Promotion and Tenure 101:
Faculty at Carolina

Ron Strauss
Executive Vice Provost and Chief International Officer
Overview of Presentation

• Profile of our faculty
• Policies and regulations governing faculty
• Types of faculty appointments, ranks and tenure
• Typical career progression for faculty on the tenure track
• Tenure decision statistics
• Fixed term faculty appointments
• Due process and post-tenure review
• Changes coming in tenure and promotion processes
3 Types of Permanent Employees at UNC-Chapel Hill

- **Faculty** -- Appointed to carry out the instructional, research, and service mission of the University.

- **EPA Non-Faculty** – Professional employees not subject (exempt) to the State Personnel Act. Variety of roles, including:
  - Senior Academic and Administrative Officers
  - Researchers
  - Librarians
  - Student Support Services -- Admissions, Financial Aid, Residence Life
  - Academic Services – Advising, Learning Support Services
  - Development/Fund Raising

- **SPA Staff** (Subject to the State Personnel Act) – classified positions covering clerical, technology, facilities, research, and other support services.
Employees at UNC-Chapel Hill
Permanent Full-Time (11,477 as of Fall 2011-from Institutional Research)

- SPA: 6,484 (57%)
- Faculty: 3,223 (28%)
- EPA Non-Faculty: 1,770 (15%)
Faculty Characteristics:
Permanent Full-Time and Part-Time
(as of 3/2/2012 from Data Warehouse)

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<table>
<thead>
<tr>
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<tbody>
<tr>
<td>Full-Time</td>
<td>92%</td>
</tr>
<tr>
<td>Part-Time</td>
<td>8%</td>
</tr>
<tr>
<td>Female</td>
<td>44%</td>
</tr>
<tr>
<td>Male</td>
<td>56%</td>
</tr>
<tr>
<td>White</td>
<td>82%</td>
</tr>
<tr>
<td>African-American</td>
<td>5%</td>
</tr>
<tr>
<td>Native American</td>
<td>&lt; 1%</td>
</tr>
<tr>
<td>Asian</td>
<td>10%</td>
</tr>
<tr>
<td>Hispanic</td>
<td>3%</td>
</tr>
<tr>
<td>Other</td>
<td>&lt; 1%</td>
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N = 3,711
## Faculty By College/School

### Permanent Full-Time

(as of 3/2/2012 from Data Warehouse)

<table>
<thead>
<tr>
<th>Academic Affairs</th>
<th>Health Affairs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arts &amp; Sciences</td>
<td>Dentistry</td>
</tr>
<tr>
<td>Business</td>
<td>Medicine</td>
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<td>Info &amp; Lib Sci</td>
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<tr>
<td>Journalism</td>
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<tr>
<td>Law</td>
<td></td>
</tr>
<tr>
<td>Social Work</td>
<td></td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td><strong>Subtotal</strong></td>
</tr>
<tr>
<td>1,350</td>
<td>2,032</td>
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**Grand Total = 3,382**
Policies and Regulations Governing Faculty Employment

  
  http://www.northcarolina.edu/policy/index.php

- “Trustee Policies and Regulations Governing Academic Tenure in the University of North Carolina at Chapel Hill” -- Adopted by the UNC-Chapel Hill Board of Trustees
  

  http://tinyurl.com/6fxa43r

  
Faculty and EPA Non-Faculty Recruitment

- The University of North Carolina at Chapel Hill is committed to providing a welcoming, inclusive environment for all students, faculty, and staff.
- The diversity of our faculty and staff brings strength to the university. Keeping that diversity objective in focus with each search gives us an opportunity to attract, hire and retain the talented faculty and staff we want and need to continue our legacy of academic and service excellence.
- The Equal Opportunity/ADA Office is responsible for monitoring the university’s equal opportunity, diversity and affirmative action efforts and the recruitment and search process for EPA employees.
- The Office of the Provost runs a Targeted Hiring and a Spousal Program to attract diverse new faculty to Carolina outside of the usual search (waiver used).
## UNC System and Campus Responsibilities for Faculty Issues

### UNC System

**Board of Governors**
- Approves salary increases of 10% (and greater)
- Hears appeals of non-reappointment decisions
- Hears appeals from Board of Trustees decision to uphold a campus decision to suspend, demote, or discharge a faculty member for cause

### UNC-Chapel Hill

**Board of Trustees**
- Confers tenure
- Approve appointments, reappointments, and promotions
- Approve mid-year salary increases of 10% and greater
- Approves named professorships
- Does **not** hear appeals of non-reappointment decisions
- Hears appeals from campus decision to suspend, demote, or discharge a faculty member for cause
- Hears appeals if campus decides not to follow a Faculty Grievance Committee recommendation in favor of a faculty member
Types of Faculty Appointments

• **Tenure Status**: Academic tenure protects against involuntary suspension or termination by the University except under specific circumstances.

