

School of Media and Journalism Policies on Appointment, Reappointment, Promotion and Tenure of Faculty Members

The *Trustee Policies Governing Academic Tenure in the University of North Carolina at Chapel Hill* define academic tenure as “the protection of a faculty member against involuntary suspension or discharge from, or termination of, the faculty member’s employment by the University except upon specified grounds and in accordance with specified procedures.” The tenure system is based on the understanding that tenure is a privilege bestowed by the University in keeping with its needs for outstanding achievement. A tenure decision represents an institutional judgment of an individual’s actual and potential contributions to the professional life of teaching, scholarship and service. Thus, not everyone will obtain tenure, and no set of detailed criteria can exist, the mere fulfillment of which will ensure tenure.

Also relevant in tenure decisions are institutional interests that extend beyond the domain of any individual department or school. To ensure that its intellectual quality is maintained and enhanced, the University insists on a standard of overall excellence. As a reflection of the relevance of institutional interests, candidates for reappointment and tenure are evaluated independently according to established criteria at several levels of University administration, including the level of the dean, executive vice chancellor and provost, chancellor, Board of Trustees and Board of Governors. Each level of administration may apply different or even higher standards of excellence from those applied at previous levels of review, consistent with School, division and University-wide interests that are represented by these different levels.

The *Trustee Policies* state that tenure is held with reference to the institution and with reference to institution-wide standards. Section 2.a. provides: “While academic tenure may be withheld on any grounds other than those specifically stated to be impermissible under Section 4 hereof, its conferral requires an assessment of institutional needs and resources and evidence of service to the academic community, potential for future contribution, commitment to the welfare of the University, and demonstrated professional competence, including consideration of commitment to effective teaching, research, or public service.”

All procedures and policies relating to tenure, promotion and reappointment of faculty members in the School of Media and Journalism conform to the statements set forth in the following University publications:

The UNC Policy Manual

Chapter VI — Academic Freedom and Tenure

<http://www.northcarolina.edu/apps/policy/index.php?pg=toc&id=s4073>

Trustee Policies and Regulations Governing Academic Tenure in the University of North Carolina at Chapel Hill

<http://policy.sites.unc.edu/files/2013/04/tenure.pdf>

Equal Employment Procedures Manual for EPA Personnel, UNC-Chapel Hill

<http://www.unc.edu/depts/eooada/procedures.html>

The following criteria and guidelines do not repeat all the policies and procedures in the University documents; they are intended to conform to them. Each faculty member has a responsibility to become familiar with the foundational principles contained in the documents.

School of Media and Journalism Criteria

The School of Media and Journalism, as a professional school of the University of North Carolina at Chapel Hill, strives to excel in all three of its missions: teaching, research/creative activity and service. All faculty members in the School are expected to have a deep commitment to Media and Journalism and to education.

Initial rank for tenure track faculty members can be instructor, assistant professor, associate professor or professor, depending on qualifications. The performance record of a person recommended for reappointment, promotion or tenure must be thoroughly documented, and the record is scrutinized. Because the School combines professional education of undergraduate and graduate students with a strong tradition of research and scholarship, the School has a dual-track system for classifying faculty members: the Professional tenure track and the Research tenure track. The dual-track system acknowledges that there are different expectations for the two groups of faculty members, both of which are vital to the School's mission of excellence in teaching, research/creative activity and service as well as public engagement in all three areas.

A faculty member might well be strong in both tracks, but for purposes of classification and expectations for appointment, reappointment, promotion and tenure, each faculty member is in only one track. That decision is made at the initial appointment, and the faculty member must remain in that track. During the search for a new faculty member — in the job description that is circulated nationally, all advertisements and all other communications about the position — the expectations for the faculty member, including the tenure track, must be stated clearly. The terms for appointment and for possible promotion and tenure must be included in correspondence from the dean to the faculty member.

The School also hires lecturers, senior lecturers, teaching professors, professors of the practice and research professors on fixed-term contracts, usually full time (1 FTE). Adjunct instructors are hired on a per-course basis. Fixed-term faculty are evaluated through the School's review process described below prior to being hired, reappointed or rehired.

Decisions on appointment, reappointment, promotion and tenure are made without regard to race, color, religion, sex, sexual orientation, national origin, age or veteran status. The School follows the Equal Employment Opportunity Plan, and the School's Equal Employment Opportunity Officer is active in all areas called for in the plan.

Basic Considerations for All Faculty Members

In the spring, the dean and the chair of the School's Committee on Appointments, Promotion and Tenure will meet as a group with nontenured faculty members who will have a third-year review or go up for promotion and/or tenure the following academic year. They will review the materials needed for the specific review and answer questions.

In the fall, the dean will meet individually with nontenured faculty members to review progress and expectations for the coming year. A written record that such a conversation has taken place should be placed in the individual's personnel file. Both the dean and the chair of the APT Committee meet with individual faculty who have had any academic review, such as third-year or post-tenure reviews, or who have been promoted to discuss the reports. The dean also schedules meetings as needed with fixed-term faculty to discuss plans and progress.

Basic expectations for every faculty member include outstanding scholarship and/or creative activity, excellent teaching, and excellent service to the School, University and to the discipline. To be reappointed or promoted, each faculty member must continue to contribute in the School and to the discipline in significant and appropriate ways.

Teaching. The School prides itself on excellent teaching. Faculty members are expected to be exceptional teachers and include innovation where appropriate and whenever possible. The basic documentation of teaching quality is the School's required course evaluation each semester. The results of the evaluation are quantifiable and are reported with an explanation of the person's teaching performance, evidence of improvement over time, stability or decline. Subjective evaluations obtained in interviews with students are included if appropriate. All nontenured tenure-track faculty members, lecturers and graduate teaching assistants are observed in the classroom by a tenured faculty member at least once a year. A written report of that observation is given to the academic dean and placed in the teacher's file. These reports are reviewed as part of the evaluation process for reappointment, tenure and/or promotion. Typically, in the research tenure track, a faculty member teaches four classes each academic year. Each faculty member in the professional track usually teaches five classes in an academic year. Full-time fixed-term faculty members teach six courses a year, unless other assignments are made by the dean.

