

To: SOG Faculty
From: Frayda Bluestein
Re: Promotion and Tenure Guidelines Update
Date: March 10, 2009

This update provides additional information for and clarifies the School's Internal Guidelines for the Faculty Appointment, Tenure, and Promotion Process, which was distributed in October, 2007 (yellow booklet). Our APT policy, which has not changed, was also distributed in 2007 (green booklet). Both are available on the intranet. This update provides information and answers to frequently asked questions about the documentation and process for reappointment and promotion. Please note that the schedule for promotion and tenure has been updated and is attached. It is also available on the intranet.

CV format:

The list and order of information to be included on the CV is set out on page 7 of the Internal Guidelines document. This information reflects the University's requirements as applied to our work. There is some variation in how folks do their CV's, and you are encouraged to review copies CV's on file with Maggie Ford (these are contained in the teaching portfolio binders). Here are few reminders:

- **Do not include age, date of birth, marital status, family information, or social security number.** Information under the "personal" section usually includes address, phone number, and email address.
- **Make sure the pages are numbered.**
- **Telephone and email** consultation should be reflected under "advising/consulting activities." There is some variation in how folks reflect this work, but we generally do not itemize particular consultations unless they involve significant research and time. Phone calls and email consultation are best summarized in one paragraph describing the frequency, subject areas, audience, and any other pertinent information to give a flavor of the nature and extent of this work for the particular faculty member.

Outside Letters:

Outside letters **are not required** for reappointment of tenure track faculty or for reappointment of lecturers. They **are required** for initial appointments, promotion to associate with tenure, and promotion to full professor. The earliest deadlines on the schedule for the promotions that involve letters are designed to encourage the committee chair and the faculty member to begin working on a list of folks from whom to request letters. It is helpful for committees and faculty to be thinking about possible external reviewers before the schedule deadlines. We expect at least one letter from a person who is not a North Carolina public official, which means either an

academic or a public official with a national perspective. Where possible, it is good to have at least one academic letter to provide a peer review of research and publication work. Here are a few approaches that seem to be working well for getting good outside letters:

- Tap into the resources and knowledge of colleagues here at the School who may know folks who work in the field and understand our mission.
- Ask for help from the library to mine for information, such as institutions with centers or schools like ours, publications/authors that cite our work, and other leads for identifying folks in our areas of expertise.

Communication from the chair, including an email from the chair in advance of a conversation with an outside reviewer, is essential to provide the context for the review. We have developed some standard emails for this purpose. The emails, the conversations, and the letters help educate reviewers (both public officials and academics) about what our standards for promotion are and how they differ from more traditional units. This is important because our standards differ from typical research university standards. The letters we send out to public officials ask for very specific information (not just, do you like this person's work), and it's important for the chairs to reinforce the need for comparative and specific evaluation. Frayda provides copies of the letters and emails to chairs as they embark on this process.

At least four letters of review must be submitted for promotion and tenure. It's a good idea for the committee to identify five or six potential reviewers in case one or more decline the request. It is ok to ask for more than four letters but be aware that **all letters received must be forwarded to the campus APT committee.**

Sending Publications to Outside Reviewers

We typically send representative selections of faculty members' list of research and publications to accompany a request for outside letters. It is not necessary to send reviewers everything. We generally don't send these to NC Public Officials, but we do send them to public officials and academics outside NC. The decisions about which publications to send and to whom they're sent are up to the committee and the faculty member. For convenience, consider sending links to on-line publications by email, or sending these and other publications as PDF's on a CD or thumb drive. Publications will provide copies of books to mail. The selected publications in whatever format they're to be sent must be delivered to Maggie Ford at the same time that names of outside reviewers are due to HR as shown on the promotion and tenure schedule. A near final version of the CV should also be provided at this time for inclusion with the letters, but it can also be updated prior to the internal decision if necessary.

Internal Decisions and Notice to Faculty Members

Sometimes it's a little confusing to figure out who attends meetings and votes on promotions. Only full professors vote on: initial appointment to tenure track positions, reappointment in those positions short of tenure, appointment or promotion to the rank of professor, and appointment and reappointment to fixed term positions. All tenured faculty vote on promotion to associate

professor with tenure or conferring tenure to an assistant professor (the latter has been unknown in our unit, but not elsewhere). (See APT policy, p.24.) Any member of a faculty advisory committee will be invited to attend the meeting and participate fully in the discussion, but only qualified faculty members will be allowed to vote. Retired faculty members with active part-time appointments may vote. Other retired faculty members may give advice to the Dean, but they may not vote.

The faculty member under review will be notified of the date and time of the meeting. The committee's recommendation is distributed to the qualified faculty before the meeting for consideration, and copies of the faculty member's writing and teaching materials are displayed for review. The Dean will give the faculty member a copy of the advisory committee's recommendation before the meeting, and the faculty member may respond in writing to the committee's report before the meeting. A copy of the faculty member's response will be provided to the qualified faculty before the meeting.

Teaching Evaluations

Our Human Resources staff members are responsible for collating teaching evaluations from SOG programs, so that numerical averages can be submitted with promotion packages. **Please help them with this task by remembering to include evaluations in your programs and by reminding program managers to submit them to HR when they have been summarized.**

Although we do not have a standard format for these evaluations, please make sure that evaluations separate out individual speakers and include some type of numerical component so that this information can be compiled for faculty members. **For non-SOG programs, faculty members are responsible for keeping evaluations and providing them to Maggie for compiling at the time of promotion review.**

Teaching and Research Statements

There is no set format for these documents, and faculty members are welcome to review those of other faculty contained in the teaching portfolios maintained by HR. Lecturers are not required to submit research statements but some do and that's fine.

Please feel free to contact Frayda if you have any questions about this information or the process.

Checklist for Materials for Reappointment, Tenure, and Promotion

(For more information about preparing these documents see Section 3 of the Internal Guidelines for Faculty Appointment, Tenure, and Promotion)

- Updated CV
- Teaching Statement
- Research Statement (Not required for lecturers)
- Peer Review of Teaching (at least two)
- Teaching Evaluations (if any, as supplement to those collected by HR)
- Teaching portfolio (see examples in HR)
- Outside letters of review (tenure and full professor actions only)
- Committee Report