  • **Tenure Track Positions** -- Designed to lead to promotion and permanent tenure upon demonstrated accomplishments in teaching, research, and service.

  • **Fixed Term Positions** -- Not eligible for tenure; appointment for a fixed period of time with no commitment regarding renewal.
Tenure Status of UNC-Chapel Hill Faculty

All Faculty

- Tenured: 41%
- Tenure Track: 13%
- Fixed Term: 45%

Academic Affairs

- Tenured: 56%
- Tenure Track: 19%
- Fixed Term: 25%

Health Affairs

- Tenured: 32%
- Tenure Track: 10%
- Fixed Term: 59%
Faculty Applicants vs. Hires
3.6 % of applicants get hired

One-Year Data from EEO

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<thead>
<tr>
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<th>10/2011-9/2012</th>
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<tbody>
<tr>
<td></td>
<td>Applicants</td>
</tr>
<tr>
<td>Tenured</td>
<td>736</td>
</tr>
<tr>
<td>Tenure Track</td>
<td>5683</td>
</tr>
<tr>
<td>Fixed Term</td>
<td>2324</td>
</tr>
<tr>
<td>Total</td>
<td>8743</td>
</tr>
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</table>
Academic Ranks

**Tenure Track:**
- Assistant Professor or Associate Professor without Tenure

**Tenured:**
- Associate Professor with Tenure
- Professor (Full Professor)
- Distinguished Professor (can be for a specific term or permanent)

**Fixed Term:**
- Professor of the Practice
- Instructor (transitional rank)
- Clinical or Research Assistant Professor / Lecturer
- Clinical or Research Associate Professor / Senior Lecturer
- Clinical or Research Professor / Master Lecturer
- Term Distinguished Professor

**Short Term:**
- Visiting Professor (from another university)
- Nominated Professor (waiting for approval of appointment to UNC-Chapel Hill)
1. National search by faculty committee following Equal Opportunity guidelines – may include electronic first interviews.
2. Recommendation to Dean or Chair based upon competence and the potential for future contribution, and needs and resources of the unit.
3. Appointment as Assistant Professor with renewable probationary term of 4 years (may be extended upon request due to health, parental leave)
4. Review to determine if faculty member should be offered a second probationary term of three years, or not reappointed
5. Tenure review one year before expiration of second probationary appointment (usually within six years after initial appointment). Decision made to promote to Associate Professor with tenure, or not to reappoint (discharged after one year).
6. After promotion to Associate Professor, promotion to Full Professor may be made at any time, typically within 5-10 years.
7. For highly qualified Full Professors they may be nominated for Endowed Distinguished Professorships.
The APT Committee took the following actions on applications for promotion and tenure in 2010 & 2011

<table>
<thead>
<tr>
<th></th>
<th>2010 Applications</th>
<th>2011 Applications</th>
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<tbody>
<tr>
<td>Voted to approve</td>
<td>130 98 %</td>
<td>112 97 %</td>
</tr>
<tr>
<td>Voted to deny</td>
<td>2 2 %</td>
<td>0 0 %</td>
</tr>
<tr>
<td>Returned</td>
<td>0 0 %</td>
<td>3 3 %</td>
</tr>
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Results of Appointments, Promotion and Tenure (APT) Committee Reviews
Why is Tenure Important?

• Academic Freedom -- The right of faculty to be responsibly engaged in efforts to “discover, speak and teach the truth.” *(The Code)*

UNC Board of Governors and UNC-Chapel Hill Board of Trustees policies stipulate that the University will:

• Encourage full freedom, within the law, of faculty to pursue inquiry, discourse, teaching, research, and publication in their areas of scholarly interest.

• Protect faculty against external restrictions or institutional censorship or discipline as a result of exercising these freedoms.

• Academic tenure is the mechanism by which the University provides employment protection to faculty in support of their academic freedom.