Service. Service is highly valued and part of the School's core mission. The expectation for tenure track junior faculty is service within the School and an emerging service record within appropriate statewide and national organizations prior to promotion and tenure. Prior to promotion to full professor, the expectation is robust service at the University, state, national and/or international levels. Service includes performance in areas such as international and national offices and work in appropriate scholarly, professional and academic organizations and associations; University and School positions and committee work; workshops, speeches, etc.

Time in rank. It is customary for assistant professors to be in rank for six years before promotion and tenure. Reviews are done during the faculty member's sixth year. Associate professors typically are in rank five years or longer before being considered for promotion to full professor. Lecturers must have a minimum of six consecutive years in rank to be considered for promotion to senior lecturer or from senior lecturer to teaching professor.

If a faculty member held a tenure-track appointment at another institution of similar quality before joining the UNC-CH School of Media and Journalism, some or all of the time spent in rank at the other school(s) may be counted as time in rank in the School.

Public engagement. The School has a long history of engagement with the mass communication professions and external communities. Public engagement refers to scholarly, creative, pedagogical, or service activities for the public good, directed toward persons and groups outside the University of North Carolina at Chapel Hill. The University has declared its commitment to encouraging, recognizing and rewarding engaged scholarship, creative activity, teaching and service. Such activities (in the form of research/creative activities, teaching and/or service) may develop as collaborative interactions that respond to short and long-term professional or societal needs and should be reciprocal and inclusive of communities involved. Engagement can serve the media professions, as well as people in our state, nation or the world through a continuum of academically informed activities.

The University is clear that engaged work is not a prerequisite for promotion and tenure, but the 2009 Provost's Task Force notes that faculty engagement with the public and engaged scholarship should be valued and evaluated. Products of such activities should have a high-quality, high-value impact in the community—be it industry, profession, government, or other venue—not only in the academy. In the School, such engaged activities will be recognized for tenure and promotion. Faculty who want recognition for engaged activities should describe in their statements how the work meets the definition of engagement. Faculty who present engaged scholarship and/or activities as part of their record must also suggest metrics by which the work can be evaluated for significance and impact. It is expected that such work might be more prominent at certain stages of an individual's career, but the work should be consistent.

New forms of scholarship and creative activities. Faculty may have new forms of scholarship and creative work. That work can come in the form of databases, blogs, websites and other forms that do not resemble traditional journal articles or monographs. The School recognizes that digitally published work is not always peer-reviewed prior to publication and dissemination. Also, faculty often must devote considerable amounts of time to mastering new technologies and methods.

The faculty member him- or herself must accept some of the burden of (a) deciding which work should be evaluated in a tenure or promotion case (most likely in consultation with mentors or the dean), and (b) providing a clear account in the research/creative statement of the goals and significance of such work in terms of audience and contribution to the faculty member's overall research/creative program.

For example, the faculty member should discuss:

- the communities included;
- the frequency and depth of collaboration;
- if the activity is ongoing, such as one that is open to constant revision—and even revision by multiple users;
- outcomes, impact, or presentation of results in multiple forms (audio, video, blogs); and
- the creation of enabling software or databases, web site templates, work processes, etc., that require skill and time but are more oriented to facilitating the work of others than producing finished conclusions of one's own.

For promotion and tenure packages, nonacademic sources might be solicited for supplemental letters attesting to the significance and implemented outcomes of the faculty member's engaged work. These letters would not replace the traditional letters from academic reviewers.

Interdisciplinary work. The field of Media and Journalism has a long tradition of encouraging and valuing interdisciplinary scholarship, creative activity, teaching and service. The University has declared that nurturing and rewarding interdisciplinarity is one of its key priorities. Interdisciplinary work allows both faculty and students to cross traditional departmental boundaries to bring together multiple perspectives and a variety of expertise to address issues and solve problems, often leading to cutting-edge scholarship and teaching.

While participating in interdisciplinary collaborations is not a requirement for promotion and tenure, such activity will be recognized in the School's promotion, tenure and post-tenure review processes. Questions often arise, however, about how to evaluate interdisciplinary work and the contributions of individual participants. It is the responsibility of the faculty member to identify interdisciplinary activities listed on his or her CV; to discuss such activities in the research or creative activity, teaching and/or services statements; and to provide sufficient information and explanation to enable both internal and external reviewers to evaluate the faculty member's contribution to the interdisciplinary activities and the products that may result.

Overview of the Two Tenure Tracks

Research Tenure Track. This is the traditional academic track. Faculty members with a Ph.D. are in this track by definition unless they have been hired specifically to be in the professional track; faculty without the Ph.D. may be in the research tenure track because of their superior research records. An individual may not move from one track to the other after the initial appointment.

For promotion and tenure, faculty members are expected to have established a national, and in some cases international, reputation as scholars; to be outstanding teachers; to have begun establishing a significant service record; and to have begun serving regularly as members, and possibly chairs, of master's and doctoral committees.

Professional Tenure Track. Faculty members in this track must have significant professional experience and significant teaching experience or the promise of excellence in teaching when appointed. Occasionally a faculty member holding a Ph.D. may have had primarily a professional, rather than an academic, career and may be hired into the professional track. A faculty member may not move from one track to the other after the initial appointment.

For promotion and tenure, faculty members are expected to have established a national, and in some cases international, reputation in their field of creative activity; to be outstanding teachers; to have a significant service record; and to have begun serving regularly as members, and possible chairs, of master's committees.

