

# **Processes for Reappointment, Tenure, and Promotion**

## **Committee of Tenured Faculty**

**September 1, 2016**

*2016-2017 Members*

*Leah Greden Mathews (chair), Greg Boudreaux, Donald  
Diefenbach, Keya Maitra, Leisa Rundquist, Jennifer Rhode Ward*

# Introductions

## Committee of Tenured Faculty (CTF) for 2016-2017:

Continuing Members, from 2015-2016:

- Leah Greden Mathews (Economics)
- Jennifer Rhode Ward (Biology)
- Leisa Rundquist (Art and Art History)

New Members, 2016-2017:

- Greg Boudreaux (Mathematics)
- Donald Diefenbach (Mass Communication)
- Keya Maitra (Philosophy)

# Outline

- Overview (timeline, process)
- Materials & Process Details
- Tips for Candidates and Chairs/Program Directors

***Disclaimer: every effort has been made to synchronize the information here with the current Faculty Handbook. The Handbook is the authoritative source; any differences here must be resolved in favor of the Handbook.***

<http://www3.unca.edu/aa/handbook/>

## **Process Overview/Timetable: Reappointment & Promotion to Associate Professor with Tenure (2016-17)**

- **Monday, October 31<sup>st</sup>**: Candidate submits materials to department chair or program director; copy to ebwarren@unca.edu as pdf files.
- **November 1<sup>st</sup> - November 22<sup>nd</sup>**: Departmental review.
- **Friday, December 2<sup>nd</sup>**: Chair's statement due to candidate.
- **Monday, December 12<sup>th</sup>**: Candidate materials & chair's recommendation due to ebwarren@unca.edu as pdf files.
- **December 12<sup>th</sup> - January 3<sup>rd</sup>**: AA assembles candidate folders & uploads the information to Moodle for review.
- **January 4<sup>th</sup> - March 31<sup>st</sup>, 2017**: CTF reviews folders & presents their recommendations to Provost.
- **April 2017**: Provost's recommendations conveyed to candidates & Chancellor.
- **July 2017**: Board of Trustees approval for tenure recommendations.

# **Process Overview and Timetable: Promotion to Full Professor (2016 -2017) Senior Lecturer (2016-2017)**

- **Friday, January 20<sup>th</sup>**: Candidate submits materials to chair or program director; copy to ebwarren@unca.edu as pdf files.
- **Monday, January 23<sup>rd</sup> - Friday, February 10<sup>th</sup>**: Departmental review.
- **Friday, Feb 17<sup>th</sup>**: Chair statement due to candidate.
- **Monday, February 27<sup>th</sup>**: Candidate materials & Chair recommendation due to ebwarren@unca.edu as pdf files.
- **February 27<sup>th</sup> - March 3<sup>rd</sup>**: AA assembles candidate folders & uploads the information to Moodle for review.
- **March 6<sup>th</sup> - April 27<sup>th</sup>**: CTF reviews promotion and senior lecturer folders & presents their recommendations to Provost.
- **May**: Provost's recommendations conveyed to candidates & Chancellor.
- **July**: Board of Trustees approval for promotion recommendations.

# Chairs and Program Directors

## When the faculty member under review is a Chair / Program Director

When the faculty member under review serves as a department chair or program director, the Provost and VCAA, or designated program area Dean, in consultation with the faculty member being evaluated, will assign a tenured faculty member to serve in the role of Chair. The designated Chair will have a tenured faculty appointment outside the department (or program) and within the division (or divisions).

*<http://www3.unca.edu/aa/handbook/3.htm#3.5.4.1>*

# Candidate Materials for Departmental Review

Submitted to the Chair:

1. Candidate statement (tips & suggestions below).
2. Fall semester partial year faculty record.
3. Current C.V.

Note:

Other materials are allowed to be submitted for review at the departmental level only. However, these materials are not sent to Academic Affairs (AA), but could be interpreted and addressed in the Chair's recommendation.

Examples:

- Supporting letters regarding teaching, scholarship or creative work, or service
- Work samples such as syllabi, handouts, portfolios
- Other evidence supporting magnitude and impact of candidate's work

*Faculty Handbook 3.5.4.1*

# Checklist: Materials in the Candidate's Folder

## Send to Elaine Warren (ebwarren@unca.edu):

- candidate sends: *candidate's statement; C.V.; fall faculty record.*
  - *optional: candidates may submit a “statement of clarification, explanation, or rebuttal” of the Chair’s recommendation*
- chair/program director sends: *recommendation.*

## Compiled by AA: Ratings of Instruction (SRI) - numeric summaries with comments since last review.

- annual faculty records (compiled by AA)
- annual merit evaluations (compiled by AA)

Note: CTF may review only those materials listed above.

