

# Promotion and Tenure 101 :

## Faculty at Carolina

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Executive Vice Provost and  
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THE UNIVERSITY  
of NORTH CAROLINA  
at CHAPEL HILL

# Overview of Presentation

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- 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



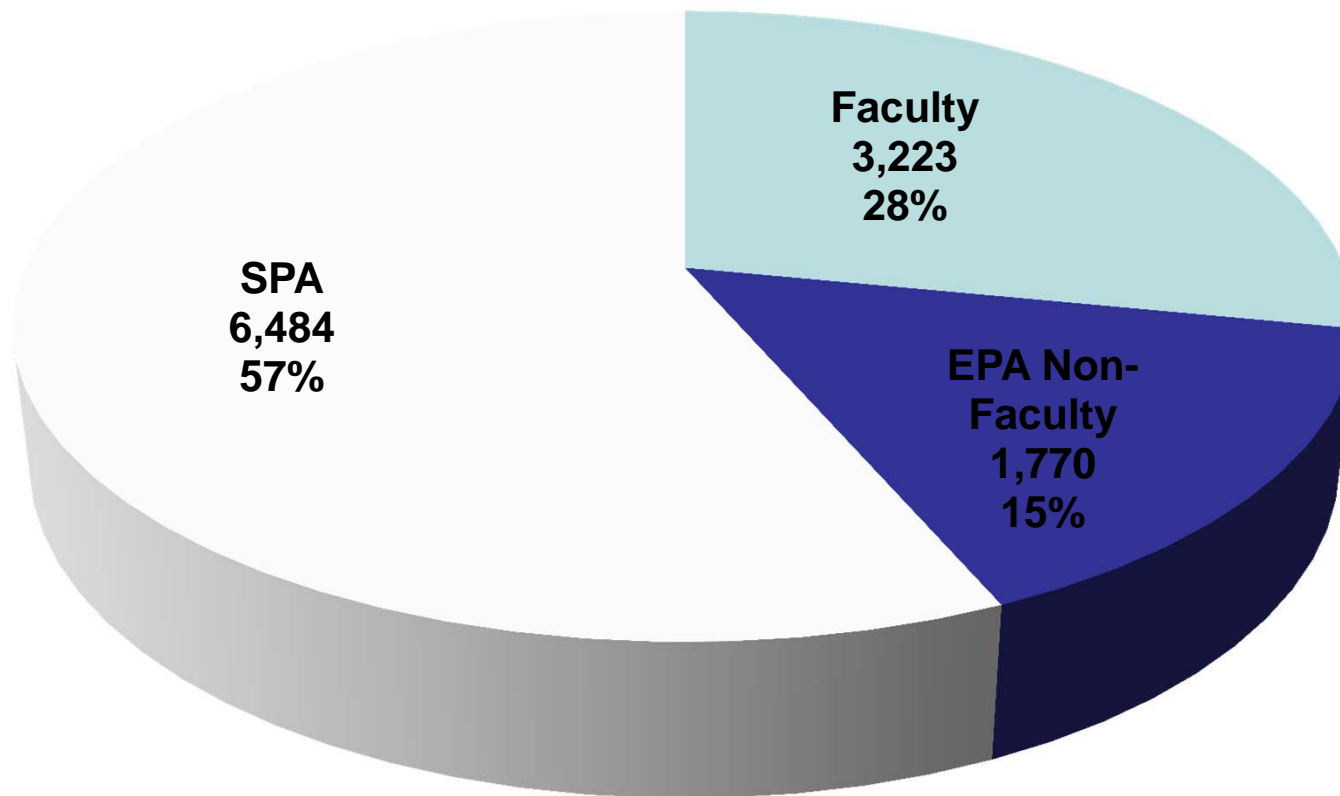
## 3 Types of Permanent Employees at UNC-Chapel Hill

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- **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)



