

To: Professor C  
From: D, Chair of the Department of Mathematics  
Cc: President  
Provost  
Dean, College of Mathematics, Science and Technology  
Director, Center of Integrative Analytics  
Director, Human Relations  
Re: Performance expectations  
Date: 21 June 2016

This memo serves to detail persistent behavioral lapses on your part and to outline corrective action.

For five consecutive years, your annual evaluations have indicated that you

1. Fail to arrive to class on time,
2. Arrive to class poorly prepared to deliver your lecture, and
3. Fail to return graded work to students in a timely manner.

These behaviors are well documented in student feedback, peer observation reports, annual evaluations and records of communication between you and your supervisors. You have not received any merit pay during this period owing to your failure to complete many of the basic functions of a university teacher. Your colleagues and I have offered to help you address these behaviors. We have directed you to the Teaching and Learning Center. You have very rarely accepted this help and advice and there is no evidence that your classroom problems have abated.

The Department and the University will no longer accept this poor performance and its grave consequences to student learning. I list here a series of actions that you must implement immediately in order to retain your position at the University.

1. You will arrive on time and prepared to begin each class at the appointed hour.
2. You will develop a lesson plan for each class. The lesson plan will detail the lecture, discussion and other activities you plan for that class's learning outcomes.
3. You will return graded student work no later than two full weeks after students have submitted the assignment.

The department administrative assistant and I will monitor your timely arrival to class. You will submit your lesson plans to me *no later than a full week* before the class meets. I will give my approval and comments to you within 48 hours of receiving the lesson plan. You will maintain a detailed log of class assignments that includes when you returned them to students.

At the end of the Fall semester of 2016, I will make a report to the Dean on your compliance with these requirements. If you fail to fulfill these requirements, I will recommend to the Dean that you be separated from the University for cause, as you will have failed to fulfill the duties of your appointment.

Your colleagues and I remain available and willing to help you. I encourage you to reach out for support in making the necessary changes for your success.