*Faculty Handbook 3.5.4.2*

# Relevant Process & Policy Documents:

## **From Faculty Handbook:**

- Section 3.3 -- Evaluation of Faculty Members
- Section 3.5 -- Policies and Procedures Governing Reappointment, Tenure and Promotion
- Section 14.2 – UNC-Asheville Tenure Policies and Regulations
- The *Code of the UNC Board of Governors* (system-wide policies - link in Faculty Handbook 3.5.1)

## **From the Department:**

- Departmental Values Statement

# General Evaluation Criteria

## **Teaching success is critical and necessary:**

Faculty Handbook section 3.3.3.1:

“The faculty member is expected to show clear, positive evidence of effective teaching. This is the primary and constant consideration in all personnel decisions.”

Section 3.3.2.2:

“Possession of the appropriate degree and demonstrated excellence in teaching are assumed to be prerequisite to any positive recommendation.”

Section 3.3.2.2(b):

“Consideration shall be given to such matters as knowledge of subject matter, effectiveness of course design, clarity of thought and expression, maintenance of fair and appropriate standards, ability to arouse and maintain interest, rapport with students, availability to students, and ability to direct research and non-traditional learning activities.”

## General Evaluation Criteria (cont.)

### **Scholarship and Creative Activity**

- 3.3.2.2(c):** “Consideration shall be given to such matters as currency of knowledge in the field, intellectual breadth, scholarly research and publication, creative accomplishments if relevant to the field, activity within professional organizations, and any evidence of recognition of accomplishment by the profession. Evidence suggesting future growth or continued accomplishment in these areas is considered significant.”
- 3.5.4.3(2):** “For community-engaged scholarship and scholarly or creative activity, the candidate should clarify the role of her or his expertise in the work, the faculty role in the process, the process and products of the inquiry and their relevance to academia and the public purpose.”

### **Service**

See section 3.3.3.3; note 3 levels of contribution:

To the Department

To the University

To the Community (related to area of specialization)

## Specific Criteria: Reappointment

“To become **reappointed** to a second probationary period as an Assistant Professor an individual must have”:

“...a record of effective teaching”

“...some scholarly/creative activity with the potential for recognized accomplishment in that area”

“...effective service” (“...a high level of effective service would be considered an asset but is not an expectation of candidates at this level.”)

*Faculty Handbook Section 3.5.3*

## **Specific Criteria: Promotion to Associate with Tenure**

Candidates for promotion to Associate Professor with Tenure are expected to have:

“...a strong record of effective teaching”

“...recognized accomplishment in scholarly/creative activity”

“...effective service both within and outside the department”

“In cases where unusual amounts of service are expected from an untenured faculty member, the University will take this into account in making decisions about promotion to Associate Professor.”

*Faculty Handbook Section 3.5.3*

## Early Application Implies *Risk*

- Early reappointment: shortened evaluation period for Tenure and Promotion.
- Early tenure: See Faculty Handbook 3.5.4.1.2b:

“B. In the case of a requested review (i.e., a promotion or early tenure review), ...Faculty members considering early tenure reviews or promotion reviews prior to the awarding of tenure should note that while a faculty member may request a review for tenure before the contractually specified time, a negative tenure decision in this case is equivalent to a decision to not reappoint the faculty member after completion of the current probationary term. Because a promotion implies tenure, a request for a review for promotion from a non-tenured faculty member has the same consequences.”

# **Specific Criteria: Promotion to Professor**

Language regarding promotion from Associate Professor to Professor:

“...continued excellence in teaching”

“...further growth and maturity in scholarly/creative activity”

“...a more significant level of service to the department and to the University or community”

“While the evaluation will focus on accomplishments since promotion to Associate Professor, the candidate’s whole career will be taken into consideration.”

“Time spent at the rank of Associate Professor will vary according to rate of achievement.”

*Handbook Section 3.5.3*

# **Specific Criteria: Promotion to Senior Lecturer**

Language regarding promotion to Senior Lecturer:

- “The rank of Senior Lecturer is reserved for members of the faculty who have completed at least two three-year contracts as Lecturer and who have....”
- “high quality teaching”
- “demonstrated noteworthy accomplishments in scholarship and/or service”

*Handbook section 2.1.2.1.*

# **Tips for Candidates**

Carefully review relevant sections of the Faculty Handbook:

Section 2.1.2 *Faculty Ranks*

Section 3.5.4 *Procedures for Evaluating Faculty Members for Reappointment, Tenure and Promotion.*