# Faculty Characteristics:

## Permanent Full-Time and Part-Time

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

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**N = 3,711**

<b>Full-Time</b>	<b>92%</b>	<b>White</b>	<b>82%</b>
<b>Part-Time</b>	<b>8%</b>	<b>African-American</b>	<b>5%</b>
		<b>Native American</b>	<b>&lt; 1%</b>
<b>Female</b>	<b>44%</b>	<b>Asian</b>	<b>10%</b>
<b>Male</b>	<b>56%</b>	<b>Hispanic</b>	<b>3%</b>
		<b>Other</b>	<b>&lt; 1%</b>

# Faculty By College/School

Permanent Full-Time

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

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<u>Academic Affairs</u>		<u>Health Affairs</u>	
Arts & Sciences	950	Dentistry	105
Business	109	Medicine	1,511
Education	51	Nursing	88
Government	48	Pharmacy	101
Info & Lib Sci	25	Public Health	227
Journalism	46		
Law	51		
Social Work	70		
Subtotal	1,350	Subtotal	2032

**Grand Total = 3382**

# Policies and Regulations Governing Faculty Employment

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- ***The Code, Board of Governors, University of North Carolina. Chapter VI, “Academic Freedom and Tenure.” in The UNC Policy Manual***

<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://www.unc.edu/campus/policies/UNC-Chapel%20Hill%20Tenure%20Policies%20and%20Procedures.pdf>

<http://tinyurl.com/6fxa43r>

- **“The Faculty Code of University Government,” UNC-Chapel Hill Faculty Council.**

<http://www.unc.edu/faculty/faccoun/code/code2008.pdf>

# 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

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## 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

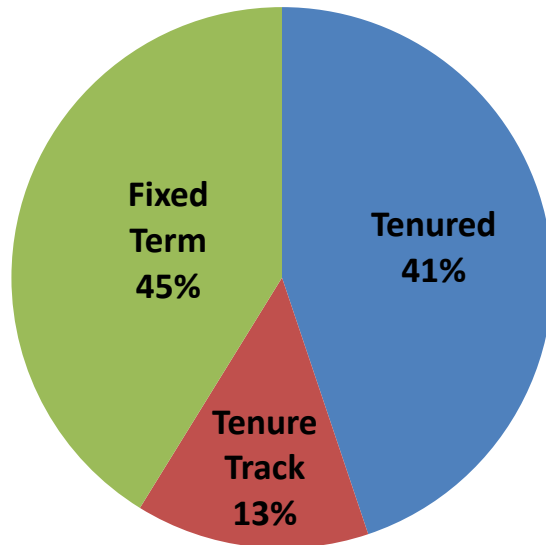
- Confers tenure
- Approve appointments, reappointments, and promotions
- Approve mid-year salary increases of 10% and greater
- Approves named professorships
- Does not hear appeals of non-reappointment decisions
- Hears appeals from campus decision to suspend, demote, or discharge a faculty member 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

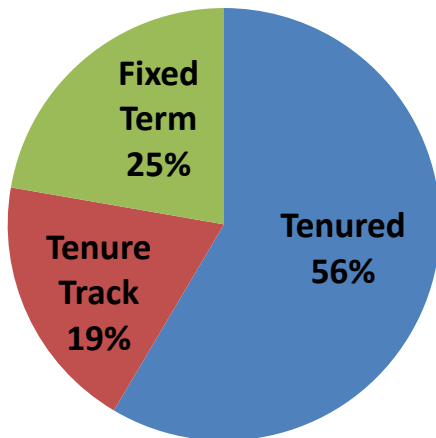
- **Tenure Status:** Academic tenure protects against involuntary suspension or termination by the University except under specific circumstances.
  - **Tenure Track Positions** -- Designed to lead to promotion and permanent tenure upon demonstrated accomplishments in teaching, research, and service.
  - **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

