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**UNIVERSITY PROMOTIONS AND TENURE GUIDELINES  
THE UNIVERSITY OF NORTH CAROLINA AT GREENSBORO**

**(Approved by the General Faculty, April 23, 1997)  
(Amended by the General Faculty, March 8, 2000)  
(Amended by the General Faculty, November 18, 2009)**

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**I. Preamble**

The University of North Carolina at Greensboro recognizes and appreciates the diversity of faculty roles and responsibilities within the University. This pluralism adds to the richness of being a major university. Indeed, our richness can be defined in part by the many kinds of activities faculty members engage in across the University. The University must be responsive to the variety of these contributions in the evaluation of faculty for promotions and tenure. It therefore endorses diversity in the evaluation models by which faculty are assessed rather than compelling a diverse faculty to conform to a single performance model.

It is reasonable and appropriate for individual faculty to be evaluated by those most familiar with their performance and according to the criteria that are most relevant to their discipline. It is within the department<sup>1</sup> that the criteria for assessing faculty performance are best understood. Therefore, the primary responsibility and authority for making promotion and tenure decisions will reside at the department level. Because, however, the mission of the department cannot be understood apart from the mission of the unit (College, schools, and University Libraries), a thorough and definitive assessment also should be conducted within the unit.

**II. Structure, Process, and Criteria for Promotions and Tenure**

**A. Structure**

1. Each unit will have a standing committee on promotions and tenure, which will serve to evaluate individual candidates.
2. Each unit will ensure at least two levels of faculty review with one being the unit's Committee on Promotions and Tenure.<sup>2</sup>
3. The University Committee on Promotions and Tenure will provide counsel to the Chancellor in accordance with "The Constitution of the Faculty" (Article III, Section 12).
4. The chairpersons of the eight unit Committees on Promotions and Tenure will constitute a Faculty Senate committee whose charge is to review the units' documents and to exchange information about the general guidelines and expectations, which the units have developed for the evaluation of teaching, research and creative activity, service, and directed professional activity for promotions and tenure.

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<sup>1</sup> With regard to promotions and tenure, the University Libraries functions as a department, and the Dean of the University Libraries functions as a department head.

<sup>2</sup> Except as specified in II.B.3.a.

## B. Process

1. The review procedures to be followed by each unit will conform to *The Code of The University of North Carolina* and to the following documents in the *Handbook for Faculty*: “The Promotions and Tenure Guidelines” and the “Promotion, Tenure, Academic Freedom, Tenure and Due Process Regulations.”
2. Deans will forward recommendations regarding candidates to the Provost according to existing procedures [Section III. H. (4) of the “Promotion, Tenure, Academic Freedom, and Due Process Regulations”].
3. Except as noted below (II.B.3.a, b), nominations for promotions and/or tenure will be reviewed in the following order: department (department faculty<sup>3</sup>, department head), unit (unit Committee on Promotions and Tenure, dean), University (University Committee on Promotions and Tenure, Provost, Chancellor). The number of faculty votes for and against a nomination will be recorded and forwarded with the recommendation of the administrator to the next level of review.

### Exceptions:

- a. The nomination of a candidate receiving a majority of negative votes of the department faculty<sup>4</sup> and a negative recommendation from the department head will not be reviewed further.
  - b. A nomination receiving positive recommendations at each level (e.g., a majority of positive votes or a tied vote) by the department faculty<sup>5</sup> and the unit’s Committee on Promotions and Tenure and positive recommendations from the department head and dean will not normally be reviewed by the University Committee on Promotions and Tenure. However, the Chancellor may request a formal review by the University Committee on Promotions and Tenure of any particular case.
4. The Deans of the College, Schools, and University Libraries shall make the text of his or her recommendations to the Provost on the candidates for promotions and/or tenure available in a secure location for the perusal of the members of the committee on promotions and tenure of the unit in question. The dean shall inform the members of the committee on promotions and tenure of his or her unit that the text of these recommendations, including the supporting reasons, is available for them to peruse at the designated secure location.
  5. The Provost will submit his or her recommendations to the Chancellor.

## C. Criteria

1. The unit criteria will be composed of three common categories of faculty contributions: teaching, research and creative activity, and service. A unit may also use a fourth category of evaluation, directed professional activity, as specified in Section II.C.3.d. This fourth category would apply to individual faculty members and would be based on mutual agreement and understanding of the expectations and responsibilities among the individual faculty member, the department head, and dean.

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<sup>3</sup> Department faculty as indicated in Section 3.G. (1) (b) of the “Promotion, Tenure, Academic Freedom, and Due Process Regulations.”

<sup>4</sup> Ibid.

<sup>5</sup> Ibid.

2. The promotions and tenure criteria of each unit will assert the primary importance of teaching and learning in accordance with "The Mission of The University of North Carolina at Greensboro" and as required in the UNC System Code, 400.3.1.1[A].
3. The promotions and tenure criteria of each unit will specify the various kinds of activities appropriate to the unit's mission.
  - a. Teaching embraces activities related to instruction and learning that occur both inside and outside the classroom, including community-engaged teaching, international experiences, and other diverse modalities and settings.
  - b. Research and creative activities include all forms of discovery and integration of knowledge; the solution of practical problems; critical analyses; the organization, creation, analysis and dissemination of knowledge resources.
  - c. Service embraces activities that sustain the University and enable it to carry out its mission, contributes to the function and effectiveness of the faculty member's profession and discipline, and reaches out to external communities and constituencies, such as government agencies, business, private for-profit and not-for-profit organizations, and arts communities, where academic knowledge intersects with practical affairs and problem solving.
  - d. Directed professional activity embraces University activities whose contribution is sufficiently distinctive that their significance is diminished when embedded in any of the three categories of teaching, research and creative activity, and service.

Faculty members being evaluated in the Directed Professional Activity category would be expected to meet appropriate levels of performance in teaching, research and creative activity, and service for consideration for promotions and tenure. In no case would individual faculty members be considered for promotion and tenure solely on the basis of performance in directed professional activity. These faculty members will be expected to perform in teaching, research and creative activity, and service commensurate with their assigned responsibilities in these areas.

4. The University recognizes that scholarship may be conducted by a variety of methods, across a variety of contexts, and in pursuit of a variety of purposes. Such scholarship can enhance or revise disciplinary knowledge; have an impact on various populations or organizations; or offer new theoretical insights. Because of the breadth of scholarly activity and its conduct, the path of any scholarly agenda will vary according to the nature of its questions and the means of their pursuit.
5. The promotions and tenure criteria of each unit will comprehensively address the levels of achievement desired for promotion and tenure to each rank (tenure only in the case of the University Libraries). The promotion and tenure of each faculty member will be viewed in the context of continuous growth and productivity.
6. The units (College, Schools and University Libraries) will develop clear expectations regarding criteria for promotion and/or tenure and provide periodic feedback to the faculty member regarding progress toward promotion and/or tenure.