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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)**

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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 library), 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.

**B. Process**

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<sup>1</sup> With regard to promotions and tenure, the School of Music and Jackson Library function as departments, and the Deans of Music and the Director of Jackson Library function as department heads.

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

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 “Regulations on Academic Freedom, Tenure and Due Process.”
2. Deans or Directors will forward recommendations regarding candidates to the Provost according to existing procedures (Section III.H.(4) of the “Regulations on Academic Freedom, Tenure and Due Process”).
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 Dean of the College, the Dean of each of the schools, and the Director of the Library 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 or director 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

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

<sup>4</sup> Ibid.

<sup>5</sup> Ibid.

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.

2. The promotions and tenure criteria of each unit will assert the primacy of teaching and learning in accordance with “The Mission of The University of North Carolina at Greensboro.”
3. The promotions and tenure criteria of each unit will specify the various kinds of activities appropriate to the unit’s mission.
  - a. The concept of teaching should encompass both traditional classroom instruction and more diverse methods and settings. Activities may include, but are not limited to, the development of pedagogical materials, instructional materials, and instructional technology; supervision of practica and internships; advising; directing student research; curriculum design; participation in workshops related to teaching; interdisciplinary teaching; team teaching; mentoring; and dissertation/thesis supervision.
  - b. Research and Creative Activity should acknowledge the various forms of scholarship appropriate to the mission of the unit. These activities may include, but are not limited to, basic and applied research, instructional development, and creative productions. With respect to Jackson Library, the management of knowledge resources should be recognized.
  - c. Service activities should include various levels, beginning with those within the University and extending to external communities. Evaluation of service should include citizenship with the University, professional service, and leadership. Various kinds of acknowledged activities in this category may include, but are not limited to, clinical work, student development, community education, consulting, editorial work, committee involvement, conference organization, curatorial activities, peer reviewing, and participation in academic conferences and professional organizations.
  - d. Directed Professional Activity, if used by the unit, should include activities sufficiently distinctive that their significance is diminished if embedded within the traditional three-category model of faculty performance. Examples may include, but are not limited to, involvement in special programs, centers, institutes, interdisciplinary programs, recruitment and retention activities, extramural funding, and development and maintenance of programs.

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 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 Jackson Library). The promotion and tenure of each faculty member will be viewed in the context of continuous growth and productivity.
5. The units (college, schools and library) 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.