



Fixed Term Faculty Promotion Committee (TPC) Proposal for Promotion¹

The committee respectfully recommends the following:

- that term faculty already at the School at the time these criteria for promotion are approved will be subjected to these new criteria *provided* that such does not violate implicit agreements or understandings shared at the time of their initial appointment
- that Kenan-Flagler provide support for term faculty working toward promotion through publications in traditional academic outlets or *service* in significant administrative roles within the School or the University. Support may be in the form of one or more of the following means: departmental funds, RATS funds, teaching release considerations, etc. Decision about support will be made by individual departments in consultation with the Senior Associate Dean.
- that the TPC create a standardized template for the official TPC report after approval of TPC Guidelines that the TPC create a more specific appeals process in the event of negative decisions for fixed term faculty promotion reviews
that, given the spirit of this document, we not exclude term faculty non-Ph.D. holders who are making substantive contributions to the School

¹ Jay Swaminathan in Dec. 10, 2008 email.



GUIDELINES FOR FIXED TERM FACULTY PROMOTIONS
UNC KENAN-FLAGLER BUSINESS SCHOOL
Feb. 11, 2010²; revised 4/4/11

Introduction

Promotion in the Kenan-Flagler Business School requires unequivocal evidence of excellence. As fixed term faculty are vital to the success of the Kenan-Flagler Business School, faculty promotions are recommended in accordance with “The Policies and Procedures for Appointment and Promotion of Fixed Term Faculty” (adopted by the UNC Faculty Council 2/28/03). This document provides guidelines and serves to clarify additional requirements for fixed term faculty promotion within the Kenan-Flagler Business School.

The Kenan-Flagler Business School will provide information on the promotion process for fixed term faculty during the recruitment process and will provide a copy of this document at the beginning of employment. While all faculty members are responsible for their own career success, the Kenan-Flagler Business School expects that area chairs will mentor their fixed term faculty members towards promotion.³

The TPC and the Senior Associate Dean review the entire packet of materials required by the University and the internal packet of materials required for TPC review (see Exhibits 1 and 2 for an outline of required materials). Beginning July 1, 2009 recommendations for fixed term faculty promotions will be reviewed at the area and at the School level.

Promotion Review Principles⁴

Review of fixed term promotion recommendations at the School level is based on the following principles:

- Decisions regarding the promotion of fixed term faculty are separate from and independent of decisions regarding employment of such individuals;
- The Kenan-Flagler Business School’s Term Promotion Committee (TPC) reviews recommendations for fixed term faculty promotion from Lecturer to Assistant Professor, Assistant Professor to Associate Professor, and from Associate Professor to Professor. It also reviews fixed term faculty promotion recommendations for a named chair title, in accordance with funding guidelines. It also reviews reappointment agreements longer than one year but less than five years in length, as provided for in the “Trustee Policies and Regulation Governing Academic Tenure in the University of North Carolina at Chapel Hill,”;

² Original TPC document approved by Kenan-Flagler faculty in 08/09 meeting. This document clarifies the number of recommendation letters required and establishes specific language required by UNC. The TPC unanimously accepted the revisions on 2/11/2010.

³ Adapted from The School of Medicine “Guidelines for Appointment, Reappointment, and Promotion of Faculty,” Section II “Fixed Term Track” (revised 2/2009). Permission granted by Dr. Eugene Orringer, Professor and Associate Dean for Academic Affairs, School of Medicine.

⁴ “Principles” section adapted from The School of Medicine Departmental Preparation and Process Checklist for Fixed Term Faculty Promotions (1/2005). Permission granted by Dr. Eugene Orringer, Professor and Associate Dean for Academic Affairs, School of Medicine.



- The TPC does not review fixed term first-time appointments or reappointments of 1 year in length, nor does it review promotions for tenure-track or tenured faculty. Additionally, it does not review promotion or title changes for adjunct (temporary) faculty members.
- All measured activities will be supported by the school, up to and including funding support and/or consideration for teaching release;
- This promotion process is an internal process for fixed term faculty within Kenan-Flagler and is not governed by the tenure process.

The Criteria

Exhibit 3, “Rank Promotion Criteria,” offers examples in the three focus categories (Teaching, Service, and Impact Activities) for promotion consideration. The TPC should consider performance in any of the examples listed for each of the three categories, but these lists are not designed to be all-inclusive. Reviewers should be open to consider performance in related types of work that may not be listed as examples. Note that outside recommendation letters are required for Full Professor and above promotions.

