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**COMMUNICATION STUDIES**  
**FACULTY**  
**PERFORMANCE EVALUATION PROCESS**

**Section One: Faculty Performance Evaluation  
Purposes, Expectations and General Guidelines for Evaluation**

**I. Purposes of Performance Evaluation**

Faculty performance evaluation will be conducted to assist faculty in achieving professional goals, to ensure that faculty make meaningful contributions to the instructional, scholarly, and service missions of the Department, and to make decisions regarding Reappointment, Conferral of Permanent Tenure, and Promotion, salary improvement, and faculty workload.

**II. General Performance Expectations**

- A.** All Communication Studies faculty, full time and adjunct, are expected to make a meaningful contribution to the instructional mission of the Department. Because the most fundamental goal of the Department is to provide quality instruction, teaching performance, in most cases, will be the single most important element of faculty performance evaluation, particularly regarding Reappointment, conferral of Permanent Tenure, and Promotion.
- B.** All tenure-track and tenured Communication Studies faculty are expected to engage in on-going scholarly activities. Communication Studies faculty are encouraged to develop and pursue those scholarly activities commensurate with their primary teaching areas, general areas of interest, and research specializations. The Department recognizes that engaging in scholarly activity is integral to maintaining intellectual vigor, promoting growth as instructors, and furthering the discipline. The Department recognizes that meaningful scholarly activity can be conducted for many purposes, take a variety of forms and employ a diverse range of methodological and investigative procedures.
- C.** All full time Communication Studies faculty are expected to contribute to the service mission of the Department. Communication Studies faculty are encouraged to engage in those service activities which draw upon their professional expertise and contribute to the development, and/or operation of the Department, College, University and the discipline. Communication Studies faculty are also encouraged to engage in those professional service activities which enhance connections between the community and the University, and contribute to the furtherance of the various constituencies served by the University.
- D.** All Communication Studies faculty are expected to fulfill those specific duties which they are assigned as conditions of their initial or continued employment.

### **III. General Guidelines for Performance Evaluation**

- A.** In evaluating teaching, The Department will not assume that all Communication Studies faculty are adequate in this area. Rather, that judgment will be reached in the case of each individual based upon consideration of student evaluations, peer evaluations, course material and other relevant information.
- B.** All scholarly activity will be evaluated both in terms of its scope and quality and in ways consistent with the nature of the activity being evaluated. Although scholarly activity can come in many forms, all scholarly activity must be available for substantive review, including peer review and public review. Peer review is defined as the review of scholarship *prior to* and as a *condition of* publication or presentation. Public review is defined as the review of scholarship *after* presentation or publication, such as book reviews or evaluation of the work in another scholarly work. Faculty must also designate their contribution to collaborative works. The appropriate level and nature of external funding in support of faculty scholarship will vary depending upon the area of specialization as well as the individual faculty member's scholarship within that area. The Department recognizes that the opportunities for, types of and funding amounts available vary greatly depending upon the individual faculty member's area of expertise, even within the field's sub-disciplines. External reviewers will be used to supplement assessment of scholarly activity prior to tenure and promotion decisions
- C.** All service activity for Communication Studies faculty will be evaluated both in terms of its scope and quality. Assessments about the scope and quality of a faculty member's service activity will be determined in ways consistent with the nature of the service activity being evaluated. All service activities must be available for substantive review and be professionally based (related to the faculty members training, expertise, or experience).
- D.** The ability of faculty to fulfill specific duties and responsibilities stipulated in their initial letter of appointment or in subsequent letters of reappointment shall be considered during the review process. Assessment of faculty performance shall be based upon relevant information consistent with the nature of the duty and expectations specified.

#### **Section Two: Annual Performance Evaluations by the Chair of the Department**

##### **I. Nature of the Evaluation**

The performance of every Communication Studies faculty member will be evaluated annually by the Chair. Annual evaluations of full time faculty will always include an assessment of teaching, scholarly, professional service activities and other assigned duties. Annual evaluations of adjunct faculty will always include an assessment of teaching. Annual evaluations by the Chair provide an on-going indicator to faculty about their performance, strengths, weaknesses, progress toward

reappointment, tenure, and promotion, and annual recommendations about salary and assignment of workload. The evaluation period shall cover the most recently completed Summer, Fall, and Spring terms (e.g. the 1995-96 evaluation will cover Summer 95, Fall 95, and Spring 96).

