organizations or providing other kinds of mentoring;
- d. consulting which results in "in-house" or proprietary reports or other materials;
- e. appointments to institutional, agency or governmental committees, boards, and/or commissions related to or in recognition of a faculty member's area of expertise;
- f. consulting for institutions, organizations and/or governmental agencies related to a faculty member's area of expertise;

- g. lectures to community groups;
- h. publication of popular articles; and
- i. newspaper interviews and radio/television appearances as an "expert source."

B. Documentation of Service may include:

- a. evaluations solicited from committee chairs and members, and /or letters acknowledging services rendered;
- b. documents produced in the course of particular service activities, e.g., a study, reports, policy, student handbook;
- c. bulletins, conference programs or other documents from professional organizations indicating participation and/or leadership roles;
- d. evidence of editorial or consulting work;
- e. review and evaluation of the work of others;
- f. letters of thanks or acknowledgment from those served; and
- g. newspaper accounts of a project or lecture.

VII. ANNUAL REVIEWS

- A. Annual reviews of faculty members of the Department of Pan-African Studies shall take into consideration achievement for the year under review and the two years preceding it, and shall be based on the standards, evidence and procedures set forth in Section 2.1 of the College of Arts and Sciences Personnel Policy and Procedures and:
 - a. faculty performance in the areas of teaching, professional activity and service as outlined in sections IV, V and VI, above;
 - b. the extent to which a faculty member has contributed to Department, Division, College and/or University missions;
 - c. evidence of a faculty member's record of collaboration with colleagues and students;
 - d. evidence of a faculty member's record of adherence to professional standards; and
 - e. evidence of a faculty member's pattern of accomplishment over time.
- B. Procedures: Each faculty member shall submit annually:
 - a. an updated CV in standard college form;
 - b. a summary statement which highlights the accomplishments of the faculty member during the review period, including progress on long term projects, where appropriate;
 - c. an Annual Work Plan for the years under review (updated, if necessary);
 - d. copies of published materials, if so requested;
 - e. evidence of the acceptance of materials listed as accepted or in press;
 - f. summaries of student evaluations of teaching;
 - g. a syllabus for each course taught during the review period, if so requested; and
 - h. results of any peer reviews of teaching
- C. The Department of Pan-African Studies Personnel Committee or the Department Chair may request, and any reviewee may include, any additional materials deemed relevant. The materials submitted for review shall be considered in light of the career pattern of

each faculty member as outlined in the annual summary statement and reflected in the CV and Annual Work Plan.

- D. If requested by the faculty member, or warranted by the Department Personnel Committee, a reviewee may undergo Peer Evaluation of Teaching for promotion and as part of his/her periodic career review. The Department will adhere to the following process:
- a. Each scheduled evaluation shall include two courses, preferably at different levels.
 - b. Each faculty member shall be evaluated by two tenured faculty, chosen by the Chair. The person being evaluated will have the right to challenge the choice of evaluators, with the Chair of the Department Personnel Committee acting as mediator.
 - c. The courses to be visited and the dates of such visits will be arranged by mutual consent of the faculty member being evaluated and the evaluators.
 - d. The evaluator shall submit a written report to the Chair within one week of the evaluation visit.
 - e. The faculty member being evaluated shall have the right to respond in writing to the evaluation report for inclusion in her/her file.
 - f. The written evaluation, along with any rebuttal from the reviewee, will be made available for use as evidence of teaching proficiency in Department personnel actions.
- E. All Pan-African Studies faculty holding joint appointments shall be evaluated by both departments, with the department in which the primary appointment is based being responsible for initiating the review process. Where possible, the personnel Committee of the Department of Pan-African Studies shall work with the Personnel Committee of the other department to achieve consensus in the overall rating.
- F. Administrative Appointments Outside the Department: Faculty holding appointments in the Department of Pan-African Studies, who have administrative appointments outside the Department, shall be reviewed for their administrative services as well as for their other faculty responsibilities. Such reviews will be initiated by the Department and will involve consultation with appropriate faculty and administrators. This evaluation will be incorporated into the annual review of that individual.
- G. Annual Review of the Chair: The annual review of the Chair of the Department of Pan-African Studies shall include a review of his or her faculty teaching, professional activity and service, consistent with the provisions of this policy. The annual review of the Chair's administrative service to the Department, as indicated on his or her Annual Work Plan, will be conducted as follows:
1. The Personnel Committee will gather specific assessments of the Chair's performance from the Dean and other appropriate individuals outside the Department. The Department Chair, together with the Personnel Committee, will be responsible for identifying such individuals.
 2. The Personnel Committee will gather specific assessments of the Chair's performance from the faculty of the Department.
 3. The Personnel Committee will consider the totality of this evidence in assessing the administrative service of the Chair.

