

College of Arts and Sciences
Guidelines for Appointment, Promotion and Tenure
November 2009

The academic mission of the College of Arts and Sciences is to create new knowledge and discover solutions to pressing problems, educate graduate and undergraduate students and promote their development as leaders, and engage the state, nation and world. Our faculty strive to fulfill this mission through research and creative enterprises in the disciplines of our academic departments and curricula, and through the scholarly activity of their teaching and mentorship of undergraduate and graduate students.

In hiring and promoting faculty, the College seeks to maintain its high standards of teaching and of scholarship. It also encourages and expects faculty service to various entities, such as academic departments, curricula, centers and other units, the University, professional organizations, the state of North Carolina, the nation and world. The College seeks to be as professional, fair, and honest as possible in matters of hiring and promotion consistent with the College's goal of excellence in research and teaching by a diverse and professionally dedicated faculty. All hiring and promotion actions take place within the context of departmental or curricular needs and resources, and conform to the rank and tenure patterns within the department or curriculum, as authorized by the College. The College subscribes wholeheartedly to the guidelines of Affirmative Action and commits itself to make just personnel decisions with regard to both the University and the individuals concerned.

The College's policies follow University guidelines as set forth in the following University publications. The most recent edition of each document takes precedence.

- The Code, Board of Governors, University of North Carolina (<http://www.northcarolina.edu/policy/index.php>)
- Trustee Policies and Regulations Governing Academic Tenure in the University of North Carolina at Chapel Hill (<http://www.unc.edu/campus/policies/tenure.html>)
- The Faculty Code of the University Government, the University of North Carolina at Chapel Hill (<http://www.unc.edu/faculty/faccoun/code/index.shtml>)
- Faculty Handbook, the University of North Carolina at Chapel Hill (<http://www.unc.edu/faculty/faccoun/handbook/index.shtml>)
- Affirmative Action Plan, the University of North Carolina at Chapel Hill (<http://www.unc.edu/depts/eoada/univreports.html>)
- Non-Discrimination Policy, the University of North Carolina at Chapel Hill (<http://www.unc.edu/campus/policies/nondiscrim.html>)
- Chair's Manual, Office of the Dean, College of Arts and Sciences, the University of North Carolina at Chapel Hill (<https://college.unc.edu/intranet/admininfo>)

This statement is supplemental to, and subject to, the above policies. Each faculty member in the College has the responsibility to become familiar with their provisions.

These College guidelines are necessarily general. Each academic unit in the College is expected to maintain policies consistent with these guidelines, refining them to be relevant to the discipline.

Standards

Some of the standards that College departments and curricula apply to the evaluation of candidates to a tenure track or tenured position are qualitative and cannot be expressed quantitatively. Therefore, they entail subjective judgment. It is not possible to reduce the evaluation of academic personnel to a purely objective determination, such as the number of courses taught or the number of pages published during a specific period of time.

The following standards will be employed in evaluations for reappointment, promotion, and tenure:

- Demonstrable excellence in teaching is required for consideration of tenure.
- Demonstrable excellence in research or its equivalent in artistic performance and creative activity is required for consideration of tenure.
- Satisfactory service to the department, University, appropriate professional associations, and/or to the wider community is expected of a candidate for tenure.

Standards of Teaching

The College expects and encourages teaching of the highest quality. Although it is not possible to enumerate here all criteria of teaching, an excellent teacher is one who prepares his or her course with the discrimination and skill needed for excellent scholarship; responsibly formulates the objectives of the course and uses imaginative ways of achieving them; commands the attention of students; stimulates their interest; enlarges their minds; improves their thinking; and, to the extent that it is possible, makes them active rather than passive participants in the course. An excellent teacher demands substantial accomplishment and high standards of work, grades all work fairly, is articulate and resourceful, and bases what he or she teaches on evidence and sound method. In addition, where appropriate, such a teacher conscientiously provides helpful and timely advice and guidance to both graduate and undergraduate students on an individual basis, directs theses and dissertations, and serves on committees that critically examine and evaluate such research projects.

Standards of Research and Creative Artistic Activity

The College expects and encourages its faculty to be actively involved throughout their careers in significant scholarly research or creative artistic activity. Scholarship is understood as the advancement of knowledge and understanding and consists substantially of original research or interpretation that develops from a coherent project. The central result of scholarship is publication. The College expects publication of research or interpretation as an obvious way of

extending knowledge and of sharing the fruits of scholarly thought and investigation with a wider audience that can be both critical and appreciative. At the same time, the College insists on consideration being given to the quality of publication and not just its quantity.

