

**SCHOOL OF HUMAN ENVIRONMENTAL SCIENCES
FACULTY PROMOTION AND TENURE PROCEDURES,
(As revised, 2004)**

I. Faculty Promotion and Tenure Procedures

The promotions and tenure review is composed of three parts: a) the documentation provided by the candidate; b) the materials collected by the Department; and c) the review of these materials at various levels by promotion and tenure committees and administrators.

Evaluation of any faculty work should stress two components: (1) the quality of the work and (2) the significance or impact of the work. The portfolio of evidence for promotion and/or tenure should be manageable, focused, and reasonable in size.

Procedures for Promotion and Tenure are contained in the following documents:

- University Promotions and Tenure Guidelines
(<http://provost.uncg.edu/publications/personnel/PTguidesUNCG.html>)
- “Regulations on Academic Freedom, Tenure, and Due Process” (Section 4)
- School of Human Environmental Sciences Faculty Promotion and Tenure Policies and Procedures (http://www.uncg.edu/hes/faculty_staff/pnt.html)
- Promotion and Tenure Form from the Office of the Provost
(<http://provost.uncg.edu/publications/personnel/pt.html>)

A. Committee Structure

1. The School of HES will have a standing committee on Promotions and Tenure which will serve to evaluate individual candidates after review at the departmental level.
2. The School will ensure at least two levels of faculty review. The Department Promotions and Tenure Committee will serve as the first level of faculty review, followed by the HES Committee on Promotions and Tenure.
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 six professional Schools and one College Committees on Promotions and Tenure will constitute a Faculty Senate Promotions and Tenure committee whose charge is to

review the Schools' documents and to exchange information about the general guidelines and expectations which the Schools have developed for the evaluation of teaching, research and creative activity, service, and directed professional activity for promotions and tenure. Thus, the Chairperson of the HES Promotion and Tenure Committee will have an additional charge to serve as a member of this committee.

B. Process

1. The review procedures to be followed in the School will conform to The Code of the University of North Carolina and the following documents in the Handbook for Faculty: "The University Promotions and Tenure Guidelines" and the "Regulations on Academic Freedom, Tenure, and Due Process."
2. The Dean will forward recommendations regarding candidates to the Provost according to existing procedures (Handbook for Faculty, Section IV. B.3. of the "Regulations on Academic Freedom, Tenure, and Due Process").
3. Except as noted below, nominations for promotions and/or tenure will be reviewed in the following order: Department (Department Faculty, Department Chair), School (HES Committee on Promotions and Tenure, Dean), University (University Committee on Promotions and Tenure, Provost, Chancellor). The number of faculty votes for and against the 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 and a negative recommendation from the Department Chair 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, and the School's Committee on Promotions and Tenure and positive recommendations from the Department Chair and Dean will not normally be reviewed by the University Committee on Promotions and Tenure. However, the Provost or Chancellor may request a formal review by the University Committee on Promotions and Tenure of any particular case.

II. Initiation of Faculty Promotion and Tenure Evaluation Processes

- A. In accordance with the Regulations on Academic Freedom, Tenure and Due Process, Sections 3 and 4 (approved by the Board of Trustees and the Board of Governors; February 9, 1996 and appearing in the Handbook for Faculty), the Department Chairperson shall determine the eligibility of each faculty member in the Department for the mandatory promotion and/or tenure decision. Computer printouts from the Office of the Provost listing faculty scheduled for promotion and/or tenure decisions shall be used to assist in making this determination.
- B. Any faculty member wishing to be reviewed at the department level for promotion to full professor is responsible for initiating a request for review (see Regulations, Section 3.K.).

III. Preparation of Materials to Support the Promotion and/or Tenure Review

- A. The candidate for promotion and/or tenure shall assume responsibility for preparing and assembling appropriate support materials for the review file. University-wide guidelines specify that candidates should submit only those materials that, in their opinion, are the most representative of their work and most significant, not the entire body of their work.
- B. A faculty mentor selected by the Departmental Chairperson (or the Department Chairperson if a tenured faculty member cannot serve due to small number of tenured faculty in the department) shall work with the candidate in preparing and assembling the materials for review. The HES Policy on Mentoring is included as an Appendix to this document.
- C. The Department Chairperson shall solicit external letters of evaluation of the candidate's research/creative work and professional service. Names of persons familiar with the work in the candidate's area of specialization may be provided by both the candidate and senior members of the departmental faculty.

If departments have unique criteria and standards for evaluating scholarly or creative activity and teaching, the department should submit those with the candidate's file to assist external reviewers in their assessment of the candidate's accomplishments and potential. (These criteria will also be made available to the candidate prior to the assembling of materials for review.)