- H. Procedure: The Personnel Committee shall prepare a written evaluation which shall:
- 1) summarize the performance of each reviewee in each area of work, using the criteria outlined above;
 - 2) present the overall rating of each faculty member;
 - 3) conclude with a brief assessment of the work/progress of each faculty member (toward tenure or promotion to full professor), with commendations or recommendations as needed.
- I. Right of Rebuttal: After the reviewee has had the opportunity to review and rebut its contents, the written evaluation shall be forwarded to the Chair of the Department. The Chair shall then evaluate the reviewee and prepare a written evaluation using the criteria outlined above. The Chair's evaluation, and any rebuttal the faculty member may choose to offer, will then be forwarded to the Dean.
- J. Notification: The Chair shall inform the Personnel Committee, annually and in a timely manner, of the Dean's calendar for personnel actions and any changes in Department guidelines for Annual Performance Reviews. The Personnel Committee shall distribute, annually, to the faculty the policies and procedures for annual reviews of faculty performance.
- K. Faculty Ratings: The standards for determining faculty ratings under this policy shall be as follows:

Teaching

- Exceptional: A mean student evaluation rating of 4.5 or above, and significant accomplishments in teaching-related activities, e.g., advising, supervision of independent study or graduate students.
- Highly Proficient: A mean student evaluation rating of 4.0 – 4.49, and meaningful involvement in teaching-related activities, e.g., advising, supervision of independent study or graduate students.
- Proficient: A mean student evaluation rating of 3.0 to 3.99, and some contribution to teaching related activities.

Professional Activity

- Exceptional: The publication (or acceptance) of a peer-reviewed book or a combination of more than two articles in refereed journals or chapters in edited books. The Committee shall also consider grants and papers presented at professional meetings.

Highly Proficient: The publication (or acceptance) of a combination two articles in refereed journals or chapters in edited books. The Committee shall also consider grants and papers presented at professional meetings.

Proficient: The publication (or acceptance) of at least one refereed article or one chapter in an edited book; or evidence of significant work in progress. The Committee shall also consider grants and papers presented at professional meetings.

Service

Exceptional: Significant contributions, as judged by the Committee, in two or more categories of service, i.e., Departmental, College, University, community and profession.

Highly Proficient: Significant contributions, as judged by the Committee, in one category of service.

Proficient: Adequate contributions, as judged by the Committee, in at least one category of service.

Any faculty member who fails to meet the standard for "proficient" performance in any category of work will be judged "not proficient" in that category.

For the purpose of salary increase recommendations, points will be awarded in each category of work as follows:

Exceptional = 3.0 points

Highly Proficient = 2.0 points

Proficient = 1.0 point

Not Proficient = 0.0 points

The overall performance rating for each faculty member will be calculated as follows: the sum of the products of the percentage of time allocated in the Annual Work Plan to each category of work multiplied by the rating point(s) awarded in that same category – on the following scale:

Exceptional = 2.50 and Above

Highly Proficient = 1.75 – 2.49

Proficient = 1.00 – 1.74

Not Proficient = Below 1.00

- L. Distribution of Funds: The Department will divide salary awards between 1) a straight percentage calculation of base salary (50 percent) and 2) a lump sum distribution (50 percent). Based on these ratings, funds available for distribution as salary increases to faculty of the Department will be distributed to individual faculty as follows:

Exceptional = Twice the salary increase awarded for proficient performance.