Scholarship within the Research Tenure Track

In reappointment, promotion and tenure decisions, the following criteria regarding research and publication are applied:

- Faculty members in this track are expected to be productive scholars. Promotion to associate professor with tenure requires evidence that the individual has begun to build a nationwide reputation as a scholar in his or her field. Promotion to full professor requires evidence that the individual has established a national, and in some instances international, reputation in his or her field based on scholarly work.
- No set number of publications is required. Both quality and quantity are important. Collaborative and interdisciplinary work are valued. The reputation and quality of the journals in which refereed articles are published are considered. Reappointment, promotion and tenure require evidence of continuous scholarly productivity. Thus, a gap on a CV — a year or more during which little or no work is published or presented at academic conferences — requires explanation and justification (e.g., the faculty member was working on a book or had undertaken a major administrative or service responsibility).
- The relative weight given to various types of publications is generally reflected in the order in which they are to be listed on the CV.
- Published research is more important than papers presented at scholarly meetings. While conference presentations are valuable and serve to enhance a faculty member's national and international visibility, all faculty members should plan to convert their conference papers into publications as soon as possible after presentation.
- In the case of co-authored work, evaluators often have trouble sorting out the extent of the individual's contribution. For co-authored works, the faculty member must explain the relative roles of the authors, especially when multiple works have the same authors, and indicate the significance of author order.

- Faculty are encouraged to seek external funding for their research. Such efforts should be noted on their CV and will be evaluated in promotion and re-appointment decisions.
- In appropriate circumstances, research published in a foreign language will be considered if qualified reviewers fluent in that language can be enlisted to evaluate the research. Foreign publications must be balanced by English-language publications.

The committee, tenured full and associate professors, and external reviewers will consider the candidate's total scholarly record with these questions as guidelines:

- Has the scholarly work been regular, continuous and focused, or sporadic and diffused?
- Has the work been perceived as significant in the field? (Evidence of significance might consist of, among other things, publication in top journals; citation by others; awards; invitations to publish in anthologies, collections and/or books; use by others in classes; appointment to editorial boards and editor positions.)
- Is the work, as a whole, theoretically based and appropriately grounded in existing literature? Is the methodology consistently sound? Are studies well executed? Are conclusions appropriate? Is the writing appropriate for the intended audience?
- Is the work innovative? Does it have the potential to significantly move the field in new directions? Does the work break new ground and advance concepts, ideas or approaches that transcend the ordinary?

Creative Activity within the Professional Tenure Track

In reappointment, promotion and tenure decisions, the following criteria regarding creative activity are applied:

- Faculty members in this track are expected to regularly engage in applied research or creative or engaged activity appropriate to their areas of expertise and interests. The nature of such work will vary widely depending on the faculty member's field of practice. For example, professional faculty members may publish their work in traditional scholarly journals, publications aimed at educators, trade publications and/or general circulation publications. They might write textbooks or books targeting particular professional audiences or the general public. They might conduct research that is presented to industry groups. Or, they might write government or corporate policy documents or create projects with media organizations that help to advance the industry/academic dialogue. Likewise, audio, visual and multimedia works might be publicly presented and disseminated in whatever manner and to whatever audience is most appropriate for the work.
- Faculty members in this track should clearly explain in their CVs the impact of their creative activity or applied research as it applies to specific issues or problems, such as those within the media or communications industry. Such impact could be quantified, such as numbers of people affected or policies implemented and resulting effects.
- Promotion to associate professor with tenure requires evidence that the individual has begun to build a national reputation in his or her field. Promotion to full professor

- within the professional track requires a national, or in some cases an international, reputation within his or her field based on creative work.
- No set number of publications or projects is required. Both quantity and quality are important. Collaborative and interdisciplinary work is valued. The reputation and quality of the venues in which the faculty member's work appears are considered. Quality of published material and creative works may also be evaluated by their ability to win national awards or be accepted by juries for major exhibits. In the case of new or emerging forms of publication or presentation, faculty should provide the metrics by which the work can be evaluated. Faculty must also clarify their individual contributions to work that is group or student-produced.
 - Reappointment, promotion and tenure require evidence of continuous creative or applied research productivity. Thus, gaps on a CV — a year or more during which little or no work is published or presented — require explanation and justification (e.g., the faculty member was working on a book or had undertaken a major administrative or service responsibility.)
 - The relative weight given to various types of publications and creative works is generally reflected in the order in which they are to be listed on the CV. It is recognized, though, that the CV bibliography categories listed below may require some modification for professional-track faculty members, especially those whose work is not print-based.
 - Published works are more important than oral presentations at scholarly, professional or educational meetings and workshops. Works reaching a national or international audience carry more weight than those for regional, state or local audiences. Local or regional material may, however, be upgraded to national stature by the winning of national awards or recognition.
 - Consideration is given to whether a work is co-authored or co-created. Evaluators have trouble sorting out the extent of the individual's contribution in such cases, and single-authored works provide a clearer picture of the individual's creative contribution. In the case of co-authored works, the faculty member must explain the relative roles of the authors, especially when multiple works have the same authors, and indicate the significance of author order.
 - Faculty members who supervise or coordinate student projects, whether part of course requirements, student group advising or a special program, must clearly explain their role in the final product if they want to list this work under creative activity. In most cases, this work would be listed under teaching or service. For example, faculty members should explain the role of producer, coach or editor in the appropriate teaching, service or creative activity statement.
 - Faculty are encouraged to seek external funding for their research and/or creative work. Such efforts should be noted on their CV and will be evaluated in promotion and re-appointment decisions.
 - In appropriate circumstances, works published in a foreign language will be considered if qualified reviewers fluent in that language can be enlisted to evaluate the work. Foreign works must be balanced by English-language works.

The School's Committee on Appointments, Promotion and Tenure, the tenured full professors and associate professors, and external reviewers will consider the candidate's total professional/creative record with these questions as guidelines:

- Has the work been regular, continuous and focused, or sporadic and diffused?
- Has the work been perceived as significant in the field? (Evidence of significance might consist of, among other things, publication in prestigious venues; awards; citation by others; invitations to participate in professional panels or programs and/or to publish in anthologies, collections and/or books; use by others in classes; appointment to editorial boards and editor positions.)
- Does the work, as a whole, demonstrate high standards, innovative approaches, professional excellence and/or creativity? Does the work break new ground and advance concepts, ideas or approaches that transcend the ordinary? Is the writing or other mode of expression appropriate for the intended audience?