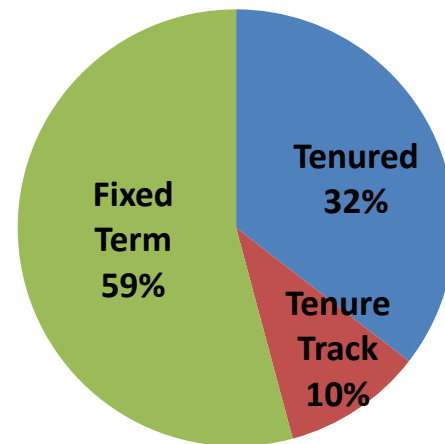
**All Faculty**



**Academic Affairs**



**Health Affairs**



# Faculty Applicants vs. Hires

3.6 % of applicants get hired

One-Year Data from EEO

	10/2011-9/2012	
	Applicants	Hires
Tenured	736	16 (2%)
Tenure Track	5683	90 (1.6%)
Fixed Term	2324	207 (9%)
Total	8743	313 (3.6%)

# Academic Ranks

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## **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)

## Tenure Track Appointment, Promotion, and Tenure Processes

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### Typical Career Progression

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**.

## Results of Appointments, Promotion and Tenure (APT) Committee Reviews

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The APT Committee took the following actions on applications for promotion and tenure in 2010 & 2011

	2010 Applications	
Voted to approve	130	98 %
Voted to deny	2	2%
Returned	0	0%

	2011 Applications	
Voted to approve	112	97%
Voted to deny	0	0%
Returned	3	3%

# Why is Tenure Important?

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- **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.
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- 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

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- 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

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- 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



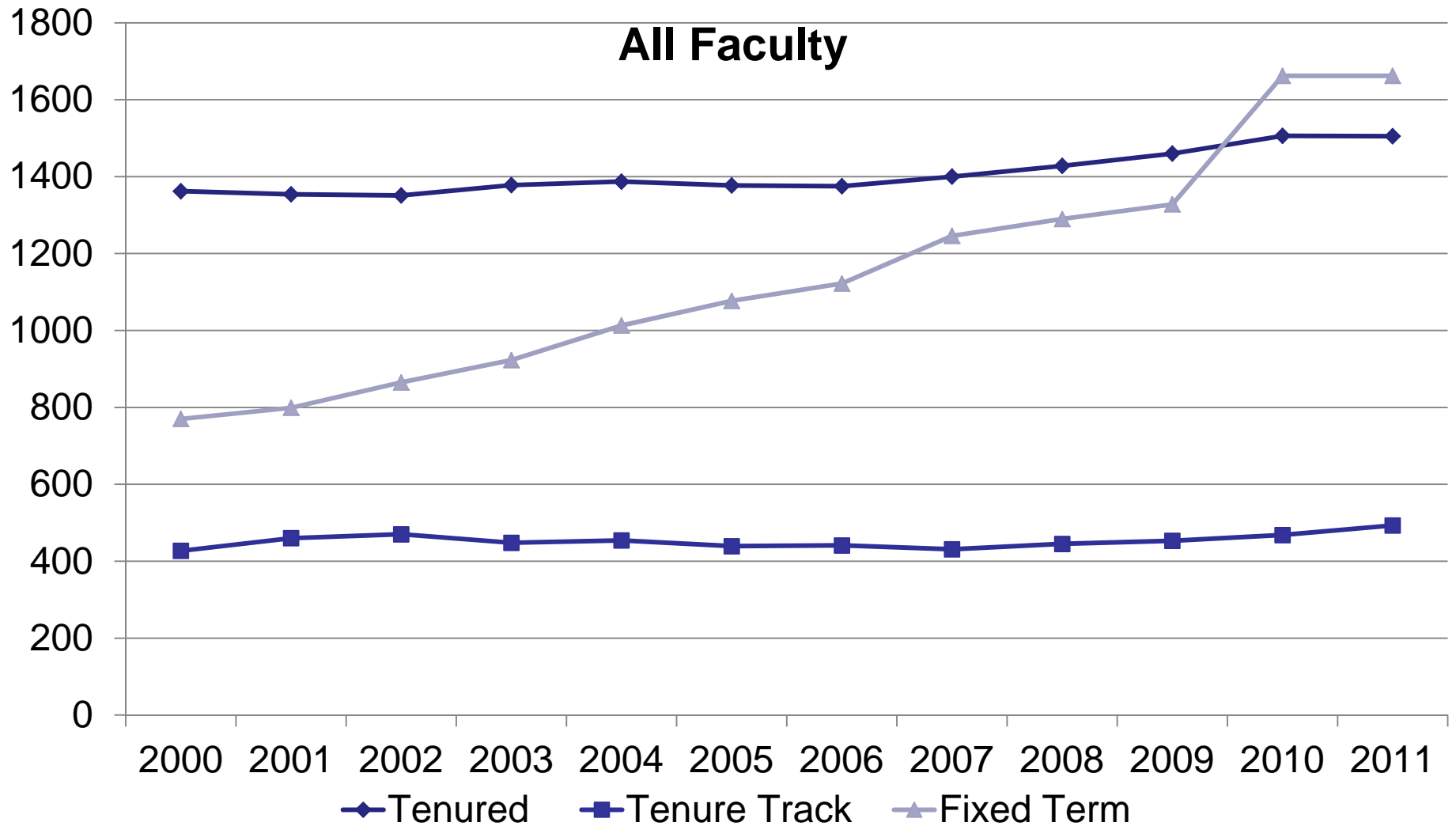
- University Distinguished Professorships are a unique honor rendered every 2-3 years
- Selection Committee is composed entirely of University Distinguished Professors
- Nominated by the faculty at UNC with outside references provided
- 9 new Distinguished Professorships were awarded in 2011: 6 were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