Highly Proficient = One and a half times the salary increase awarded for proficient performance.

VIII. TENURE

- A. Faculty eligible for tenure must be evaluated within twelve months after five years of service applied toward tenure. The standard for a favorable tenure review shall be an assessment that the reviewee has achieved proficiency in teaching, professional activity and service.
- B. All actions relating to review for tenure shall be based on the criteria for proficiency in each area of professional work referenced in sections IV, V and VI, above, and shall follow the guidelines and procedures set forth in Sections 2.2.H and 2.2.I of the College of Arts and Sciences Personnel Policy and Procedures. Specifically:
1. Faculty of the Department have the right to initiate their own reviews, except as that right is restricted by the Redbook.
 2. For reviews for tenure or promotion, the Department Personnel Committee will be comprised of faculty holding principal appointment in the Department of Pan-African Studies.
 3. When the Chair is under periodic review or review for promotion, the Department Personnel Committee will include among its members one member of the faculty within the College but external to the Department. The Dean shall appoint that member of the committee.
 4. The Chair shall initiate reviews for promotion and tenure by letter of notice to relevant committees, the Dean, and the Arts and Sciences Personnel Committee.

5. All evidence entered in review will be submitted to the Dean with the Chair's recommendation.
6. At every stage of the review, the reviewee will have the opportunity to review all materials in the record, except for the identities of extramural reviewers. At each level of review there must be a letter of recommendation that includes a written evaluation of all evidence regarding teaching, research and creative activity, and service. At each level the reviewee has the right to respond to the evaluation. All such responses shall become a permanent part of the file under review.
7. Once initiated, a promotion review or review for early tenure may not be stopped, except with the permission of the reviewee. A promotion or tenure review file must be compiled with the assistance of the faculty member, and the faculty member is allowed to add newly available evidence for reconsideration by the previous evaluators before the file is advanced to the Office of the Provost. The file shall be closed and no further evidence may be added to it after the file has reached the Office of the Provost.
8. Sections of any report evaluating teaching must rest on (a) student evaluations for every course taught by the faculty member at the University of Louisville during the period under review, (b) a peer review of teaching effectiveness, (c) and other relevant evidence.
9. Evaluation of research and creative activity requires extramural review. The Dean shall solicit extramural referees chosen from a list of professionally expert and objective evaluators compiled and agreed upon by the reviewee and the Chair.
10. In tenure and promotion cases, after examination of the evidence, each probationary and tenured faculty member having principal appointment in the Department shall have a single vote, and the Chair shall report the vote numerically. A faculty member may have to choose whether to vote as a Personnel Committee member, administrator, or as a member of the Department at large. Department votes shall be by written ballot not marked with name, rank, tenure status, or other identifying information. The ballots shall become a permanent part of the file under review.
11. Any person scheduled for review for promotion or tenure may not serve on the Department personnel committee during the academic year in which the review takes place.
12. A faculty member with a joint appointment in the Department of Pan-African Studies must be reviewed by a joint personnel committee. If the primary appointment is in the Department, the Department personnel committee will conduct the review, augmented by at least one member of the department in which the faculty member holds a secondary appointment. If the secondary appointment is in the Department, the department in which the primary appointment is held will conduct the review, augmented by at least one member of faculty of the Department. In all cases, the vote

of faculty of both departments and the recommendations of both chairs must become part of the tenure file as specified above.

13. A faculty member with a full or joint appointment in the Department of Pan-African Studies, but who contributes significantly to the teaching, service, or research and creative activity of yet another department, is entitled to be reviewed for personnel actions with the participation of that department. "Significant contribution" in teaching is defined as teaching in one academic year one or more courses unique to or cross-listed with another department. "Significant contribution" in service and research and creative activity is defined as performance in either category that exceeds 10 percent of an annual work plan commitment. Upon request of the faculty member under review, the faculty member's file will be made available to the chairperson of the outside department, and the chairperson of the outside department shall write a letter of recommendation based on the reviewee's participation in that department. This letter shall be placed in the triptych prior to the review of the case by the Chair.