Unlike for tenure track and tenured faculty, the Kenan-Flagler Business School does not mandate that fixed term faculty members achieve national reputations in their focus area nor demonstrate unequivocal evidence of academic productivity. However, these are Kenan-Flagler criteria for promotion of fixed term faculty members; individual areas may establish more stringent criteria for promotion, provided that these criteria are explicit and that they are made known to all faculty members.⁵

Fixed Term Faculty Promotion and Reappointment Timeline and Process

Exhibit 4 illustrates the review process for promotion to Assistant Professor, to Associate Professor, to Professor, and to a named chair position, according to established university policies and funding guidelines. The timeline for promotion review within the fixed term track should follow the same timeline for review as is prescribed for tenure-track appointments.⁶ Exhibit 6 outlines the specific sequence of steps for promotion consideration.

Except under extraordinary circumstances, individuals who wish to be considered for promotion should follow the recommended timeframe for promotion through the ranks. As is the case with tenure track and tenured faculty, fixed term faculty should consult with their area chairs on the viability of their promotion prospects before compiling a promotion packet.

Exhibit 5 outlines the specific sequence of steps for reappointment for agreements longer than one year and up to five years.

⁵ Adapted with permission from “Guidelines for Appointment, Reappointment, and Promotion of Faculty,” Section II “Fixed Term Track” (revised 2/2009). Permission granted by Dr. Eugene Orringer, Professor and Associate Dean for Academic Affairs, School of Medicine.

⁶ Adopted by the UNC Faculty Council 2/28/2003



Promotional Packet Materials

The UNC OHR “Standard Order” of paperwork for Fixed Term Faculty Promotions includes the following materials: AP-2, CV, recommendation letter, School TPC report, inside and/or outside letters of recommendation (as required), and teaching documentation. A comprehensive checklist of the “Standard Order” can be found in Exhibit 1. A detail of materials required for the internal promotional packet for TPC review can be found in Exhibit 2.

TPC Committee Composition and Service Length

The TPC shall be composed of one fixed term full professor from each area and two tenured—chaired full professors; the latter are to be appointed by the Senior Associate Dean. If an area does not have a term full professor, it will be represented, ad hoc, by the area Chair when one of that area’s fixed term faculty wishes to be considered for promotion. Committee members shall serve two- to three-year terms, with reappointment possible.

The tenured faculty role on the TPC is one of overseer/due diligence with the ability to register a negative opinion with the dean’s office UNLESS the person being assessed for promotion is from their department and there is no other department representative present. In this latter case they should have a vote on the related promotional request.

Additional Information

Priority in terms of area or School support will be given to fixed term faculty members who are on the promotional track over those who are not. Support may be in the form of one or more of the following means: department funds, RATS funds, teaching release considerations, etc. Decisions about support will be made by individual departments in consultation with the Senior Associate Dean.

Because fixed term faculty provide specific value in select roles to the Kenan-Flagler Business School—so long as an individual receives ratings of at least excellent in his or her main focus area (teaching, service or impact)—he or she may request to remain in a rank without having to go through the promotional process. In cases such as these, area chairs would review performance, in conjunction with the Senior Associate Dean, during annual performance evaluations. An area may, however, implement a more stringent requirement.



EXHIBIT 1

Fixed Term Faculty Promotions OHR “Standard Order” of Paperwork

| Document | Description |
|--|---|
| AP-2 | |
| Curriculum Vita (CV) | <p>Should include the following:</p> <ul style="list-style-type: none"> • Personal • Education • Professional experience • Honors • Bibliography (including: books, chapters, refereed papers/articles, unpublished oral presentations and/or abstracts, other unrefereed works, including book reviews, dissertations, monographs) • Teaching record • Grants (source, amount, type, role on project, start/end dates) • Professional service |
| Recommendation Letter | Recommendation letter from the Dean to the Provost or from the Chair endorsed by the Dean |
| School Promotions Committee Report (TPC) | |
| Letters of Recommendation | At least four letters are required. If more than four are received, include all. Up to two of the four letters may be from Program Heads or Directors within Kenan-Flagler, if a faculty member has made substantial contributions to the respective Programs. Two of the letters must be from academic sources external to UNC. |
| Teaching Documentation | <p>Should include the following:</p> <ul style="list-style-type: none"> • Reflective statement • Teaching activities: list courses for past three years, number of students taught by section. Give names of graduate students supervised, thesis titles, and completion dates for degree work since employment at UNC. Include undergraduate honors projects. • Teaching evaluations: summaries should be provided showing quantitative data which evaluates the teaching effectiveness; do <u>not</u> include individual student evaluations or grade sheets • Peer evaluations: peer evaluations are defined as direct classroom teaching assessment by a faculty of a higher appointment level. A minimum of 1 is required, 2 is preferred by the Provost’s office. |