## **II. Process**

- A.** Faculty will receive annual evaluations prior to completion of any substantive work in the Fall semester of each academic year.
- B.** Faculty will sign that evaluation to acknowledge receipt. The written annual evaluation will become a part of each faculty member's personnel file.
- C.** Any faculty member may request to meet with the Chair to discuss their annual evaluation. In addition, should a faculty member wish to clarify, explain, or challenge any portion of the written evaluation, he/she may prepare a written response to the annual evaluation which will be included in that faculty member's personnel file.
- D.** In addition to the written evaluation, non-tenured tenure-track faculty will have an annual performance conference with the Chair. The purpose of the performance conference is to assist the faculty member in understanding performance expectations, to discuss the faculty member's short and long-term instructional and professional goals, to identify ways the faculty member might improve her/his performance in instructional, professional and service activities, and to discuss any issue related to performance, expectations, or evaluation that the faculty member deems important.

### **Section Three: Annual Performance Evaluation by the Salary Review Committee**

## **I. Nature of the Evaluation**

The performance of every Communication Studies faculty member will be evaluated by the Salary Review Committee in those years in which the department is required to develop a salary improvement plan. These performance evaluations will always include an assessment of teaching, scholarly, professional service activities and other assigned duties. The evaluation period shall cover the most recently completed Summer, Fall, and Spring terms (e.g. the 1995-96 evaluation will cover Summer 95, Fall 95, and Spring 96).

## **II. Process**

- A.** All full time faculty will complete the Communication Studies Faculty Evaluation form and will submit that form to the Salary Review Committee along with copies of student evaluations and, if available, peer evaluations of teaching covering the prescribed evaluation period.

- B. The Salary Review Committee will evaluate the faculty member's performance in teaching, scholarly activity, professional service, and other assigned responsibilities. Their evaluation process will be consistent with the general and specific guidelines for evaluating faculty performance contained in the other sections of this document.
- C. Based upon their evaluation, the Salary Review Committee will formulate a salary recommendation for each faculty member consistent with the salary improvement guidelines prescribed for the College of Arts and Sciences.
- D. The Chair of the Department will meet with the Salary Review Committee to discuss their recommendations.
- E. The Chair of the Department will formulate the salary improvement plan for the Department.

#### **Section Four: Performance Evaluation by the Department Review Committee**

##### **I. Nature of the Evaluation**

The Review Committee formulates recommendations regarding reappointment, conferral of permanent tenure, and promotion, advises the Chair of the Department about faculty workload, and works with the Chair of the Department to formulate professional development plans to help Communication Studies faculty enhance their performance. The Review Committee bases its evaluation and recommendations upon an assessment of each faculty member's performance in teaching, scholarly activity, professional service, and other assigned duties. All recommendations regarding reappointment, conferral of permanent tenure, and promotion shall be based upon the specific criteria listed in Sections Five, Six, and Seven of this document.

##### **II. Preamble of the Department Review Committee**

The goal of the Review Committee is to arrive at a thorough, fair, and professional judgment about the performance of each Communication Studies faculty member. The Departmental Review Committee shall seek to evaluate the scope and quality of each faculty member's accomplishments by carefully and thoughtfully considering the available data and shall seek to render judgments consistent with the procedures governing review of Communication Studies faculty contained in this document or its successor, and shall at all times abide by the procedures governing personnel reviews established by the College of Arts and Sciences, as well as those established for the University of North Carolina at Charlotte. The Departmental Review Committee shall conduct all of its proceedings in a professional manner, and each member of the committee shall do her/his utmost to respect the confidentiality of the proceedings and the privacy of the candidate.

### **III. Review Schedule**

Communication Studies faculty will be reviewed for Reappointment, Conferral of Permanent Tenure, and Promotion according to the schedule prescribed for all faculty at the University of North Carolina at Charlotte. Non-tenured tenure-track faculty shall be reviewed by the Departmental Review Committee each year. Lecturers shall be reviewed every other year. Tenured Assistant Professors will be reviewed at least once every three years. Tenured Associate Professors and Full Professors will be reviewed at least once every five years.