- D. A Table of Contents should be prepared for the materials presented for review, and all materials should be identified accordingly.

- E. The type of profile by which the candidate for promotion and/or tenure is being evaluated should be stated early in the assemblage of materials (preferably immediately after the P&T Recommendation Form) so that readers understand the nature of the profile as they begin the review of the dossier. The candidate should provide a brief summary of the kind of work that will be described in more detail in the body of the dossier, rather than simply stating, for example, that the documents pertain to a “Scholarship of Application” profile.
- F. The Department Chairperson shall prepare an expository summation of significance of each candidate's teaching, scholarship and service, keeping in mind that membership of the School and University Promotion and Tenure Committee will be diversified, insofar as their familiarity with content and methodology of the candidate's discipline.

The significance and/or merit of the candidate's teaching and scholarship/creative work should be clarified. The quality of the research/creative work as it relates to the area of specialization, the reputation/ quality of the publications in which it is reported, and the current practice regarding multiple authorship of publications in the candidate's field should be explained.
- G. Once material is placed in the review file, it remains there throughout the review process. On occasion, additional information, such as recently accepted publications may be requested or submitted during the sequence of review stages prior to the Chancellor's review.

IV. Departmental Review

- A. Materials assembled by the candidate should be carefully reviewed by the tenured/senior (associate professors and professors) faculty members in the candidate's department, and a vote taken regarding the recommendation for promotion and/or tenure. When a department has fewer than three tenured faculty senior in rank to the candidate, excluding the department chair, the Dean of the School of Human Environmental Sciences in consultation with the department chair and the faculty member shall select from a related area or discipline one or more senior faculty to constitute a Departmental Review Committee of at least three members. Written approval from the applicant is necessary when the departmental committee includes a member(s) from outside the department. The Chair of the Review Committee shall be from the department of the candidate.

When the candidate is a tenured associate professor under consideration for promotion to full professor, the department may assemble only the tenured full professors, if there are at least three in the department, or may

select full professors from outside the department, in consultation with the Dean, as long as the review committee chair is from within the department.

The number voting for or against the proposed promotion and/or tenure shall be recorded on the Promotion and Tenure Form.

The views of senior faculty and Department Chairperson concerning teaching, service and research should be incorporated into the summary statement.

- B. The Department Chairperson will receive the file and recommendations from the departmental review committee and will prepare a separate assessment of the case and make a recommendation that will be included in a letter in the file. The department Chair will be not be present during the deliberations or votes of the departmental review committee.
- C. At the Department review level, the entire file (Sections I through VI) must be made available to the candidate for review, including the evaluation letters from external reviewers and statements of dissenting opinions. All written statements of dissenting opinions must be signed by voting members of the department faculty and must be included in the file as part of Section IV.

The candidate may review the file before it is sent to the Provost's office. Typically, the candidate elects to see the file after Sections I through VI of the P&T form are completed in the School, in keeping with the instructions in Section V and the Signature Sheet of the P&T form. In the event of a negative decision made by the Chancellor, candidates often request to see the file in the Provost's office.

The candidate must be informed of his or her right to provide written comments regarding any aspect of the file. The candidate's written statement, if any, must be included in the file as part of Section V, and will be added to the file that is forwarded to the Provost.

- D. The Department Chairperson shall indicate on the appropriate page of the Promotion and Tenure Form the faculty committee's recommendation and his/her recommendation regarding the candidate's case for promotion and/or tenure.
- E. If the Department Chairperson decides to recommend promotion and/or tenure, and/or the candidate receives a majority of positive votes or a tied vote by the department faculty (as defined in Section 3. E. (1) (b) of the Regulations), the Department Chairperson shall forward the Promotion and Tenure Form and the candidate's file, the recommendations of the

departmental review committee and his/her own recommendation to the School of Human Environmental Sciences Faculty Promotion and Tenure Committee. The nomination of a candidate receiving a majority of negative votes of the department faculty and a negative recommendation of the department Chairperson will not be reviewed further.

- F. When the Department Chairperson is the candidate under review, the Dean of the School of Human Environmental Sciences shall designate a Chair of the Departmental Review committee.