EXHIBIT 2

Materials Required for TPC Internal Material Review Packet

| Document | Description |
|---|---|
| Chair’s recommendation letter ⁷ to the Dean: | <p>Should include the following:</p> <ul style="list-style-type: none"> • Cite the area(s) of excellence upon which the promotion is being based (teaching, service, impact activity) • Summarize and evaluate teaching activities • Summarize student evaluations (quantitative ratings and/or comments); includes suggestions for improvement of identified weaknesses • List current rank and faculty title • List rank and title of proposed position • Provide actual vote of term faculty members (of like rank and above) • Offer paragraph documenting the faculty member’s teaching contributions, putting these contributions (quantity and quality) into overall context of the area as a whole • In the extraordinary case of early promotion, include specific language defining the justification for such a recommendation |
| Candidate’s Reflective Statement ⁸ | <p>Should include the following:</p> <ul style="list-style-type: none"> • Summarize own activities as an educator and provides description of teaching philosophy • Include a statement describing specific area(s) of expertise and accomplishments • Provide vision for the future—particularly as it relates to educational, teaching, or impact activities |
| Candidate’s Teaching Portfolio (for those whose recommendation is based on teaching excellence) | |
| Teaching Evaluation Data | |
| Supporting Materials to Evidence Excellence in Service and/or Impact Activities | |

⁷ Letter information adapted with permission from “Guidelines for Appointment, Reappointment, and Promotion of Faculty,” Section II “Fixed Term Track” (revised 2/2009). Permission granted by Dr. Eugene Orringer, Professor and Associate Dean for Academic Affairs, School of Medicine.

⁸ Ibid.



EXHIBIT 3
Fixed Term Rank Promotion Criteria⁹

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| <p>Assistant Professor (from Lecturer or Senior Lecturer) (Three-year review & evaluation)</p> <p>Evidence of at least “effective” work in Teaching and one other category</p> | <p>Teaching – evaluations summary; peer evaluations</p> <p>Service – workshops; professional talks</p> <p>Impact Activities – presentations at regional or national professional or academic meetings and/or conferences</p> <p>Recommendation Letters – must have two letters evidencing at least “effective” performance. These letters may be from Program Heads or Directors within Kenan-Flagler, if a faculty member has made substantial contributions to the respective Programs.</p> |
| <p>Associate Professor (At least 5 and often 6 years)</p> <p>Evidence of at least “excellent” work in individual’s category of focus plus in one other category in any 2 of the 3 categories.</p> | <p>Teaching – evaluations summary; peer evaluations; evidence of teaching innovation; evidence of success as teacher (grants, awards, etc.)</p> <p>Service – involvement in School, University, regional, or national committee work; service on honors thesis committees; workshops; professional talks</p> <p>Impact Activities – presentations at regional, national professional, or academic meetings or conferences; cases; research; publications in field of interest (i.e. traditional scholarly journals, publications aimed at educators, trade publications, and/or general circulation publications, textbooks, general distribution books, multimedia work, etc. for whatever audience is appropriate for that work). Quality of content and publication venue will be considered.</p> <p>Recommendation Letters – must have two letters evidencing at least “excellent” performance. These may be from Program Heads or Directors within Kenan-Flagler, if a faculty member has made substantial contributions to the respective Programs.</p> |
| <p>Full Professor (At least 11 and often 12 years)</p> <p>Evidence of at least “excellent” work in individual’s category of focus plus in one other category in any 2 of the 3 categories.</p> | <p>Teaching – evaluations summary; peer evaluations; evidence of teaching innovation; evidence of teaching excellence (grants, awards, etc.); evidence of substantial leadership role in development of junior faculty teaching, curriculum, new courses, or pedagogy practice</p> <p>Service – evidence of program development; involvement in substantive roles in School, University, regional, or national committee work; service on honors thesis committees; excellence in performance in regional or national offices for professional and/or academic organizations or associations; workshops; professional talks</p> |

⁹ Criteria adapted with permission from The School of Journalism and Mass Communication “Policies and Procedures” (7/2008). Permission granted by Dottie Howell, Associate Dean for Business and Finance, School of Journalism and Mass Communication.