# Fixed Term Faculty Appointments

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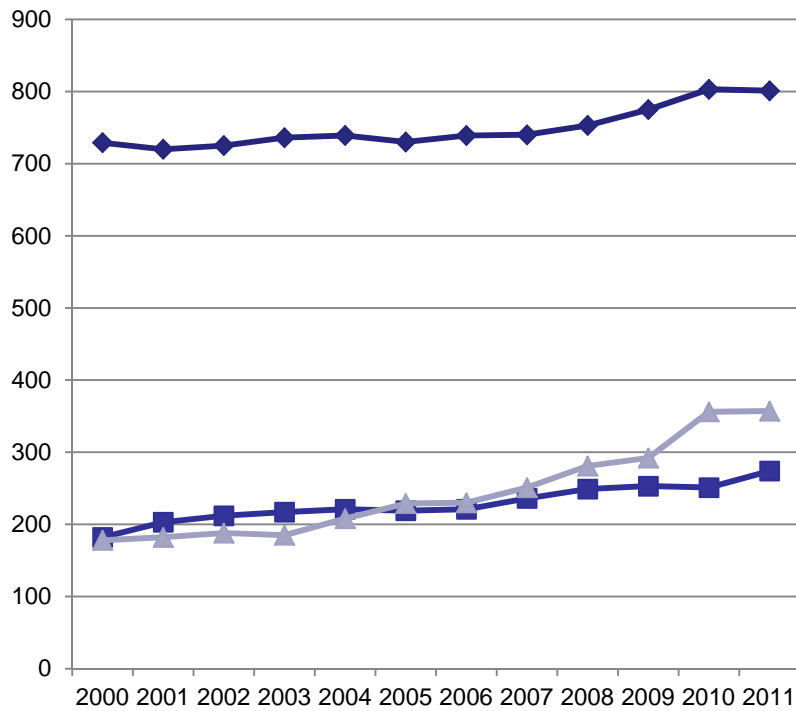
- Rationale:
  - Need for individual possessing unusual qualifications for teaching, research, academic administration, or public service, but for whom a tenure track position is not appropriate due to limited duration of the assignment, continuing availability of funding, or other reasons.
- Does not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