Curriculum Vitae

The CV is meant to allow all faculty members an opportunity to showcase their teaching, scholarship, service, engagement, creative endeavors, interdisciplinary activities and a wide array of accomplishments, including non-traditional products.

The CV should include the following standard elements in reverse chronological order (most recent first), as applicable, and as recommended by the Office of the Provost in May 2014:

Full Curriculum Vitae (dated w/page #s)

- a) Personal
 - CVs should **not** include age, date of birth, marital status or Social Security number.
- b) Education
- c) Professional experience
 - Academic positions should be separate from professional positions
- d) Honors
- e) Bibliography and products of scholarship (as applicable)
 - Books & chapters (show author order and include pages)
 - Refereed papers/articles (show author order and include pages)
 - Refereed other products of scholarship (with electronic links displayed, if relevant)
 - Products of interdisciplinary scholarship
 - Products of engaged scholarship
 - Products of creative activity such as performances and exhibitions
 - Digital and other novel forms of scholarship (with electronic links displayed, if relevant)
 - Refereed unpublished oral presentations and/or abstracts
 - Other, including book reviews and other products of scholarship (with electronic links displayed, if relevant)
- f) Teaching activities: List courses for the 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-Chapel Hill. Undergraduate honors projects should be included as well.

- If a faculty member has taught at schools other than UNC, courses should be listed by school.
- g) Grants (role, amount, dates, agency)
 - h) Professional service
 - i) Research/creative activity statement*
 - j) Teaching statement*
 - k) Service and engagement statement*, if applicable

* Each should be no more than three single-spaced pages and should include details about engaged activities and a paragraph or two about plans for future work.

See Appendices A and B for examples of research and professional track CVs.

General Procedures for Promotion and Tenure

Each year, the dean asks all assistant and associate professors to submit their current CVs and informs the APT Committee which faculty members must be reviewed that year in accordance with the rules described below. Assistant professors must be reviewed in their third year of their initial four-year contract to be reappointed. If they are re-appointed, they must be reviewed in their sixth year for tenure unless they have received an extension of their probationary appointments as provided in the Trustee Policies and Regulations Governing Academic Tenure in the University of North Carolina at Chapel Hill. Tenured faculty are reviewed every five years. Procedures for reviews are outlined below.

Faculty members who wish to be reviewed earlier than their mandatory date must first consult with the dean, who may convey that request to the committee. Faculty in the tenure track can request to have the tenure process lengthened in cases such as parental or maternity leave or for other reasons that fall within the University's policies for extending the period of probationary appointment (see Section 2.c.6.iii in *Trustee Policies and Regulations Governing Academic Tenure in the University of North Carolina at Chapel Hill*).

Five full professors and four associate professors, appointed by the dean and representing both tenure tracks, serve as the School's Committee on Appointments, Promotion and Tenure (hereafter referred to as "the committee"). They serve three-year staggered terms. The dean names one of the full professors to be chair of the committee. The committee examines the record of faculty members being considered for reappointment, promotion and tenure and makes recommendations for the appropriate action to the tenured associate professors and/or professors in the School. Only the full professor members of the committee participate in the evaluation of full professors, such as initial appointment, promotion or post-tenure review.

Six members of the committee constitute a quorum, and actions are by secret ballot vote of those present and voting. The recommendation of the committee goes to the full faculty of associate and full professors for consideration and vote. Tenured associate professors can vote on appointment or promotion of a candidate to the rank of associate professor with tenure, but are not included in decisions about full professors. A majority of the tenured professors and associate professors constitutes a quorum of that body, and actions are by a secret ballot vote of those present and voting. Votes are to be counted by rank, and any votes or abstentions should include a justification for that vote to assist the dean in documenting the vote to the provost and the University's APT Committee. Assistant professors vote only on initial appointments.

Aggregate vote tallies of the committee and the tenured associate professors and/or professors become part of the record and recommendation. Actions by the tenured professors and associate professors are advisory to the dean. The dean may request that ballots submitted indicate rank. The dean makes the final decision.

The committee's review process

Faculty members under review must give the committee a current CV and separate statements about their teaching, research or creative activity, and service activities. For mandatory promotion and tenure reviews, the committee chair asks the faculty members for copies of his or her publications as part of the tenure or promotion package. In their statements, faculty members should be sure to include their self-assessment and critical evaluation of their work, along with quantification or verification of the impact of their teaching, research/creative activities, or service.

The dean arranges to have external reviewers read the materials in the tenure or promotion package and write letters of evaluation. The committee chair appoints subcommittees to conduct thorough reviews of the CVs, publications and reflective statements. The investigation of the faculty member's teaching often involves classroom visits by one or more committee members or review of teaching observations that already have been conducted.

The committee does not take any action until it has received external letters and the reports of its subcommittees. The committee forwards its recommendation and vote to the tenured associate professors and/or professors for their recommendation.

When a faculty member requests early consideration and the dean concurs, the committee examines the CV and votes on whether that record warrants further review. If the committee decides a full review is warranted, the chair will ask the faculty member for reflective statements and copies of publications and ask the dean to seek external letters of evaluation. This action does not signify that the committee has decided to recommend the faculty member for promotion or tenure. The committee then proceeds as described above.

External letters of evaluation

Letters of evaluation from evaluators outside the University are an important part of the review process and are required for all promotion and tenure decisions. The purpose of these letters is to provide an independent and unbiased assessment of the individual's national and international reputation. No recommendations will be made until after the external review letters have been received and considered by the committee.

