Procedures for Tenured Faculty Performance Improvement Plans

Faculty members may become subject to a Performance Improvement Plan after a Periodic Performance Evaluation (PPE) review.

The Chair should first notify the faculty member during a PPE review conference that s/he will be recommending a PIP to the Dean of the College.

Deans may also initiate a Performance Improvement Plan if s/he concludes during a PPE review that a faculty member’s performance is unsatisfactory. Upon reaching such a conclusion, the Dean shall appoint a College-level PPE-Faculty Review Advisory Committee (PPE-FRAC) to advise the dean concerning the PPE review.

The College-level PPE-FRAC shall be constituted as follows:

- The Chair will provide the dean with a list of three (3) nominees to serve on the college-level PPE-FRAC. These members may come from any department of the university, but must be tenured and hold rank equal to or greater than the faculty member under review.
- The dean shall appoint three (3) members to the college-level PPE-FRAC, at least one of whom comes from the chair’s list of nominees. More than three members may be appointed to accommodate additional chair nominees in the event that multiple faculty members have received unsatisfactory PPE reviews.
- The membership of the college-level PPE-FRAC should ideally be determined by January 15.
- The college-level PPE-FRAC shall elect its own committee chair.
- The college-level PPE-FRAC may be used to consider more than one PPE review in a given year, if needed.

The college PPE-FRAC should provide a report analyzing the earlier evaluations and providing its independent analysis of the problematic areas in the PPE review. In cases where the independent review of the college PPE-FRAC is in full agreement with the analysis of the dean, it may provide a succinct report stating its agreement. Otherwise, it should detail its reasons for departing from the dean’s conclusions. As with the departmental PPE-FRAC, the report should ideally characterize the consensus view of the committee; however, if no consensus is reached, then all perspectives should be represented in the report.

The Dean shall consider the College-level PPE-FRAC’s report in reaching a conclusion concerning the performance of the faculty member. If the decision is to proceed with a performance improvement plan, the Dean will notify the both the faculty member and the Chair of her/his decision.

Once the faculty member has been notified, the Chair will draft a proposal to the Dean with specific goals that address the problems that have emerged over the course of the evaluation period. If, for example, the problem is research productivity, the Chair should recommend the number and type of publications, and the quality of the journals or other outlets, that the faculty
member should publish within a specified time. In doing so, the Chair should use national norms of the discipline as well as College and Department guidelines on productivity.

Should the area of concern involve teaching effectiveness, the Chair will consult with the Director of the Teaching and Learning Center for advice and direct the faculty member to work with the Center to improve classroom performance. A performance improvement plan may include specific workshops or other activities that the faculty member should undertake in order to meet the requirements of the plan.

Deficiencies in the area of service should be rectified with concrete plans that give the faculty member opportunities to engage in work that reflects the role of a senior faculty member in the Department, College, and University.

The PIP should identify a limited time frame within which the faculty member is expected to improve his or her performance.

The Chair will monitor the faculty member’s adherence to the PIP, monitoring his/her performance and providing written documentation during the period established in the PIP. At the end of that period, the Chair will meet with the faculty member to discuss progress. If the faculty member has failed to make sufficient progress, the Chair will revise the PIP and repeat it for an additional period of time determined by the Chair and the Dean.

A PIP Memorandum must have the following statement placed just below the signatures line: “Failure to perform according to the terms of this agreement may result in further corrective action, up to and including termination.”

Once the Dean approves the PIP, the Chair should meet with the faculty member to review the plan and to request that the faculty member sign the PIP. If the faculty member refuses to do so, the Chair should note and date that fact on the PIP form.

If the faculty member does not show sufficient progress after two successive PIP cycles, s/he should be informed that termination for cause proceedings may be initiated by the University in accordance with the provisions of HOP 2.13: Termination and Non-reappointment of Teaching Personnel.