

TO:
FROM:
CC: [insert name of the Dean]
DATE:
RE: MEMO OF CONCERNS AND EXPECTATIONS

Your behavior has warranted giving you a verbal counseling which is documented by this memo so that you may avoid future unsatisfactory behavior. This memo will also outline steps that you can take to avoid future issues. This memo is for counseling purposes only and is not considered discipline.

Concerning Behavior. [this paragraph should outline the specifics, including dates, who was involved, etc. State the facts; be objective. Attach supporting documents.]

Expectations for Future Behavior. [this paragraph should include any steps that the faculty member should take to avoid future issues. Describe in detail how you would like the faculty member to act in the future that would be satisfactory.]

Consider also including the following:

1. Trainings that the faculty member could take for improvement
2. Requesting the faculty member to meet with particular offices to obtain more information as to why his/her behavior was not unsatisfactory
3. Suggesting that the faculty member go to the Office of Employee Assistance if there are anger issues. If this is included as a step, remember to contact OEA to explain the problem and expectations for improvement. Also, include them as a cc on the Memo.]

It is expected that you will not engage in the behavior that warranted this memo in the future. This is for counseling purposes and not discipline.

Your signature acknowledges receipt of this counseling and that the contents have been discussed with you, which does not imply agreement.

[insert faculty member's name]

Date