IX. PRETENURE

- A. A pretenure review will take place in the third year of faculty member's probationary period to determine whether or not the faculty member is making satisfactory progress toward achieving tenure. The standard for a favorable pretenure review shall be an assessment that continuation of the reviewee's work in teaching, professional activity and service will meet the requirements for tenure in the Department of Pan-African Studies.
- B. The general principles for evaluating the evidence for pretenure appraisals are the same as those for Promotion and Tenure. Accordingly, all actions relating to review for pretenure shall be based on the criteria for proficiency in all areas of professional work referenced in sections IV, V and VI, above, and shall follow the guidelines and procedures set forth in Section 2.2.G of the College of Arts and Sciences Personnel Policy and Procedures. Specifically:
 - 1) The Chair shall initiate the review for pretenure by letter of notice to relevant committees, the Dean, and the Arts and Sciences Personnel Committee.
 - 2) All evidence entered in review will be submitted to the Dean with the Chair's recommendation.
 - 3) At every stage of the review, the reviewee will have the opportunity to review all materials in the record, except for the identities of any extramural reviewers. At each level of review there must be a letter of recommendation that includes a written evaluation of all evidence regarding teaching, research and creative activity, and service. At each level the reviewee has the right to respond to the evaluation. All such responses shall become a permanent part of the file under review.

- 4) Once initiated, a pretenure review may not be stopped, except with the permission of the reviewee. A pretenure review file must be compiled with the assistance of the faculty member, and the faculty member is allowed to add newly available evidence for reconsideration by the previous evaluators before the file is advanced to the Office of the Dean.
- 5) Sections of any report evaluating teaching must rest on (a) student evaluations for every course taught by the faculty member at the University of Louisville during the period under review, (b) a peer review of teaching effectiveness, (c) and other relevant evidence.
- 6) Evaluation of research and creative activity may include extramural review if so requested by the faculty member undergoing pretenure review. However, for the purpose of pretenure review, extramural review is optional; this option may be exercised by the faculty member. When so requested, the Dean shall solicit extramural referees chosen from a list of professionally expert and objective evaluators compiled and agreed upon by the reviewee and the Chair.
- 7) In pretenure cases, after examination of the evidence, each probationary and tenured faculty member having a full or primary appointment in the Department shall have a single vote, and the Chair shall report the vote numerically. A faculty member may have to choose whether to vote as a personnel committee member, administrator, or as a member of the Department at large. Department votes shall be by written ballot not marked with name, rank, tenure status, or other identifying information. The ballots shall become a permanent part of the file under review.
- 8) Any person scheduled for pretenure review may not serve on the Department personnel committee during the academic year in which the review takes place.
- 9) A faculty member with a joint appointment in the Department of Pan-African Studies will be reviewed by a joint personnel committee. If the primary appointment is in the Department, the Department personnel committee will conduct the review, augmented by at least one member of the department in which the faculty member holds a secondary appointment. If the secondary appointment is in the Department, the department in which the primary appointment is held will conduct the review, augmented by at least one member of faculty of the Department. In all cases, the vote of faculty of both departments and the recommendations of both chairs must become part of the tenure file as specified above.
- 10) A faculty member with a full or joint appointment in the Department of Pan-African Studies, but who contributes significantly to the teaching, service, or research and creative activity of yet another department, is entitled to be reviewed for personnel actions with the participation of that department. "Significant contribution" in teaching is defined as teaching in one academic year one or more courses unique to or cross-listed with another department. "Significant contribution" in service and research and creative activity is defined as performance in either category that

exceeds 10 percent of an annual work plan commitment. Upon request of the faculty member under review, the faculty member's file will be made available to the chairperson of the outside department, and the chairperson of the outside department shall write a letter of recommendation based on the reviewee's participation in that department. This letter shall be placed in the triptych prior to the review of the case by the Chair.

- 11) The record compiled for pretenure review shall be maintained intact as part of the evidence to be considered in tenure review.