- A. Tenured faculty may elect not to be reviewed for promotion in years where a review for promotion is prescribed either by Department, College, or University review schedules. Tenured faculty who elect not to be considered for promotion shall notify the Chair of the Departmental Review Committee of their decision in writing in a timely manner.
- B. Any tenure-track faculty member can request a review for promotion or conferral of tenure prior to the time when such reviews are mandated by College or University guidelines. Faculty members who request such reviews shall notify both the Chair of the Departmental Review Committee and the Chair of the Department of their decision in writing in a timely manner.
- C. Tenure-track faculty and Lecturers may not request an early review for reappointment unless such a stipulation is expressly reflected in their initial letter of appointment.

### **IV. Review Process**

- A. Faculty will submit in a timely manner a review file prepared in accordance with the *"Communication Studies Guidelines for Preparing a Review File."*
- B. Members of the Review Committee will become thoroughly familiar with the contents of each faculty member's review file and the available data regarding the faculty member's performance in teaching, scholarly activity, professional service and other assigned duties.
- C. In the case of mandatory and requested personnel reviews, the Department Review Committee arrives through a vote at a formal recommendation regarding the pending action. A vote of 2 of the 3 tenured committee members is required for a recommendation of action.
- D. The Review Committee prepares a written statement of its recommendation which includes explanation of the basis for their decision. Written recommendations should attempt to provide a complete and balanced explanation of pertinent issues raised in deliberations and must reflect the vote count of the committee. If the Committee judges the performance of any faculty member to be deficient in any of the areas of evaluation, their written statement must clearly reflect that judgment. All members of the committee must sign the recommendation to indicate that they have read the recommendation being forwarded to the Department Chair.

- E. The recommendation of the Review Committee is forwarded to the Department Chair. The Chair of the Department will formulate a formal recommendation regarding reappointment, conferral of permanent tenure, or promotion which will be forwarded to the College Review Committee. The Chair of the Department will notify the faculty member of the recommendation which will be forwarded. In the event of a negative recommendation regarding reappointment, tenure, or promotion, the Chair of the Department will notify the faculty member through a simple unelaborated statement that a negative recommendation will be made to the College.
  
- F. In cases where no formal recommendation is required, the Review Committee shall prepare a written summary of its assessment of each Communication Studies faculty member which it reviews. Such assessments will normally address the following: the strengths of the faculty member, particular areas of weakness, the composition and presentation of the faculty member's review file and, as appropriate, any suggestions or comments the committee feels would enhance the ability of the faculty member to improve his or her performance in the various instructional, scholarly, or service activities in which he or she engages. If the Committee judges the performance of any faculty member to be deficient in any of the areas of evaluation, their written statement must clearly reflect that judgment. Such written assessments will be forwarded both to the faculty member and the Department Chair and will become a part of the faculty member's personnel file.

**V. Rights and Responsibilities of Faculty and Members of the Review Committee**

- A. It is always the responsibility of the faculty member being reviewed to submit to the Departmental Review Committee in a timely manner his or her review file and further to insure that the review file is developed in accordance with the "*Communication Studies Guidelines for Preparing a Review File.*"
  
- B. Should the Departmental Review Committee determine the need to obtain additional information or materials from a faculty member in order to render a thorough, fair, and professional judgment about the performance of that faculty member, they may submit such a request in writing to the faculty member.
  
- C. Faculty have the responsibility to respond in a timely manner to written requests from the Review Committee for additional materials.
  
- D. Any Communication Studies faculty member can request to meet with the Departmental Review Committee to discuss any formal recommendation or assessment rendered by the Departmental Review Committee about that faculty member's performance.
  
- E. All Communication Studies faculty have the right to expect that the Review Committee will conduct its deliberations in an impartial manner, arrive at reasoned judgments based upon thorough and thoughtful assessment of the available data, and respect the confidentiality of the deliberation process and the faculty member's review file.

**VI. Duties of the Committee Chair**

The Chair of the Review Committee shall call all scheduled meetings of the committee, notify all faculty to be reviewed of the date for submission of review materials, reserve space for committee meetings, establish the agenda for committee meetings, initiate the agenda items for committee discussion, resolve procedural disputes, call all required votes, record and report as required the results of all votes, prepare a written draft which summarizes the committee's assessment of each faculty member reviewed, submit that draft to the committee for editing and final approval, prepare the final draft of all written recommendations and assessments, to provide the final written assessments and recommendations to the Department Chair, and other such responsibilities necessary to insure that the departmental review process occurs in a conscientious, effective, efficient, and professional manner.