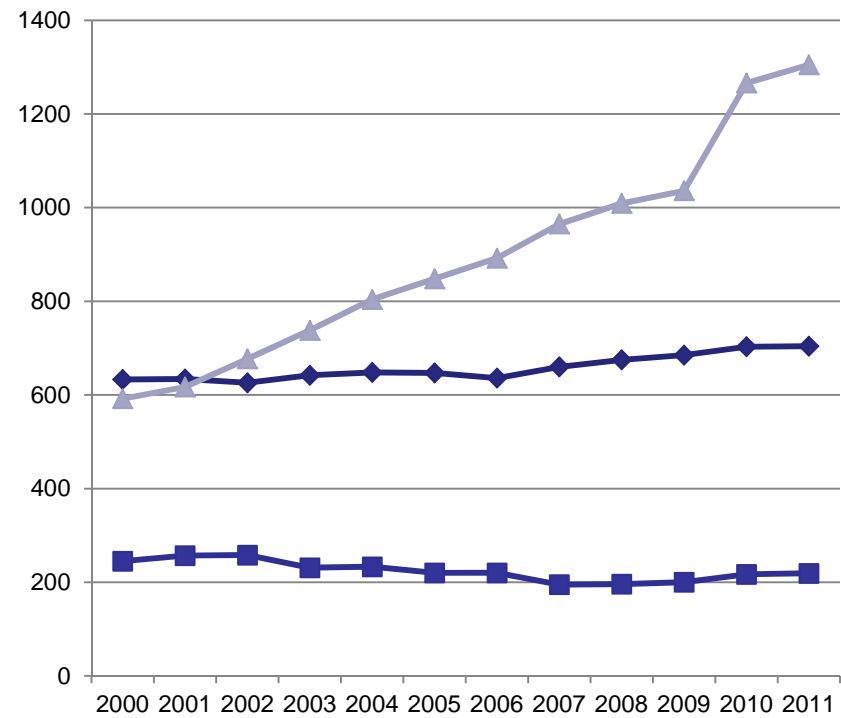
# Trends in Faculty Types

## Academic Affairs



◆ Tenured    ■ Tenure Track    ▲ Fixed Term

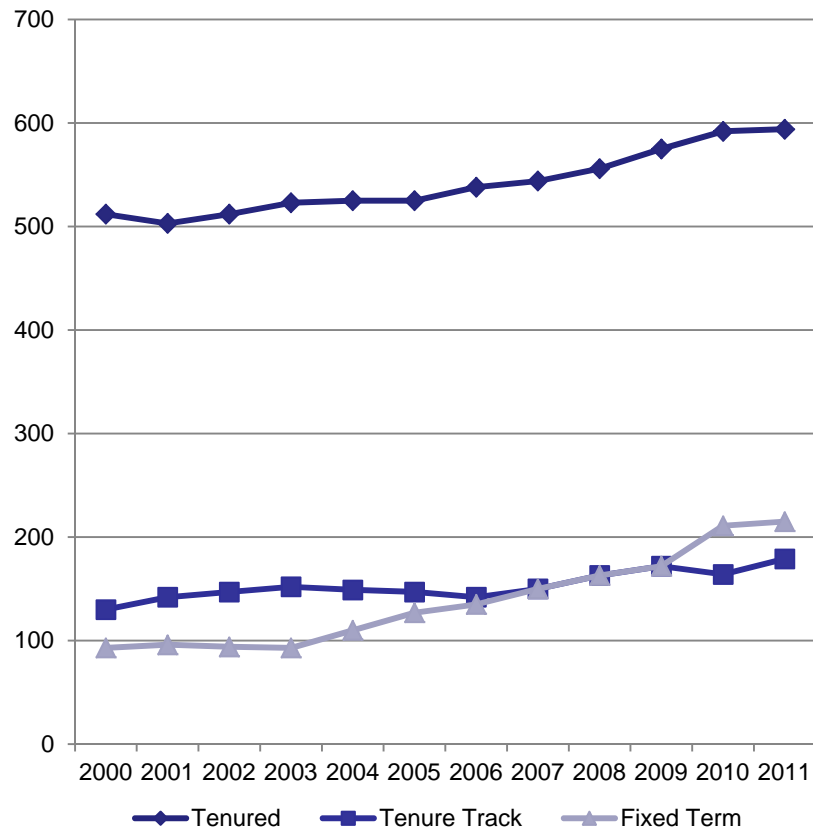
## Health Affairs



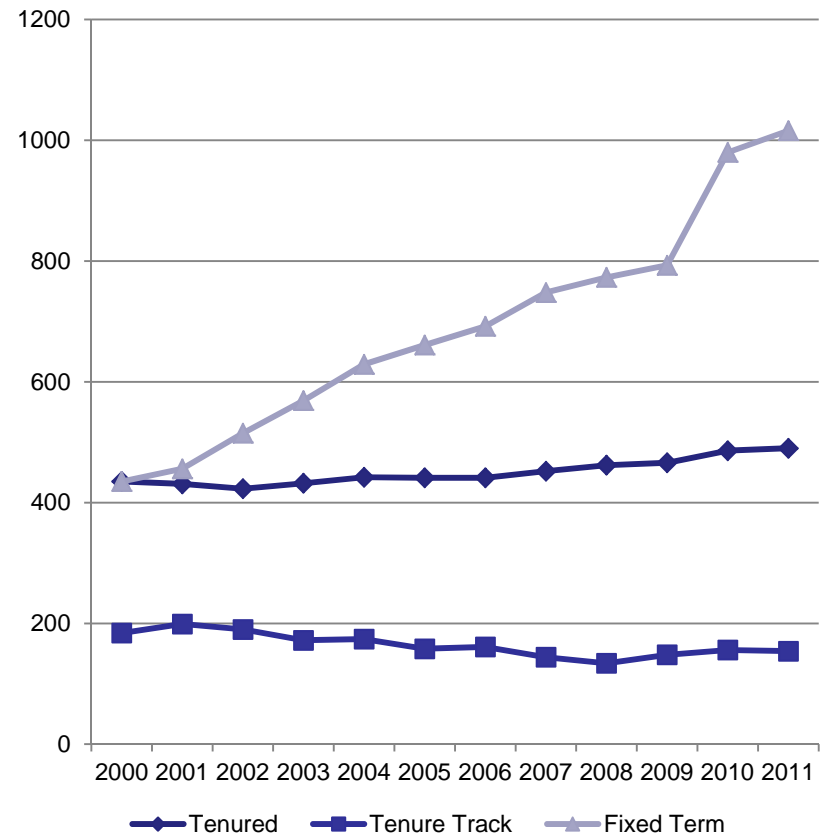
◆ Tenured    ■ Tenure Track    ▲ Fixed Term

# Trends in Faculty Types

## College of Arts & Sciences



## School of Medicine



# Faculty by Tenure Status

	Tenured	Tenure Track	Fixed Term
<b>Male</b>	<b>69%</b>	<b>56%</b>	<b>44%</b>
<b>Female</b>	<b>31%</b>	<b>44%</b>	<b>56%</b>
	<b>100%</b>	<b>100%</b>	<b>100%</b>
<b>White</b>	<b>86%</b>	<b>68%</b>	<b>80%</b>
<b>African-American</b>	<b>4%</b>	<b>7%</b>	<b>5%</b>
<b>Native American</b>	<b>0%</b>	<b>1%</b>	<b>0%</b>
<b>Asian</b>	<b>7%</b>	<b>17%</b>	<b>11%</b>
<b>Hispanic</b>	<b>2%</b>	<b>6%</b>	<b>3%</b>
<b>(As of 9/2011)</b>			



## Recommendations of the 2009 Provost's Task Force now being implemented at the School level

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- 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?

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THE UNIVERSITY  
*of* NORTH CAROLINA  
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