V. Review by the School of Human Environmental Sciences Faculty Promotion and Tenure Committee

- A. The HES Promotion and Tenure Committee shall be composed of one senior tenured faculty member from each department. The Chair of the Committee is appointed by the Dean.
- B. The Chairperson of the Promotion and Tenure Committee shall assemble the committee members to establish a time schedule for the review process in accordance with the "Regulations for Academic Freedom, Tenure and Due Process" set forth in the Handbook for Faculty, The University of North Carolina Greensboro.
- C. After the Committee has met and discussed the materials submitted, the Committee Chairperson shall notify the Department Chairperson and the candidate if a discrepancy, omission, or need for clarification is noted in the materials submitted.
- D. The Department Chairperson shall respond to the Committee with the appropriate materials or response to suggestions by the date established by the Committee.
- E. After due deliberation, the Committee shall vote regarding the recommendation for promotion and/or tenure. The Committee shall offer a summary statement of strengths and weaknesses to justify the decision. The vote shall be recorded in the designated box on the Recommendation for Promotion and/or Tenure form (Rev. 2/98).
- F. At the School review level, dissenting opinions expressed verbally or in writing by members of the unit review committee must be summarized in writing by the Dean and included in the evaluative materials forwarded to the Provost. Signed, written statements by committee members will be included in the file of materials forwarded to the Provost.

- G. On decisions involving promotions to the rank of Professor, only members of the School Committee who are full Professors are eligible to review the case and vote. If a department representative is not at that rank, a substitute can be assigned for that case.
- H. In some instances where the number of senior faculty in a department is limited, a faculty member may need to serve on both the departmental and school promotion and tenure committees. However, the faculty member may vote only once at the departmental level for a candidate's promotion and/or tenure and will excuse himself/ herself from the vote at higher structural or committee levels. At the School level, the departmental representative may be present to answer questions about the discipline or case, but should not participate in the deliberations about the candidate or vote at that level. A letter is included when the recommendation is forwarded so that other reviewers will understand the abstention in voting.
- I. The Committee Chairperson shall forward the candidate's file, including the statement of strengths and weaknesses and record of committee's vote, to the Dean of the School of Human Environmental Sciences.

VI. Review by the Dean of the School of Human Environmental Sciences

- A. The Dean of the School of Human Environmental Sciences shall review the candidate's file after being forwarded by the HES Promotion and Tenure Committee. The Dean will not be present for the Committee's discussion or deliberations on any candidate for promotion and/or tenure.
- B. The Dean shall consult with the HES Faculty Promotion and Tenure Committee regarding the Committee's deliberations and rationale for its recommendation.
- C. The Dean shall make the text of her recommendations to the Provost on the HES candidates for promotions and/or tenure available in a secure location for the perusal of the members of the HES Committee on promotions and tenure.
- D. The Dean shall forward the candidate's materials to the Provost along with the UNCG Promotion and Tenure Form and a letter of endorsement or non-endorsement of the promotion and/or tenure recommendation.

VII. Materials Related to the Promotion and/or Tenure Decision

A. Procedures Following a Positive Decision

All materials in the promotion and tenure portfolio (including letters from external reviewers) are returned to the School by the Provost's office when a positive decision is made. The School, in turn, will return the materials to the department. It is expected that the originals will be given to the candidate and a copy will be kept in the department-based personnel file.

B. Procedures Following a Negative Decision

Following a negative decision, materials are retained in the Provost's office. The candidate may receive the materials upon request, but an official copy would be retained in the Provost's office.

VIII. Relationship of School Documents to University-wide Guidelines

A. Responsibility for Promotion and Tenure Decisions

The primary responsibility for decisions concerning the promotion and/or tenure of faculty members rests with the Department within the School of Human Environmental Sciences. Therefore, the Department and the School have:

1. Established comprehensive School-specific evaluation guidelines for each of the three common categories of teaching, research and creative activity, and service, and for a fourth category, directed professional activity.
2. Ensured that its evaluation guidelines conform to the general University guidelines with special regard to the mission of the University and its regulatory documents, the definition of scholarship, the personal attributes of faculty (University Evaluation Guidelines I., paragraph 3), the features of scholarly work, and the standard procedures for evaluation.
3. Developed profiles establishing School expectations for faculty performance at each rank in the categories of teaching, research and creative activity, service and directed professional activity, with expectations of continuous growth and productivity reflected in the profiles.

4. Used the University-wide activities and documentations itemized under the common categories as examples within a range of possibilities to be adapted to the unique mission of the departments.
5. Provided membership on the campus Faculty Promotions and Tenure Guidelines Committee to ensure that University-wide standards of excellence are used throughout the process in the School of Human Environmental Sciences.

B. Relationship of Departmental Documents to School Document

Departmental guidelines for promotions and tenure are in accordance with and subordinate to School documents. Each Department is expected to establish comprehensive department-specific evaluation guidelines for each of the three common categories and for the fourth, directed professional activity, if the Department incorporates the fourth category into its criteria. Departments may adopt the approved School documents as their department-specific evaluation guidelines.