A minimum of four letters is required, and all must be from outside UNC-Chapel Hill and from individuals independent of the candidate. They must not be from individuals who have been directly involved with the candidate, including, but not limited to, collaborator or co-author, mentor, previous co-worker or dissertation chair. Letters may be from individuals who know the candidate through coincidental national interactions. Two must come from a list of names provided by the candidate and two from individuals selected by the dean. Ideally, all of the letters should come from UNC-Chapel Hill peer institutions as defined by the UNC System for UNC-Chapel Hill at <http://oira.unc.edu/institutional-effectiveness/institutional-performance-measures/peer-comparisons/unc-system-defined-peer-group/>. In special cases, a reviewer could be selected from a nationally recognized journalism-mass communication program at another academic institution. In addition to the minimum of four, any number of additional letters from any source may be submitted. These may be from individuals within UNC-CH or from former colleagues, collaborators or mentors.

All letters that are received—not a subset—must be made part of any appointment, promotion or tenure package and must be part of the evaluation process. External evaluation letters should be identified in the upper right hand corner as to their source (selected by dean or from the list provided by the candidate).

The section below on “Procedures Regarding Dossiers for Promotion and Tenure Decisions” explains the requirements and procedures regarding materials that candidates must submit for review by the committee and external reviewers.

Assistant professor — appointment and reappointment

Initial appointment to the rank of assistant professor is for a probationary period of four years. No less than 12 months before the end of that term — during the assistant professor’s third year of service — the School must decide and communicate in writing to the assistant professor whether he or she will be reappointed upon expiration of the current term.

The assistant professor being reviewed must submit an up-to-date CV, including research or creative activity, teaching and service reflective statements. The committee chair will appoint a subcommittee to conduct a thorough review, which may include classroom visits and review of publications or creative products. The subcommittee will write a brief report on the faculty member’s performance in all three areas of endeavor (research or creative activity, teaching and service). The full committee will review and approve the report, which will then be forwarded to the dean and the assistant professor being reviewed.

The dean, who makes the decision about reappointment, and the chair of the committee will then meet with the assistant professor to discuss the report. The review should serve as a guide to the nontenured faculty member as to areas of strengths and weaknesses, but a positive report is not to be construed as an indication that tenure eventually will be granted. The committee makes a recommendation to the tenured faculty, who vote to recommend to the dean.

The reappointment is at the rank of assistant professor (without tenure) for a second probationary period of three years—commencing at the end of the initial, four-year term. In the event that the third-year review is negative and the dean decides not to reappoint the faculty member, the faculty member’s employment with the university terminates at the end of the initial four-year appointment. The faculty member has recourse to question the nonreappointment according to Section 4 of the *Trustee Policies and Regulations Governing Academic Tenure in the University of North Carolina at Chapel Hill*.

Promotion to associate professor

No less than 12 months before the end of the second probationary term—during the faculty member’s sixth year of service—the School must decide and communicate in writing to the assistant professor whether he or she will be promoted to associate professor upon expiration of that term. The committee will conduct a thorough review of the assistant professor in the manner described above. If the faculty member is not promoted, his or her employment with the University ends at the end of the second probationary term. When a faculty member is promoted to the rank of associate professor, he or she is granted permanent tenure from the effective date

of the promotion. The faculty member has recourse to question the nonreappointment according to Section 4 of the *Trustee Policies and Regulations Governing Academic Tenure in the University of North Carolina at Chapel Hill*.

Promotion to full professor

Tenured associate professors are expected to continue to make significant contributions to their fields in anticipation of being promoted to full professor. In the University, a full professor is often, but not always, someone who conducts traditional scholarly research and advises doctoral students, which usually makes it necessary that a full professor hold the Ph.D. In the School, faculty members in the Professional tenure track can be promoted to full professor. Occasionally a distinguished professional career may justify initial appointment as a full professor with tenure.

After a faculty member has completed five years as an associate professor with tenure (that is, during the associate professor's sixth year in that rank), the committee may conduct a review to determine whether he or she is ready for promotion to full professor. The committee conducts its initial review on the basis of the faculty member's current CV. A faculty member may waive the review for promotion to full professor but may not waive the post-tenure review.

If the committee decides that the faculty member's record merits consideration for promotion to full professor, it will conduct a full review in the manner described in the section on the committee's review process. That action does not signify that the committee has decided to recommend the faculty member for promotion but simply that it feels a full review is warranted.

If as a result of the full review, the faculty member is not promoted to full professor, the committee will review the record again later at the request of the faculty member. It is expected that a subsequent request would occur when the faculty member's record merits reconsideration.

Initial appointment as full professor

On rare occasions, usually in the case of persons hired and appointed to chaired professorships, the initial appointment is to the rank of professor, which confers permanent tenure from the effective date of the appointment. That decision will be on the basis of a thorough review conducted in the manner described above, including external letters of evaluation and a vote by the full professors.

Initial appointment as associate professor

It is possible — although unusual — for a new faculty member to be given an initial, five-year appointment as associate professor. An initial appointment as associate professor rarely confers tenure at the time of appointment, but the dean — after consultation with the tenured full and associate professors — may petition the executive vice chancellor or provost for permission to grant tenure with the initial appointment. That decision will be on the basis of a thorough review conducted in the manner described above, including external letters of evaluation and a vote by the tenured associate and full professors.

In most cases, an initial appointment as associate professor is without tenure and for a probationary five-year term. Anytime between 18 months after the initial appointment and before the end of five years, the School must decide and communicate in writing to the associate professor whether he or she will be reappointed. That decision will be on the basis of a thorough review conducted in the manner described above, including external letters of evaluation. A decision to reappoint at the rank of associate professor confers tenure.

Post-tenure review

Every five years after being awarded tenure, each faculty member must undergo post-tenure review to examine all aspects of a faculty member's academic performance. The goal of the review is to promote faculty development, ensure faculty productivity and provide accountability, as indicated in the UNC-Chapel Hill policies on academic personnel. If the faculty member is being considered for promotion to the next rank in the same year of his or her mandated post-tenure review, then the review for promotion constitutes the post-tenure review. Individuals may ask to be considered for promotion rather than complete the post-tenure review and should make the request at the beginning of the academic year. A one-year delay of the post-tenure review is allowed at the faculty member's request and with permission of the dean and approval from the Executive Associate Provost and International Officer. All requests must be in writing and specify the compelling reason for the delay.