**VII. Relationship With the Department Chair**

The Departmental Review Committee is advisory to the Chair of the Department and its formal recommendations are not binding upon the Chair of the Department. The Chair of the Department can be present at regularly scheduled meetings of the Department Review Committee as an observer if so requested by the Chair of the Review Committee. If requested by the Chair of the Review Committee, the Chair of the Department may provide explanatory information which the committee believes to be useful in reaching a fair, thorough, and professional judgment about the performance of any Communication Studies faculty in the areas of teaching, scholarly activity, professional service, or other assigned duties.

- A. The Chair of the Department shall not be a voting member of the Department Review Committee.
- B. The Chair of the Department shall not attempt in any way to alter the decision-making process of the Department Review Committee, to circumscribe the personnel review procedures prescribed by the Department, College, or University, nor to influence individually or collectively the deliberation or voting of members of the Departmental Review Committee.
- C. In the event that the Chair of the Department does not concur with the recommendation made by the Review Committee, the Chair of the Department can request to meet with the Review Committee to discuss the case.

**VIII. Annual Evaluation of the Chair of the Department**

The Review Committee shall evaluate the Chair of the Department on an annual basis based upon both criteria associated with holding academic rank as well as criteria associated with the administrative duties of the Chair. The Review Committee will prepare a written evaluation of the Chair which will be forwarded to the Dean of the College of Arts and Sciences.

**Section Five: Criteria for Reappointment,  
Conferral of Permanent Tenure, and Promotion  
of Professorial Rank Faculty.**

**I. Reappointment of an Assistant Professor**

In order for a Communication Studies faculty member at the rank of Assistant Professor to be reappointed at that rank, the faculty member must:

- A. Demonstrate effective teaching.
- B. Show evidence of high quality scholarly activity and promise of continuing development.
- C. Make an appropriate service contribution.
- D. Show promise of satisfying criteria for promotion to Associate Professor and Conferral of Permanent Tenure.

**II. Promotion to Associate Professor and/or Conferral of Permanent Tenure**

In order for a Communication Studies faculty member at the rank of Assistant Professor to be promoted to the rank of Associate Professor, and receive conferral of permanent tenure, the faculty member must:

- A. Demonstrate teaching effectiveness.
- B. Have a continuous and distinctive record of scholarly accomplishments including peer-review and public-review publications, and an appropriate level of external funding.
- C. Have made a satisfactory service contribution.
- D. Show tangible promise of achieving distinction in teaching or scholarship.

**III. Promotion to Associate Professor Prior to Conferral of Permanent Tenure**

In order for a Communication Studies faculty member at the rank of Assistant Professor to be promoted to Associate Professor prior to a tenure decision which is mandated by the Tenure Policies, Regulations, and Procedures of the University of North Carolina at Charlotte, that faculty member must satisfy each of the criteria indicated for "Promotion to Associate Professor and/or Conferral of Permanent Tenure" and be clearly outstanding in teaching, professional activity, or service. These decisions are normally referred to as "early promotion" and as such are reserved for those few individuals who demonstrate outstanding achievements early in their careers at UNC Charlotte.

#### **IV. Promotion to Full Professor**

In order for a Communication Studies faculty member at the rank of Associate Professor to be promoted to the rank of Full Professor, that faculty member must:

- A. Demonstrated growth in and cumulative record of teaching effectiveness since promotion to associate professor.
- B. Have a record of substantial scholarship including peer-review and public-review publications, an appropriate level of external funding and evidence of scholarly growth since promotion to associate professor.
- C. Have made important service contributions to the Department, College, University, and community/discipline.
- D. Have achieved national or international recognition in teaching or scholarship.
- E. Have performed in a role of leadership in the Department, College, University, community, or discipline.

#### **VI. Special Committee to Recommend Promotion to Full Professor**

For the purposes of evaluating an Associate Professor for promotion to Full Professor, all Full Professors in the Department who are not seated on the Departmental Review Committee shall constitute a special committee which will evaluate the review file of the Associate Professor. The special committee shall provide a written report advising both the Chair of the Department and the Department Review Committee on each file reviewed. The report issued by the committee of Full Professors is advisory both to the Chair of the Department and the Department Review Committee. This report shall become a component of the Associate Professor's review file.