X. PROMOTION IN RANK

- A. Faculty appointed or promoted to the rank of Professor in the Department of Pan-African Studies shall provide evidence of: having attained and maintained proficiency in all areas of professional work referenced in sections IV, V and VI, above; superior achievement in at least one area of professional work; and promise of continuing performance at or above such levels. Evidence of achievement, continuing promise and professional recognition shall include extra-mural evaluation. Review for promotion in rank will follow the criteria and procedures outlined in Sections VII, above, and in Section 2.2.I of the College of Arts and Sciences Personnel Policy and Procedures.

XI. PERIODIC CAREER REVIEW

- A. Tenured faculty are expected to maintain proficiency in teaching, professional activity and service as evidenced by Annual Review ratings of "proficient" or above each year after earning tenure in accordance with their Annual Work Plan.
- B. Tenured faculty members shall undergo career review after every fifth year of service. When the review period ends in a sabbatical (or other leave), the periodic career review shall be deferred until the next academic year. A promotion shall replace a periodic career review.
- C. Periodic Career Review, Stage 1: Annual reviews, the documentation supporting them, and a current curriculum vitae will be used as the evidentiary basis for periodic career reviews. The Department personnel committee will review the five prior Annual Reviews. If the faculty member under review has maintained proficiency in all areas of work through the review period, as evidenced by Annual Review ratings of "proficient or above" for at least four of the five years of the review period, the personnel committee will forward a positive recommendation and summary of their examination of the reviewee's record to the Chair. The Chair will review this material and forward the summary, Personnel Committee's recommendation, and the Chair's positive recommendation to the College Personnel Committee.

D. If a faculty member has more than one unsatisfactory review during the five-year period, the Department personnel committee and Chair will identify problems. If the Department personnel committee and Chair do not think that there are mitigating circumstances that account for the deficiencies they will recommend a Stage 2 review. The recommendations of the Department personnel committee and Chair, and accompanying documentation, will be forwarded along with the summary of the review period to the College Personnel Committee. The College Personnel Committee will review these documents and forward their recommendation to the Dean. With the Dean's concurrence, a Stage 2 review, the purpose of which is to provide useful feedback and appropriate intervention and assistance to faculty members who have not met expected performance criteria, will proceed according to the follow guidelines:

E. Periodic Review, Stage 2: The Chair will inform each faculty member subject to Stage 2 review. The faculty member will compile a triptych containing detailed information pertinent to the review. This information will in all cases include: (1) an up-to-date curriculum vitae, (2) annual reviews and annual work agreements for the past five years; (3) Stage 1 documentation and recommendations. Other evidence may also be included by the faculty member or may be requested by any of the reviewing bodies. If requested by the faculty member or the Chair, any materials may be sent out for extramural review, following all procedures outlined in Section VII of this policy and in the Arts and Sciences Personnel Policy and the Dean's Guidelines.

1. The Department personnel committee will review all documentation and reviews and make a recommendation to the Chair. The Department review must reflect the nature of the individual's field of work and must conform to fair and reasonable standards for performance.
2. The Department review should identify strengths and weaknesses of the faculty member and define specific goals or outcomes that would help the faculty member improve. The faculty member will then review and will have the opportunity to rebut this recommendation. All documentation will then be forwarded to the Chair. The Chair will respond in writing to the documentation provided by the Department personnel committee and will develop, with the faculty member under review, a specific plan to overcome deficiencies. This plan will specify expected outcomes and will outline the activities that will be taken to correct deficiencies.
3. All documentation will be forwarded to the Arts and Sciences Personnel Committee for review, and its recommendation that the plan be accepted, modified, or rejected will be sent to the Dean. The Dean will make the final decision regarding the plan. The evaluation process, including the approval of the plan by the Dean, shall be completed in thirty calendar days following identification of the deficiency.
4. The faculty member will be given one year to satisfy the requirements of the plan, unless the Dean approves a longer period. If the faculty member completes the

professional development plan, the faculty member shall then have one year to demonstrate satisfactory performance. The Dean shall institute another career review. A faculty member whose performance is judged unsatisfactory in this second review shall be subject to appropriate disciplinary action, which may include proceedings for termination.

5. A faculty member can appeal this process, following all procedures outlined in this policy, The Redbook, Arts and Sciences Personnel Policy, and the Dean's Guidelines.

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