For post-tenure review, faculty members must submit an updated CV; updated teaching, service and research statements; and copies of all publications or creative/scholarly work that constitutes the faculty member's professional performance in the previous five years. The statements should include plans for future work.

The Committee on Appointments, Promotion and Tenure will constitute the post-tenure review committee, and all members will complete digital training annually. The committee members will review the materials and produce a written report to the dean on the faculty member's accomplishments and plans. The dean and the committee chair review the report with the faculty member and make the report part of the permanent employee record. The faculty member is given the opportunity to provide a written response, if so desired, and that response becomes part of the employee record.

The post-tenure review process should identify and recognize outstanding performance. If the committee and dean find that the faculty member's progress is not adequate however, the dean should propose a development plan for improvement. A development plan should be created jointly by the faculty member being reviewed and the dean on the basis of the committee's evaluation and recommendations. Specific actions and timeline should be included. More information on producing and monitoring such plans can be found on the Provost's web site under Academic Personnel at <http://provost.unc.edu/policies/students-and-programs/post-tenure-review-policy/>. Failure to complete a plan of action successfully and continued deficiencies could result in disciplinary action or dismissal per University policy.

Appointment as instructor in the research or professional tenure track

While this designation is usually applied to someone hired to teach one course, this rank is also appropriate for someone appointed to the faculty with the expectation that he or she will progress to the rank of assistant professor. That is the case with a person appointed to the research tenure track (described earlier in this document) before completing the Ph.D. or to the professional track before completing a master's degree. The initial appointment is for a probationary one-year term, and the dean may reappoint the faculty member for three additional successive one-year terms. The dean may deny reappointment to an instructor who does not meet the deadline for completion of the master's degree or Ph.D.

Review beyond the School

The dean's recommendation to promote to a higher rank or grant tenure to a faculty member is made to the University's elected faculty Committee on Appointments, Promotions and Tenure, which advises the executive vice chancellor and provost on the recommendation. Affirmative decisions by the provost are forwarded to the UNC-Chapel Hill's Board of Trustees for approval. The UNC System's Board of Governors and president must also approve decisions conferring permanent tenure.

From beginning to end, the process of review and decision can take from several months to a year. The dean keeps the candidate apprised of decisions at the various levels as he or she learns of them.

Procedures Regarding Dossiers For Promotion and Tenure Decisions

The following procedures govern materials needed for dossiers and external evaluations required for tenure and promotion decisions. They are designed to implement the procedures outlined in the “Policies on Reappointment, Promotion and Tenure of Faculty Members.” It is the responsibility of the candidate to collect and submit materials needed for the dossier.

For the committee

The School’s Committee on Appointments, Promotion and Tenure requires the following materials to be submitted to the chair of the committee in electronic pdf form.

- CV
See list above or link to the University’s guidelines on how to prepare your CV:
<http://academicpersonnel.unc.edu/faculty-policies-procedures-guidelines/faculty-appointments/tenure-tenure-track-appointments/dossier-format-for-tenure-track-or-tenured-faculty-review/>. It’s important to have the categories in the correct order.
- Teaching statement;
- Research/creative activity statement;
- Service statement;
- Teaching materials
 1. Most recent syllabus for each course taught.
 2. Summary course evaluation pages for all courses taught in the relevant time period (for third-year reviews, since initial appointment; for promotion and tenure, since the initial appointment; and for post-tenure review since the last review). These summaries are available online at the end of each semester, and copies may be in the teaching record files kept by the academic dean.
 3. Sample student comments from the course evaluations.
 4. All peer teaching observation reports (available from the academic dean).
 5. Anything else the faculty member thinks is relevant – for example, copies of notes from students, list of awards students have won for work done for class, number of student papers accepted at conferences or nominations for teaching awards.
- Research/Creative Portfolio. This should be delivered electronically if feasible.

For the Dean

The dean requires electronic pdfs of the following:

- Curriculum vitae that complies with University requirements.
- Reflective and analytical statement about research or creative activity, teaching and service.
- Copies of representative publications or creative works. The candidate should select at least five works that the candidate thinks are his or her best. The candidate should submit five copies of any works that cannot be submitted electronically.
- The dean will arrange with writers of external letters to provide letters in electronic pdf form if possible.

Timeline

This is the usual sequence of steps in the process:

- In the spring, the dean tells the committee chair the names of faculty members who require mandatory review the following academic year. The dean and the chair of the Committee on Appointments, Promotion and Tenure meet with these faculty members to outline the process and review guidelines.
- By the first day of classes in the fall semester, faculty members provide the committee with the appropriate package of materials as outlined earlier for tenure, promotion, or third-year or post-tenure review.
- Faculty members who wish to be considered for tenure or promotion earlier than general practice or as indicated by the terms of their contract must notify the dean in writing by Aug. 25. If the dean endorses an early review, he or she conveys that to the Committee on Appointments, Promotion and Tenure at its first meeting in the fall semester. The committee then decides whether it will conduct an early review. All candidates being reviewed for promotion or tenure must give the dean a list of possible external reviewers within 10 days of the request. External reviews are not required for reappointment reviews.
- The dean contacts external reviewers to ask them to review the materials.
- The dean sends the materials to external reviewers as soon as they agree to the request. They will be asked to return letters within six weeks.
- The committee will take a vote after consideration of all the materials including the external letters and will report its recommendation to the dean.
- The dean will bring the committee's recommendation for a vote to the full professors in the case of promotion to full professor and for a vote to the associate and full professors in the case of promotion to associate professor with tenure. The latter group also will vote on reappointments at the third year for assistant professors.
- After reviewing the actions and recommendations of the committee and the appropriate tenured professors, the dean makes the decision and forwards materials about a positive decision to the University's Appointments, Promotions and Tenure Committee.
- In the event that a faculty member is not reappointed or granted tenure, his or her employment ends at the end of the current contract.