#### **VII. Collaborative Works and External Evaluations**

- A. Vita should indicate collaborative works and each faculty member should provide a brief description of her/his contribution to the collaborative project.
- B. Faculty being reviewed for tenure, promotion to Associate Professor, or promotion to Full Professor will also have their scholarship assessed by external reviewers. Faculty should assemble a collection of their scholarship which will be reproduced for distribution to the external reviewers. During the Spring semester prior to the Fall semester in which the faculty member will be reviewed, she/he should supply the Chair of the Review Committee with a list of persons deemed suitable to perform the external reviews. The Departmental Review Committee in consultation with the Chair of the Department will also compile a list of persons deemed suitable for the external review. The Departmental Review Committee will select at least 3 persons to contact for external reviews (at least one person must be from the candidates list, and at least one must be

from the Review Committee's list). Formal correspondence with external reviewers will be conducted by the Chair of the Department.

## **Section Six: Appointment, Reappointment, and Performance Evaluation Process for Lecturers and Senior Lecturers**

### **I. Nature of the Position**

Lectureships are non-tenure track faculty positions. Persons appointed to the rank of Lecturer in Communication Studies must hold at least an M.A. degree in an appropriate area of study. Lecturers who have served at least six years at UNC Charlotte and have distinguished themselves in their careers at UNC Charlotte may apply for promotion to Senior Lecturer. No appointment, and no series of appointments, as a Lecturer or Senior Lecturer constitutes the granting of permanent tenure, which may be granted only upon formal action by the Board of Governors of the University of North Carolina.

### **II. Role of Lecturers**

The Communication Studies program views Lecturers as important colleagues and is committed to maintaining a supportive and mutually beneficial relationship between Lecturers and faculty at the Professorial ranks. Lecturers in Communication Studies normally teach a four course load or an equivalent instructional load. As appropriate and possible, Lecturers can be given opportunities to teach in a wider range of courses including courses within their specialty area.

### **III. Term of Appointment**

Under normal circumstances, Lecturers in Communication Studies are appointed to two-year terms. Assuming satisfactory performance in meeting the specified evaluation criteria, Lecturers may be reappointed to additional three-year terms. Faculty promoted to Senior Lecturer are similarly appointed to three year, renewable contracts.

### **IV. Responsibilities**

The primary responsibility of all Lecturers and Senior Lecturers in Communication Studies, unless otherwise indicated in the initial letter of appointment, is to make a satisfactory contribution to the instructional mission of the program. In order to promote their own professional development, the Department supports efforts by Lecturers and Senior Lecturers to engage in scholarly activities, particularly those related to their instructional responsibilities. However, unless specifically stated in the initial letter of appointment, Lecturers are not required to engage in such activities.

- A. Lecturers and Senior Lecturers are expected to assist in the discharge of departmental service responsibilities, although unless specifically stated in the initial letter of appointment, they are not expected to assume the same amount of responsibility that Professorial rank faculty would assume.
- B. Lecturers and Senior Lecturers in Communication Studies are permitted to serve as voting members on departmental committees except where State, University, or College policy precludes such participation (e.g. Lecturers in Communication Studies may not serve as voting members on the Review Committee).

**V. Evaluation Process**

The performance of each lecturer and senior lecturer shall be evaluated annually by the Chair of the Department as the process is described in Section Two. The performance of lecturers and senior lecturers shall also be evaluated by the Salary Review Committee as the process is explained in Section Three and by the Review Committee as the process is described in Section Four.

**VI. Criteria for Reappointment of Lecturers**

In order to be reappointed, a Lecturer in Communication Studies must:

- A. Demonstrate teaching competence.
- B. Demonstrate both the willingness and ability to teach courses commensurate with Departmental needs.
- C. Demonstrate a satisfactory level of accomplishment of service activities commensurate with needs of the Department.
- F. Meet any additional expectations specified in the initial letter of appointment, or in subsequent letters of reappointment.

**VII. Criteria for Promotion to Senior Lecturer**

In order to be promoted to Senior Lecturer, a Lecturer in Communication Studies must:

- A. Serve a minimum of six years at UNC Charlotte as a Lecturer
- B. Demonstrate consistently excellent performance in instruction.
- C. Demonstrate both the willingness and ability to teach courses commensurate with Departmental needs.
- D. Demonstrate an excellent level of accomplishment of service activities commensurate with needs of the Department
- E. Evidence continued professional development.