Section 3.5.4.3 *Guidelines for Preparation of Documents by Candidates.*

Section 3.5.4.4 *Guidelines for Preparation of Documents by Chairs/Directors*

*In section 14 see also:*

Section 14.2 Part III(D) *Initiation, Review, and Approval of Promotion and Reappointment Decisions.*

# Suggestions for the Candidate's Statement

- Establish departmental/institutional context for your accomplishments. Refer to your departmental values statement.
- Clearly explain and appropriately emphasize important achievements remembering that CTF members are not in your discipline.
- Avoid tedious repetition of details but support claims and statements.
- Establish importance and prestige value of journal publications, exhibitions, and other scholarly/creative products.
- Recognize and address (rather than ignoring) issues in your teaching and what remedies have (or have not) been effective.
- Seek out a colleague who is not part of your review process to provide feedback on your letter before submitting it to your chair.
- Make your letter thematically coherent rather than a collection of factoids.

## Suggestions for the *Curriculum Vita*

- The C.V. should document the entire professional career. It is the candidate's responsibility to articulate accomplishments so that CTF members from other disciplines can understand.
- Make sure C.V. is up-to-date and scrupulously checked for accuracy.
- Use subheadings effectively to indicate categories of scholarship.
  - Avoid ambiguous entries in scholarship lists.
- Include full citations with page numbers, *dates (month and year)* and (if appropriate) location for all published works.
- Avoid the appearance of “padding” the C.V.
- Avoid use of phrasing such as “Selected Publications” unless the list is truly selective. An exhaustive list is expected in most circumstances.
- Indicate peer-reviewed or refereed scholarship & type of review if applicable.
- List undergraduate research projects mentored *in a separate section*.
  - Clarify if a project was part of an assigned course or was a dept. requirement.
  - Indicate with full citation if work was presented or published.
- List dates of tenure, promotion and PTR (if applicable).
- Seek out a colleague who is not part of your review process to provide feedback on your C.V. before submitting it to your chair.

# Essentials for the Chair's Recommendation

- Specify **the date** of the meeting of tenured faculty of the department and the actual (numeric) **vote tally**, even if vote is unanimous. **List the names of all tenured faculty in department**, but do *not* indicate individual votes.
  - Note that abstentions could be viewed as “no” votes.
- Specify reassigned time and associated expectations.
- **Include peer review of teaching summary** (briefly describe process as well).
- See section 3.5.4.4 of the Faculty Handbook for detailed instruction on assessments of teaching, scholarship, and service. If there are obvious areas of weakness or problems, address them explicitly.
- Write a clear and thoroughly justified recommendation that connects to the Departmental Values Statement:
  - “If the chair requests reappointment, tenure or promotion for the candidate, there should be no equivocation. Half-hearted statements will be interpreted as an indication of lack of support for the candidate.”  
(3.5.4.4)
  - If the chair recommends the candidate be denied reappointment, tenure or promotion, the statement “...should be firm and well reasoned. Courtesy to the candidate requires no less.” (3.5.4.4)

# Concluding Comments: The Importance of Process

CTF may review and consider only the contents of the case file. The CTF is not permitted to review supplementary materials directly but instead will learn about the value of these materials via the Chair's letter.

CTF deliberations are strictly limited in scope to permissible areas of evaluation as portrayed solely in the candidate's folder.

CTF endeavors to rigorously follow the carefully crafted and documented process in the effort to ensure fairness, rigor, and compassion.

**The substance and circumstances of deliberation are strictly confidential.**

CTF members may not discuss such matters with anyone except as part of formal processes specifically allowed in the Faculty Handbook.

**Senior Lecturer:** The rank of Senior Lecturer is reserved for members of the faculty who have completed at least two three-year contracts as Lecturer and who have demonstrated noteworthy accomplishments in scholarship and/or service, in addition to high-quality teaching, which warrant a promotion to this rank and the issuance of a five-year contract. Senior Lecturers have a 12-hour teaching load, and are evaluated using the same processes and forms as tenure-line faculty. The rank of Senior Lecturer is initially awarded through the promotion process described in [3.5.4](#), in which the Committee of Tenured Faculty makes a recommendation to the Provost. Senior Lecturers may receive five-year contracts; subsequent contracts of one-, three-, or five-year length are offered by the Provost and Vice Chancellor of Academic Affairs after consultation with the Department Chair/Program Director and the appropriate Dean.

No person holding the position of Senior Lecturer may be appointed to permanent tenure at this rank. The "notice" provisions of [Section 14.2](#) do not apply to Senior Lecturer appointments; each Senior Lecturer shall be notified of appointment for the following academic year before the end of the preceding spring semester in the final year of the contract.