Policies and Procedures Related to Fixed-Term Faculty

Fixed-term faculty are essential to the instructional mission of the School as well as to the University. The School has adopted a merit-based career track for fixed-term faculty that allows recognition and reward for excellence in teaching and service and overall achievement. The School follows the fixed-term positions of lecturer, senior lecturer, teaching professor, professor of the practice, and research professor established by the University.

Initial appointments can be made either through a targeted hire or a national search. The latter would be conducted in the same manner as a search for a tenure-track position. The dean would determine the method of hiring.

Appointments and reappointments may be made for one to five years. The expectation is that fixed-term faculty at 1 FTE will teach a 3-3 load, unless assigned other service duties by the dean. Faculty at .75 FTE will teach a 3-2 load or at .5 FTE three courses in an academic year. Courseload could change depending on other assignments made by the dean.

Lecturer titles **cannot** have modifiers such as clinical, research or adjunct. The following guidelines and policies apply to the three levels of lecturer appointments:

- the individual primarily will be engaged in teaching activities;
- appointments are made to address instructional needs;
- tenure may **not** be acquired in the lecturer rank.

Definitions of Rank

Lecturer

In the School, the title lecturer applies to fixed-term faculty and is the initial appointment for the lecturer ranks.

Senior Lecturer

Senior lecturer applies to a fixed-term faculty member who has been promoted from the rank of lecturer after six or more years of service as a lecturer at UNC-Chapel Hill or at a peer institution.

Teaching Professor

Teaching professor applies to a fixed-term faculty member who has a minimum of six consecutive years' full-time (i.e., 1 FTE) service as a senior lecturer. A lecturer is not eligible to be promoted directly to the rank of teaching professor.

Professor of the Practice

Professor of the practice is a title conferred to an individual with an exceptional and distinguished professional career who would make substantial contributions primarily in the practice area by virtue of his or her experience and because of his or her continued engagement with the media industries. The University and the School define professor of the practice as “a senior field-specific expert whose contribution to teaching, research, or service upon joining

the University community has its foundation in a prior career of distinguished non-academic achievement. It is not appropriate to employ the rank distinctions ‘associate’ or ‘assistant’ with this appointment.”

Research Professor

Research professor is a title used for an individual who holds an earned Ph.D. and whose primary responsibility in the School is research although such an appointment does not preclude secondary involvement in teaching, student advising or administrative activity. An individual appointed as a research professor is expected to have a record of research accomplishment and to contribute significantly to the School’s research mission. The appointment may be part-time or full-time and for fixed terms of one to five years.

Committee on Fixed-Term Faculty

A Committee on Fixed-Term Faculty is appointed by the dean to consider appointments, reappointments and promotions to the rank of senior lecturer and teaching professor. The committee advises the dean on appointments, reappointments and other matters related to fixed-term faculty and makes recommendations on promotions to the faculty.

The committee shall comprise one fixed-term faculty member, the chair of the School’s Committee on Appointments, Promotion and Tenure, and one additional tenured faculty member. The chair will be the tenured faculty member. The committee will meet on an as-needed basis, depending on the number of appointments, reappointments and promotions in any year.

Initial Appointment as Lecturer or Senior Lecturer

For an initial appointment, a candidate must have a minimum of a bachelor’s degree with significant, relevant experience. A master’s or doctoral degree is preferred. The candidate also must provide:

- a current CV;
- teaching evaluations if available from previous teaching assignments;
- two outside letters of recommendation.

For an initial appointment as senior lecturer, the individual shall also provide evidence of excellent teaching and service at UNC-Chapel Hill or at a peer institution, if applicable. The individual should have taught for a minimum of six years or the equivalent at UNC-Chapel Hill or the other institution.

For the initial appointment of both lecturers and senior lecturers, the Committee on Fixed-Term Faculty will review the dossier, interview the candidate, and make a report to the faculty as to the candidate’s qualifications for appointment. All fixed-term and tenure track faculty members at or above the rank of the appointment, will vote, recorded by rank, and report the votes to the dean, who will make the final decision. An initial appointment can be one to five years. Normally, initial appointments will be for three years. One-year appointments usually will be used for visiting lecturers, while five-year appointments may be made by the dean if he or she determines it is important to do so for recruitment.

Reappointment as Lecturer, Senior Lecturer or Teaching Professor

Individuals are reviewed as outlined below no later than four months prior to the end of their initial appointment. Fixed-term faculty with one-year appointments would be reviewed at least every three years but no later than every five years of consecutive annual appointments. Individuals being reviewed should provide to the chair of the Committee on Fixed-Term Faculty:

- an updated CV;
- statements on teaching and service;
- documentation of excellent teaching and service activities;
- student course evaluations and classroom teaching observations;
- additional materials, such as publications or professional work.

The Committee on Fixed-Term Faculty will review the dossier submitted and recommend to the dean on reappointment. The dean will determine the length of the reappointment from one to five years and make the final decision.

Promotion to Senior Lecturer

For promotion to senior lecturer, an individual must have been at the rank of lecturer for a minimum of six consecutive years. The candidate should provide to the chair of the Committee on Fixed-Term Faculty:

- an updated CV;
- statements on teaching and service;
- documentation of excellent teaching and service activities;
- student and peer course evaluations;
- two external letters attesting to the individual's qualifications for promotion;
- additional materials, such as publications or professional work, nominations for teaching awards or grant applications.

The Committee on Fixed-Term Faculty will review the dossier and make a report to the tenured faculty members, senior lecturers, teaching professors and professors of the practice. These faculty members will vote, recorded by rank, and report the votes to the dean, who will make the final decision. The dean will determine the length of the appointment from one to five years.