## **Section Seven: Appointment, Reappointment, and Performance Evaluation Process for Adjunct Faculty**

### **I. Nature of the Position**

Adjunct faculty are non-tenure track faculty positions. Persons appointed as adjunct faculty must hold at least an M.A. degree in an appropriate area of study.

### **II. Appointment Process**

Appointment as an adjunct faculty member is for a semester term. Assuming satisfactory performance in meeting the specified evaluation criteria, adjunct faculty may be reappointed to subsequent semester terms.

### **III. Evaluation Process**

The performance of each adjunct faculty member shall be evaluated annually by the Chair of the Department as the process is described in Section Two.

## **Section Eight: Tenured Faculty Performance Review**

### **I. Purpose**

The purpose of tenured faculty performance review is to provide for the periodic and comprehensive review of the performance of all faculty members who have tenure and whose primary duties are teaching, research, and service. The goals of such a review are to promote faculty development and productivity and provide ongoing accountability.

### **II. Applicability**

The Tenured Faculty Performance Review process is applicable to all tenured members of the faculty who have been on a continuous contract for a period of five years or more since their last cumulative review. A faculty member shall not be subject to a mandatory Tenured Faculty Performance Review more than once every five years. The schedule for reviews is established by the Dean of the College of Arts and Sciences. Faculty members who are scheduled for their first fifth-year, mandatory review for promotion (following tenure) during the next academic year may choose to decline that review under provisions of the *Tenure Policies, Regulations and Procedures*. However, the faculty member who declines to be reviewed for promotion still will be included in the pool of faculty members eligible to undergo Tenured Faculty Performance Review. Any departmental consideration for promotion five years after a faculty member receives tenure satisfies the faculty member's Tenured Faculty Performance Review.

### III. Procedures

The department will utilize the procedures established by the University in the Tenured Faculty Performance Review Policy. In general, those procedures require the following:

- A. That the faculty member to be reviewed be given at least four months notice of the review;
- B. That the faculty member submit a review file containing only copies of the last five annual evaluations prepared by the chairperson and a current curriculum vitae. A faculty member can include an optional statement describing her or his professional accomplishments in teaching, research and service;
- C. That the review be performed by the elected departmental Review Committee and that the committee will function according to normal operating guidelines established in the department/college;
- D. That the Review Committee shall make a written assessment of the faculty member's performance including, where appropriate, recommendations to the chairperson intended to enhance the faculty member's contribution to the department and the University. The Review Committee's report is advisory to the chairperson. The report shall include an assessment of strengths and weaknesses of the faculty member's performance. The written assessment shall conclude with one of the following findings:

1. "**Seriously Deficient**"--the faculty member has substantial and chronic performance deficiencies. The department utilizes the definition of "Seriously Deficient" established for the College of Arts and Sciences. That current definition is as follows.

"For the purpose of tenured faculty performance reviews, 'seriously deficient' shall be defined as annual performance reviews over the preceding 5 years that demonstrate substantial evidence of a persistent pattern of under-performance or disengagement such that the faculty member fails to make an acceptable contribution to the unit. In determining acceptable levels of contribution, the unit shall consider its mission as articulated in the academic plan."

2. "**Satisfactory**"--the faculty member has no substantial and chronic performance deficiencies.

- E. That the chairperson shall provide the faculty member being reviewed a copy of both the Review Committee's report and the chair's recommendation. The faculty member will be provided an opportunity to respond in writing. All written responses shall become part of the faculty member's personnel file.

### IV. Review by the Chair and Dean

- A. The Review Committee submits its written evaluation to the chairperson. The Chair may reject the Review Committee's recommendation only with compelling evidence, communicated in writing to the faculty member, the Review Committee and the Dean.

B. The Chair submits her/his written appraisal to the Dean. The Dean may reject the chair's recommendation only with compelling evidence. In the event that the Dean's appraisal of the Tenured Faculty Performance Review outcome differs from that provided by the Chairperson of the Review Committee, the Dean will submit the faculty member's review materials to the College Review Committee for an advisory review, and the Dean's objections, reasons, and evidence will be communicated in writing. The Dean's response shall be provided to the faculty member, the Chairperson, and the Provost.