FACULTY REAPPOINTMENT PROCESS
(As Revised, 2004)

I. Initiation of Faculty Reappointment Process

- A. In accordance with the provisions of the policies in the "Regulations on Academic Freedom, Tenure, and Due Process" (see specifically sections 3 and 4) appearing in the Handbook for faculty, the Department Chair shall determine the eligibility of each faculty member in the Department for reappointment to a second probationary term. The assistance of the Provost's listing of faculty scheduled for reappointment decisions shall be used to assist in making this determination. Usually this review will occur in the third year of the candidate's initial four-year appointment.
- B. The identification of potential candidates for reappointment shall be made by the Department Chair in consultation with the tenured/senior faculty members in the Department.

II. Preparation of Materials to Support the Reappointment Review

- A. The candidate for reappointment shall assume responsibility for preparing and assembling appropriate support materials for the review file.
- B. A faculty mentor (tenured faculty member) selected by the Department chair shall work with the candidate in preparing and assembling the materials for review. It is recommended that a faculty mentor be assigned to each faculty member at the beginning of the first year of their initial four-year appointment. (The HES policy on Mentoring is in the Appendix to this document.)
- C. Materials assembled should follow the format used for promotion and tenure, but should not include letters from external peers. Teaching evaluations (student and peer-reviews) are to be included. A synopsis of accomplishments in research, teaching and service should be included along with goals for the next three years in each category.

III. Departmental Review for Reappointments

- A. The assembled materials are carefully reviewed by a Departmental review committee, usually consisting of the tenured associate and full professors in the candidate's Department. This group prepares an evaluative statement that includes the following:

- strengths
 - areas in need of improvement
 - assessment as to:
 - progression toward development of an original, independent focused research program making a significant contribution to the field
 - teaching performance, and;
 - balance between research, teaching, and service accomplishments;
 - suggestions for directions, emphasis and other recommendations that are perceived to be beneficial in the quest for success in the P&T review process.
- B. The departmental review committee is responsible for making a recommendation to the Chair regarding reappointment (or non-reappointment) for a second probationary term. This recommendation should be accompanied by a justification statement.
- C. As a general rule, a vote is not necessary on the recommendation for reappointment, but rather the recommendation of the assembled review team comes through consensus. However, if there is need, a vote can be taken and recorded for communication to the Department Chair.
- D. The Department Chair receives the review committee's recommendation and requests clarification, if necessary.
- E. The Department Chair will prepare an independent review of the candidate's case for reappointment and will, after consulting with departmental faculty and reviewing the review committee's report, recommend either re-appointment for a second probationary term or non-reappointment. This recommendation will be communicated to the candidate in writing and will include the areas of strength and weakness; an assessment as to progress in research, teaching, and service; and, recommendations for improvement (where warranted).
- F. The department Chair communicates the recommendation of the review committee, as well as his/her recommendation, to the Dean in writing and includes justification for the recommendation. The Department Chair informs the candidate in writing of the recommendation made to the Dean.
- G. A copy of the candidate's materials and all communications from the review committee and Chair is kept on file in the Departmental office. All original materials are returned to the candidate.

IV. Review of the Reappointment Decision by the Dean of the School of Human Environmental Sciences.

- A. The Dean receives the written recommendation of the Chair on each faculty member eligible for reappointment to a second probationary term.
- B. The Dean shall consult with the Department chair regarding his/her recommendation and the review committee's recommendation.
- C. The Dean shall inform the Department Chair in writing of the Dean's recommendation to be forwarded to the Provost. The Chair informs the candidate of the Dean's recommendation.
- D. The Dean shall forward her recommendation along with justification, to the Provost. In this communication, the Dean shall also indicate the recommendation of the Department Chair and the faculty review committee.
- E. In the case of a negative recommendation by the Department Chair and departmental faculty review committee, a letter indicating that reappointment is not recommended shall be sent to the Dean and the candidate by the Department Chair. This recommendation will, in turn, be forwarded to the Provost by the Dean.

Notice of Reappointment

Notice of reappointment or non-reappointment shall be in writing from the Chancellor or her designee. Notice of non-reappointment shall be in writing from the department chair or the Chancellor, depending upon where the decision was made not to reappoint. A notice of non-reappointment shall be limited to the statement of the fact of non-reappointment. Failure to give timely notice of non-reappointment shall oblige the University to offer a terminal appointment of one additional academic year.