Promotion to Teaching Professor

For promotion to teaching professor, an individual must have been at the rank of senior lecturer full time (1 FTE) for a minimum of six consecutive years. The candidate should provide to the chair of the Committee on Fixed-Term Faculty:

- an updated CV;
- statements on teaching and service;
- documentation of excellent teaching and service activities;
- student and peer course evaluations;
- two external letters attesting to the individual's qualifications for promotion;
- additional materials, such as publications or professional work, nominations for teaching awards or grant applications.

The Committee on Fixed-Term Faculty will review the dossier and make a report to the tenured faculty members, teaching professors, and professors of the practice. These faculty members will vote, recorded by rank, and report the votes to the dean, who will make the final decision. The dean will determine the length of the appointment from one to five years.

Initial Appointment of Professor of the Practice

To be appointed as a professor of the practice in the School of Media and Journalism, an individual must hold a master's degree or a terminal degree (e.g., J.D., M.D., MBA, Pharm.D., etc.) with significant, relevant professional experience. A person holding only a bachelor's degree will be considered only in exceptional circumstances. The individual can be reappointed at that rank.

For an initial appointment, the candidate must provide:

- a current CV;
- evidence of a distinguished career in the profession appropriate to the appointment;
- teaching evaluations if available from previous teaching assignments;
- two external letters of recommendation attesting to the individual's qualifications and additional materials, such as publications, nominations for teaching awards or grant applications.

The Committee on Fixed-Term Faculty will review the dossier, interview the candidate, and make a report to the tenured faculty and professors of the practice as to the candidate's qualifications for appointment as professor of the practice. The faculty members will vote, recorded by rank, and report the votes to the dean, who will make the final decision. The dean will determine the length of the appointment of one to five years. A one-year appointment will be used for a distinguished visiting professor of the practice.

Reappointment as Professor of the Practice

No later than four months prior to the end of the initial appointment, the professor of the practice shall provide to the chair of the Committee on Fixed-Term Faculty:

- an updated CV;
- statements on teaching and service;
- documentation of excellent teaching and service activities;
- student course evaluations and classroom teaching observations;
- additional materials that demonstrate continuing professional work.

The Committee on Fixed-Term Faculty will review the dossier submitted and recommend to the dean on reappointment. The dean will determine the length of the reappointment from one to five years.

Initial Appointment as Research Professor

To be appointed as a research professor in the School, an individual must hold a Ph.D. and have a record of significant research accomplishment. In most instances, a research professor will already have or will be in the process of obtaining external funding for his or her research activities. These appointments can be .25 to 1 FTE.

For an initial appointment, the candidate must provide:

- a current CV;
- evidence of research achievement, including, but not limited to, publications, papers and grants;
- a minimum of two external letters of support.

The Committee on Fixed-Term Faculty will review the dossier, interview the candidate and make a report to the tenured faculty as to the candidate's qualifications for appointment as research professor. The faculty members will vote, recorded by rank, and report the votes to the dean, who will make the final decision. The dean will determine the length of the appointment of one to five years.

Reappointment as Research Professor

No later than four months prior to the end of the initial appointment, the research professor shall provide to the chair of the Committee on Fixed-Term Faculty:

- an updated CV;
- a statement on and evidence of significant research accomplishments;
- if applicable, documentation of excellent teaching, service or other activity.

The Committee on Fixed-Term Faculty will review the materials submitted and recommend to the dean on reappointment. The dean will determine the length of the reappointment from one to five years.

Moving From the Tenure Track to A Fixed-Term Position

A faculty member who wants to move from the tenure track to a fixed-term position must first notify the dean. The request must be voluntary on the part of and initiated by the faculty member. A faculty member considering such a move can consult with mentors, other faculty members and the dean but not with members of the School's APT Committee. Such a request cannot be made once the faculty member has submitted his or her package for review for promotion and tenure.

Once a faculty member requests a move to a fixed-term position, the dean will refer the matter to the Committee on Fixed-Term Faculty to review the faculty member's full record. The Committee on Fixed-Term Faculty will make its recommendation to the dean, who will decide the matter. If the committee makes a recommendation supporting the move, it will recommend an appropriate fixed-term rank for the faculty member. It will apply the School's policies on fixed-term faculty as delineated in this document.

If the dean approves the move, it also must be approved by the provost's office and the University attorney's office. They will require a copy of the faculty member's CV and a letter from the dean explaining the reason(s) for the move. This action also requires review and approval by the Equal Opportunity/ADA office.

A faculty member can move between a fixed-term and a tenure-track position only once.

Moving From a Fixed-Term Position to the Tenure Track

In the case of a faculty member requesting a move from a fixed-term position to the tenure track, the dean will appoint a committee, equivalent to a search committee, to review the individual's teaching, creative/research activity and service records. The committee will arrange an interview procedure similar to that for hiring into a tenure-track position as outlined earlier in this document. The individual would be required to make teaching and research/creative presentations. According to University policy, at least two external letters are also required.

The committee will make its recommendation to the tenured faculty who will vote, with votes recorded by rank. The vote will serve as a recommendation to the dean, who will decide the matter.

If the individual is requesting to move into the tenure track with tenure, that step would be considered only if the review committee recommends the move. Then the individual would be required to complete a full package, including teaching, service and research/creative activity statements as outlined in promotion guidelines earlier in this document. The package would go to the School's APT Committee for a recommendation on whether to grant tenure. The individual's package would be sent out for external review as with any promotion and tenure decision. The APT Committee's report would go to the tenured faculty for a vote on the move, the rank and tenure. The vote would be recorded by rank.

If the dean approves, the move also must be approved by the provost's office, the University attorney's office and the UNC Board of Trustees. They will require a copy of the faculty member's CV and a letter from the dean explaining the reason(s) for the move. This action also requires review and approval by the Equal Opportunity/ADA office.

A faculty member can move between a fixed-term and a tenure-track position only once.