Artistic creative activity in certain fields is for some faculty what scholarship is for others. Exhibition or performance is for faculty engaged in artistic and/or creative activity what publication is for faculty engaged in scholarship. Faculty engaged in artistic and/or creative endeavors should be involved in significant exhibitions or performances. At the same time, the College insists on consideration being given to the quality of exhibition or performance and not just its quantity.

Standards of Service

Satisfactory service includes both conscientious and efficient performance of an appropriate share of faculty responsibilities to their department, university, and profession, and more substantive contributions through the application of the faculty member's research knowledge, professional expertise and/or artistic performance to the benefit of the larger profession and to consequential problems facing the public.

Instructors with special provision and assistant and associate professors without permanent tenure are expected to undertake limited service functions, and to concentrate the majority of their efforts on teaching and scholarship. Although their main business is teaching and research, junior members of a unit may still be called upon to perform some service activities. An attitude of cooperation, collegiality, and competent performance of these duties is expected in service activities.

Criteria for Specific Personnel Actions

Assistant Professor

This rank denotes a tenure-track position, with an initial appointment for four years and the possibility of reappointment for three additional years.

Instructor with Special Provision

The candidate approved by the department to be recommended for an appointment as an assistant professor but who, when approved, is still completing a doctoral dissertation, will be recommended for an appointment as instructor for one year with the special provision that upon conferral of the doctorate he or she will be reappointed at the rank of assistant professor. As a further proviso, the effective date of his or her appointment at the rank of assistant professor will be retroactive to the effective date of his or her current appointment as instructor, or to the July 1 or January 1 immediately preceding the date of conferral. Such an appointment will carry the title "Instructor with Special Provision."

Standards for Initial Appointment

Clear promise of excellence in teaching and scholarship and competence in service along with completion of all requirements for the doctorate or other terminal degree and the degree's conferral are required.

Reappointment for a Second Probationary Term or Promotion

The initial review and recommendation for reappointment or promotion occur by the end of the third year of the initial probationary appointment. For an assistant professor already serving in the department, reappointment is based on (a) demonstrated commitment to excellence in teaching, (b) concrete evidence of serious and original scholarship or significant artistic and/or creative activity, (c) appropriate service to the department, and (d) the needs and resources of the department and University.

Associate Professor

In evaluating past performance, present achievements, and promise for the future, the following factors will be considered: (1) the candidate shall have demonstrated excellence in teaching; (2) the candidate must have made scholarly contribution(s) of demonstrable excellence in his or her field of inquiry or contributions of demonstrable excellence to his or her artistic field; (3) the candidate should be recognized as a helpful and valued colleague, one who has willingly and conscientiously performed needed services within the department, the University, appropriate professional associations, and/or to the wider community; (4) the candidate's contributions must be deemed consistent with the needs and resources of the department and University.

Promotion to associate professor confers tenure. Tenure is a permanent commitment by the department and the University. Recommendation for tenure requires a judgment not only about the past and present achievements of the candidate but about his or her potential for future achievements as well as the projected needs of the department and the University. While emphasizing proven excellence in teaching and research, the department remains very much concerned, in questions of tenure, that a person show promise of continuing achievement in all three areas, teaching, research, and service. A professional judgment on the part of the faculty and the Chair about both the future direction and needs of the department and a careful assessment informed by outside references about the qualification of the candidate for helping to meet those needs are necessarily a part of any tenure decision.

An associate professor appointed from outside the department may be recommended for tenure upon appointment. When an associate professor is appointed without tenure, the department will decide whether or when to recommend tenure based on the criteria outlined above for promotion to associate professor.

Full Professor

A candidate for full professor should have made significant contributions to his or her field beyond those expected of an associate professor with tenure. As a scholar, artist, or performer, the candidate must have a record of excellence in research and publication, or artistic creativity,

and distinctive achievements sufficient to have gained significant recognition in the field. The candidate shall have demonstrated excellence in teaching. The candidate should have a record of service that demonstrates the capacity for constructive contributions to the department, the University, appropriate professional associations, and/or the wider community.

Prerequisite to the appointment or reappointment of any candidate is the prospective and continuing need for the services that he or she, as a teacher and scholar or artist-performer in a particular field, is qualified to carry out. Where this need does not exist, or has come to an end or is likely to end, or where program change or curtailment of funding obliges the University to discontinue support, appointment or reappointment is precluded. However, an appointment of an individual to a tenure-track position is based on the belief that the appointment meets a continuing need of the department.