C. Any faculty member dissatisfied with the results of the Tenured Faculty performance Review and the chairperson's subsequent appraisal, or the Dean's acceptance, modification, or rejection of it, may pursue any appeal or remedy otherwise available to faculty members relating to matters that affect their employment status.

## **V. Development Plans**

When the Chairperson and Dean agree that the faculty member's performance is seriously deficient, the Chair will require that the faculty member have a written development plan designed to improve the faculty member's performance in clearly identified areas over a specified period of time. The development plan will be prepared jointly by the Chairperson and faculty member and will include at a minimum: (a) expectations that the faculty member is expected to meet; (b) specific performance goals and objectives, timetables for achieving such goals over a two-three year period, and the criteria to be used in measuring progress toward the performance goals; (c) resources that the Chair can provide to assist the faculty member in implementing the plan; (d) any adjustments in workload, assignments or responsibilities of the faculty member to enhance his or her performance; (e) consequences that might follow if deficiencies are not corrected. The development plan will be reviewed by the Dean. When the plan has received the final approval of the faculty member, Chairperson, and Dean, the faculty member will implement the plan.

## **VI. Monitoring**

Progress toward achieving the goals and timetables set out in the development plan will be reviewed in subsequent annual reviews by the chairperson, who will provide subsequent feedback to the faculty member and the Dean. At the end of the period specified in the developmental plan, the Chair in consultation with the departmental Review Committee will review the performance of the faculty member and make one of the following recommendations: (a) the faculty member has improved her/his performance and no further action is necessary; (b) the faculty member's performance has improved but not to the expected level; (c) the faculty member's performance remains seriously deficient. In the case of option b, the Chair may require an adjustment in the developmental plan or in the faculty member's workload in order to further enhance performance. In the case of c, the Chair may recommend the imposition of appropriate sanctions. Before any sanction is imposed, the Chair must consult with the senior faculty in the department and the result of that consultation must be forwarded to the Dean.

## **VII. Dean's Review**

The Dean reviews the recommended action. If the Dean agrees that no further action is necessary, the review process stops until the next regularly scheduled review. If the Dean agrees that a workload adjustment is necessary, the adjustment is implemented and the review process stops until the next regularly scheduled review. If the Dean agrees that sanctions should be imposed, he/she forwards that recommendation to the Provost. Sanctions can include: demotion, salary reduction, or discharge. Sanctions may only be imposed in accordance with Section VI of the *Tenure Policies, Regulations and Procedures of the University of North Carolina at Charlotte*. In all cases regarding serious sanctions, the burden of proof is on the University to demonstrate either that the serious deficiencies on the developmental plan constitute incompetence or neglect of duties.

## **VIII. Procedural Guidelines**

The department will follow current operating procedure for Tenured Faculty Performance Review as specified in appropriate College and University documents. In cases where this document conflicts with current procedures in the College or University, the department will utilize the College or University procedures.

### **Section Nine: Statement of Conformity, Faculty Appeal and Supporting Documents**

#### **I. Statement of Conformity**

The performance evaluation and review process and procedures described in this document are consistent with those prescribed in Tenure Policies, Regulations, and Procedures of the University of North Carolina at Charlotte (June 1992), the College of Arts and Sciences Bylaws (Amended February 1994), Guidelines Governing Peer Reviews of Teaching Within the College of Arts and Sciences (June 1994) and Description of Lecturers and Senior Lecturers in the College of Arts and Sciences (October 1991). If any portion or portions of this document are found to be in conflict with these or other prescribed University or College guidelines, the University or College Guidelines shall prevail.

#### **II. Faculty Appeal**

Any Communication Studies faculty who contend that the review of their performance by the Chair of the Department, the Salary Review Committee, or the Review Committee is based upon impermissible reasons including interference with the faculty member's academic freedom or personal discrimination may request a review of the decision by the Grievance Committee as described in Section IX of the University *Tenure Document* and the applicable guidelines of the College of Arts and Sciences.

### **III. Supporting Documents**

In preparing for performance evaluation and throughout the evaluation process, Communication Studies faculty, the Review Committee, and Chair of the Department will adhere to the guidelines established in the following free standing documents (all on file in the Department Office): (1) *Communication Studies Guidelines for Preparing A Review File*, (2) *Communication Studies Guidelines for Peer Review of Teaching*, and (3) *Communication Studies Guidelines for Administration of Student Evaluation of Teaching*.