| | |
|--|---|
| | <p>Impact Activities – evidence of continuous innovative and/or professional activity as listed for Associate Professor rank. Gaps in productivity must have explanation and justification (i.e. working on a book or had undertaken major administrative or service responsibility); leadership in national workshops, conferences, or associations. Quality of content and publication venue will be considered.</p> <hr/> <p>Recommendation Letters – must have four letters from outside sources evidencing at least “excellent” performance in any 2 of the following four categories: corporate/government/non-profit/business/academic. Up to two of the four letters may be from Program Heads or Directors within Kenan-Flagler, if a faculty member has made substantial contributions to the respective Programs.</p> |
| <p>Named Chair (may request consideration at any point from an Associate rank level or higher)</p> <p>Evidence of at least “excellent” work in all three categories</p> | <p>Teaching – evaluations summary; observations summary; evidence of teaching innovation; evidence of teaching excellence (grants, awards, etc.); evidence of substantial leadership role in development of junior faculty teaching, curriculum, new courses, or pedagogy practice</p> <p>Service – evidence of program development; involvement in substantive roles in School, University, regional, or national committee work; service on honors thesis committees; excellence in performance in regional or national offices for professional and/or academic organizations or associations; workshops; professional talks</p> <p>Impact Activities - – evidence of continuous innovative and/or professional activity as listed for Associate Professor rank. Gaps in productivity must have explanation and justification (i.e. working on a book or had undertaken major administrative or service responsibility); leadership in national workshops, conferences, or associations. Quality of content and publication venue will be considered.</p> <hr/> <p>Recommendation Letters – must have 4 letters from outside sources evidencing at least “excellent” performance. One letter each from the academic and the corporate/government/non-profit/business categories. The final two letters can be drawn from any of the following categories: corporate/government/non-profit/business/academic.</p> |



EXHIBIT 4

Process for Promotion to Assistant, Associate, Full, or Named Chair Professor Review (reviewed by TPC)