• The protections offered by tenure are necessary to attract and retain faculty members of the highest quality.
Post-Tenure Review

- UNC Board of Governors policy

- Formal periodic reviews of each tenured faculty member for the purpose of enhancing performance.

- Conducted at the department level; written policies and procedures describing expectations for faculty and how the review is conducted.

- Involve faculty peers who serve on a review committee

- Examine all aspects of the faculty member’s academic performance

- Be conducted no less often than every five years

- Review committee provides the faculty member and chair a written summary of its conclusions and recommendations for improvement.

- Faculty member is given the opportunity to respond to the committee report and to appeal its findings and recommendations to the dean.

- For a faculty member whose review revealed substantial deficiencies and does not show progress towards improvement, dean may consider dismissal or disciplinary action.
Distinguished (Named) Endowed Professorships

- Honorary title of “Distinguished Professor” awarded to outstanding tenured faculty

- Honorary title of “Distinguished Term Professor” awarded to outstanding fixed-term or tenure track faculty for a specific duration

- Provides additional salary and research funds either to retirement or for a fixed period of time depending on the specific funding source

- Usually endowed professorships are established by donors

- Supplemented with State funds from the Distinguished Professors Endowment Trust Fund, established by the N.C. General Assembly

- 473 faculty hold distinguished professorships as of 6/30/2011
University Distinguished Professorships

- University Distinguished Professorships are a unique honor rendered every 2-3 years
- Selection Committee is composed entirely of University Distinguished Professors
- Nominated by the faculty at UNC with outside references provided
- 9 new Distinguished Professorships were awarded in 2011: 6 were Kenan, 2 were William R. Kenan Jr, and 1 Alumni professorship was named.
- Approved by Trustees
Fixed Term Faculty Appointments

• Rationale:
  Need for individual possessing unusual qualifications for teaching, research, academic administration, or public service, but for whom a tenure track position is not appropriate due to limited duration of the assignment, continuing availability of funding, or other reasons.

• Does not offer appointee the option to seek tenure except if moved to a new position on the tenure track

• Appointment for a fixed periods of one to five years. Automatically ends upon expiration with no obligation from the University to renew.

• Faculty member may be reappointed to subsequent terms at the discretion of the department chair.

• Fixed term faculty have annual performance reviews and may be promoted to a higher rank
Trends in Faculty Types

All Faculty

- Tenured
- Tenure Track
- Fixed Term

Yearly counts from 2000 to 2011, showing the increase in all faculty types.
Trends in Faculty Types

Academic Affairs

Health Affairs

Tenured
Tenure Track
Fixed Term
Trends in Faculty Types

College of Arts & Sciences

School of Medicine

- Tenured
- Tenure Track
- Fixed Term
## Faculty by Tenure Status

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<thead>
<tr>
<th></th>
<th>Tenured</th>
<th>Tenure Track</th>
<th>Fixed Term</th>
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<tbody>
<tr>
<td><strong>Male</strong></td>
<td>69%</td>
<td>56%</td>
<td>44%</td>
</tr>
<tr>
<td><strong>Female</strong></td>
<td>31%</td>
<td>44%</td>
<td>56%</td>
</tr>
<tr>
<td></td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
<tr>
<td><strong>White</strong></td>
<td>86%</td>
<td>68%</td>
<td>80%</td>
</tr>
<tr>
<td><strong>African-American</strong></td>
<td>4%</td>
<td>7%</td>
<td>5%</td>
</tr>
<tr>
<td><strong>Native American</strong></td>
<td>0%</td>
<td>1%</td>
<td>0%</td>
</tr>
<tr>
<td><strong>Asian</strong></td>
<td>7%</td>
<td>17%</td>
<td>11%</td>
</tr>
<tr>
<td><strong>Hispanic</strong></td>
<td>2%</td>
<td>6%</td>
<td>3%</td>
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<td><strong>(As of 9/2011)</strong></td>
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Recommendations of the 2009 Provost’s Task Force now being implemented at the School level

- Faculty engagement with the public and engaged scholarship should be valued and evaluated.
- New forms of scholarly work and communication should be included in scholarship evaluated.
- Work across disciplinary lines should be based on clear agreements and expectations and should be valued by schools and departments.
- Procedures and expectations of the tenure and promotion process should be revised, be clear, and be reviewed regularly.
- Mentoring of faculty should be responsibility of chairs, senior faculty and the University.
QUESTIONS?

DISCUSSION?