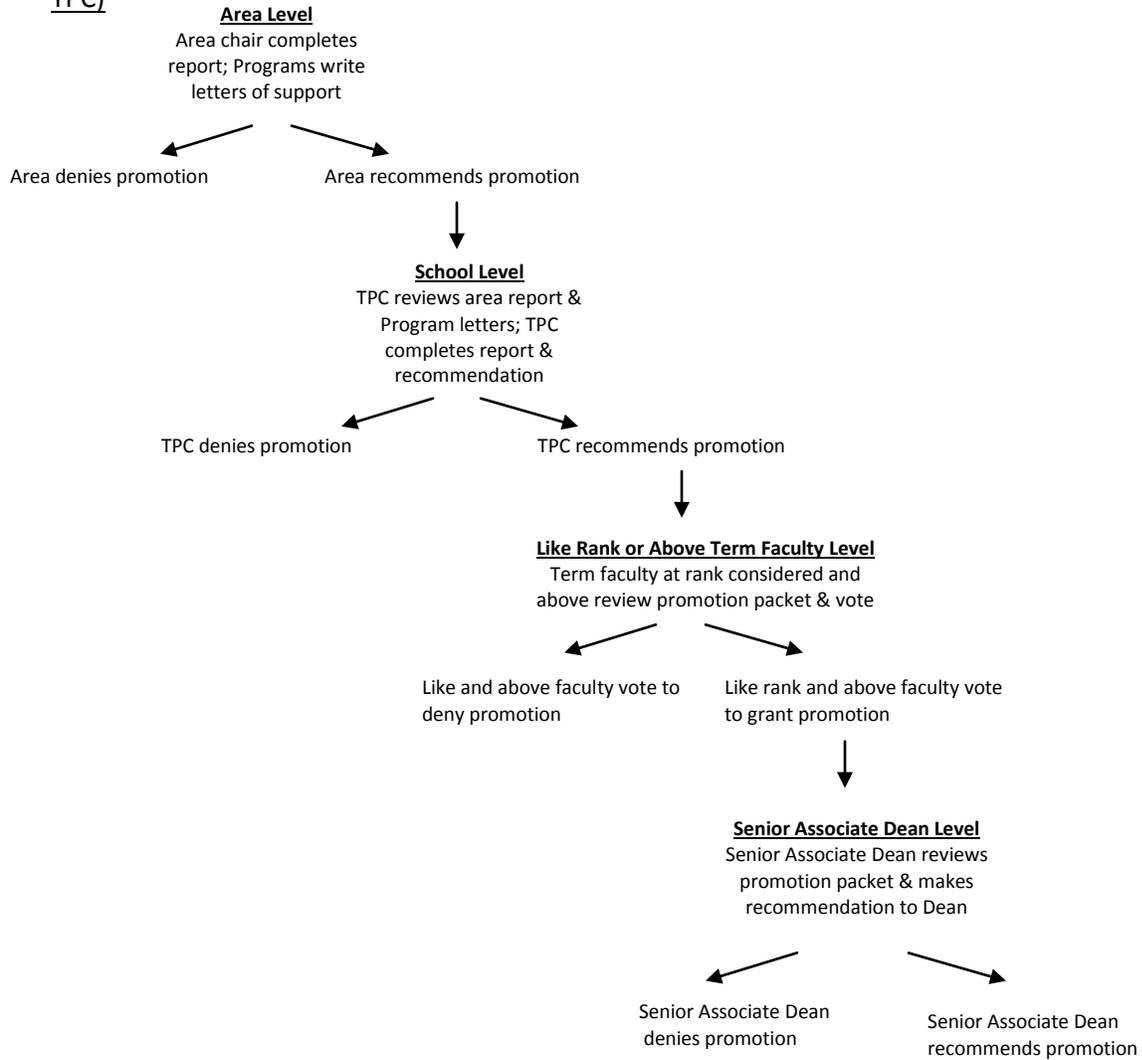




EXHIBIT 5

Process for Reappointment for Agreement of Longer Than 1 Year, Up To Five (reviewed by TPC)

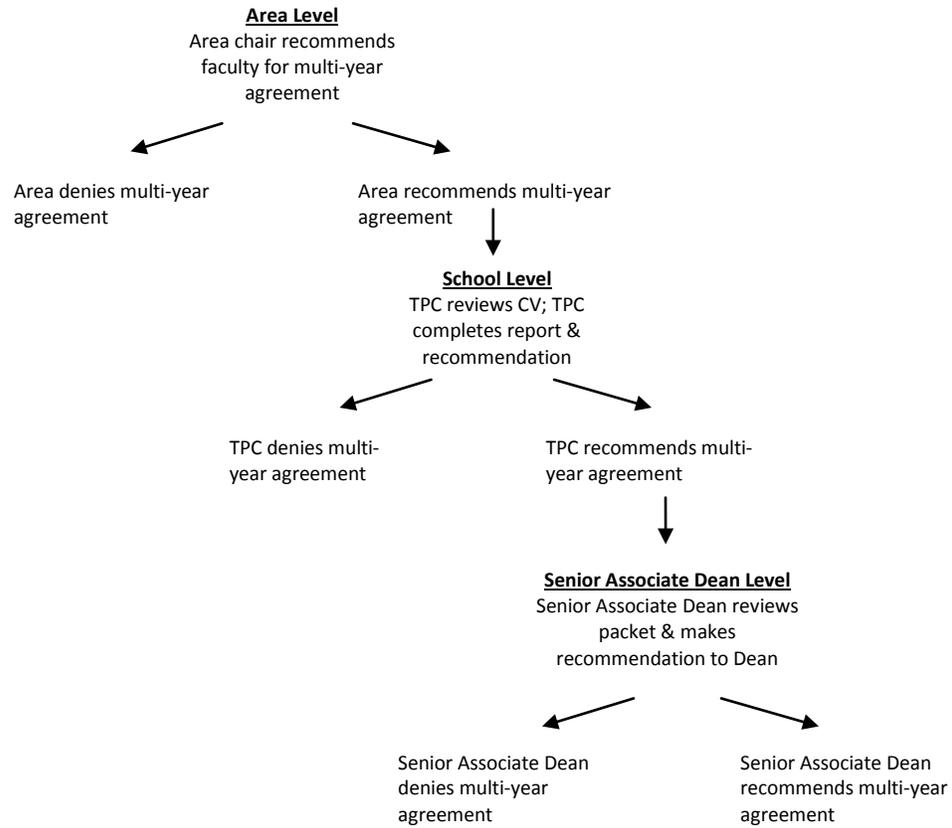




Exhibit 6

Promotion Process Sequence

This is the usual sequence of steps in the promotional process:

- During the annual review meetings in May of each year– faculty members who wish to be considered for promotion should, after consultation with their area chair, notify the Senior Associate Dean in writing.
- By January 15th – Senior Associate Dean tells TPC chair names of faculty members who have requested consideration for promotion and also requests candidates to submit relevant materials for promotional packet. Candidate must do so within two weeks of receiving request for materials.
- In the Spring meeting, the Committee votes after consideration of all required materials and reports recommendation to Senior Associate Dean
- Senior Associate Dean brings committee’s recommendation to term professors of like rank desired and above for a vote.
- After reviewing actions and recommendations of the committee and the term faculty members’ vote, the Senior Associate Dean makes recommendation to Dean
- The Dean makes decision and forwards materials with a positive decision to the Provost’s Office