Part 3 Faculty.

1-1-301 Faculty Contracts.

Faculty contracts are of three types and are denominated term, adjunct, contract-renewable, tenure-track and tenure. The basic, but not exclusive, distinctions between these contracts are as follows:

1-1-301(1) Term. A term contract is for a designated period and automatically terminates upon the expiration of that period. Re-employment of an employee after termination of a term contract is solely within the discretion of the University. [See also 2-3-201(1), Term.]

1-1-301(1) Adjunct. An adjunct contract is typically made when there is an unexpected need for a faculty member’s services during a semester. Faculty in adjunct positions are not considered to be continuing faculty for the purposes of distribution of any salary increase monies available each fiscal year [See 3-3-701(1) Faculty Compensation Procedures]. Adjunct positions are not faculty budget line positions. Employment under an adjunct contract automatically terminates at the end of the contract period. [See also 2-3-202(1) Adjunct.]

No ranks are available to adjunct faculty.

1-1-301(2) Contract-Renewable. A contract for a contract-renewable position is for a designated period not to exceed one year and automatically terminates upon the expiration of that period. Contract-renewable positions are used when there is an expectation of an on-going need for the services provided outside of a tenure-track appointment, or for Clinical Faculty, Visiting Faculty, Research Faculty, or Professionals-in-Residence [See 2-3-305 Academic Titles]. Individuals in contract-renewable positions, except Lecturers and Visiting Faculty, are eligible for consideration for promotion to the next higher rank if they meet the minimum requirements for that rank [See 2-3-302 Rank Requirements]. Contract-renewable positions may be converted to tenure-track positions according to 3-3-201(1) (Contract-renewable Faculty). Re-employment of an employee after termination of a contract for a contract-renewable position is solely within the discretion of the University. However, faculty in contract-renewable positions are considered to be continuing faculty for the purposes of distribution of any salary increase monies available each fiscal year [See 3-3-701(1) Faculty Compensation Procedures]. Contract-renewable positions are funded through faculty budget lines. [See also 2-3-201 Faculty Contracts.]

1-1-301(23) Tenure-Track. A tenure-track contract is for a designated period not to exceed one academic year and automatically terminates upon the expiration of that period. Employment under a tenure-track contract entitles an employee to written notice in accordance with University policy if the University determines not to rehire the employee during the subsequent academic year. [See also 23-201(2), Tenure-Track.] Faculty in tenure-track positions are considered to be continuing faculty for the purposes of distribution in any salary increase monies available each fiscal year [See 3-3-701(1) Faculty Compensation Procedures].

1-1-301(34) Tenure. A tenure contract is for an academic year and gives the faculty member the contractual right to be employed for succeeding academic years until the faculty member resigns, retires (voluntary or mandatory), is discharged for cause, or is terminated pursuant to a reduction in force approved by the BOT, or becomes permanently disabled or dies. This contract is subject to the terms and conditions of employment which exist from academic year to academic year but such terms shall not be inconsistent with this policy nor shall a faculty member be reduced in rank except for just cause or pursuant to a reduction in force approved by the BOT. For purposes of this policy, academic year means that period of time encompassed by Fall and Spring Semesters unless otherwise specifically defined in an individual employment contract. [See also 2-3-201(3), Tenure.] Faculty in tenure positions are considered to be continuing faculty for the purposes of distribution in any salary increase monies available each fiscal year [See 3-3-701(1) Faculty Compensation Procedures].
1-1-302 Academic Rank and Titles.

Academic ranks used for faculty shall consist of lecturer, instructor, assistant professor, associate professor, and professor, and rank(s) associated with special status faculty (see also 2-3-303, Special Status Faculty). These ranks and titles shall be granted in accordance with University regulations and procedures adopted and maintained by the President in accordance with the ordinary governance process, and shall be subject to the final approval of the BOT. Minimum standards for academic rank shall be established as a means of aiding the University to obtain qualified personnel and to encourage continued professional growth through recognition of the individual's accomplishments in the classroom, in research, in professional activities or in other pursuits for the best interests of the University. These standards do not necessarily in and of themselves constitute qualifications for hiring or promotion. The common minimum standard involves the academic background as determined by the highest degree earned by the individual. Other criteria, when applicable, may be considered by the University in lieu of formal degree requirements. Although faculty ranks are limited to lecturer, instructor, assistant professor, associate professor, or professor, academic titles may be used for some faculty. Titles may include but are not limited to visiting Faculty, Clinical Faculty, Research Faculty, and Professional-in-Residence (e.g., Artist-in-Residence, Executive-in-Residence, etc.). (See also 2-3-301, et seq., Academic Ranks and Titles.)
2-3-103(2) Membership of the Faculty.

(a) The faculty shall include the President of the University (President) and all persons who hold BOT appointments with a rank of lecturer, instructor, assistant professor, associate professor, or professor. It shall also include adjunct faculty.

(b) Membership does not lapse because of leave of absence or transfer to emeritus status. Fellows, teaching assistants, and graduate assistants shall not have faculty status but may attend any meetings open to the faculty.

(c) The voting faculty shall be those members of the faculty defined above who hold at least .50 academic year full-time equivalent (FTE) instructional and/or research assignments in the colleges, and University Libraries, excluding deans and school directors, but including librarians. Faculty not meeting these criteria may petition the Faculty Senate for voting privileges.

(d) A current list of voting faculty shall be established and maintained by the Faculty Senate.

(e) Only voting faculty are eligible to be elected to serve on the Faculty Senate and other representative faculty committees as defined in 2-3-104(3), Representative Faculty Committees.
Part 2 Faculty: Definition and Contracts.

2-3-201 Faculty Definition and Contracts.

The faculty shall include the President and all persons who hold BOT appointments with a rank of lecturer, instructor, assistant professor, associate professor, or professor. It shall also include adjunct faculty. The faculty shall not include those exempt employees defined by 3-3-301, Faculty Status.

2-3-201(1) Full-Time Faculty. Faculty members with 1.0 FTE assignment within the University for at least two semesters in a given fiscal year which consists of classroom teaching instruction, research, service, coaching, and/or librarian assignments. BOT-approved leaves will not affect full-time status for the provisions of this document.

2-3-201(2) Part-Time Faculty. Any faculty member who is not a full-time faculty member.

2-3-202 Faculty Contracts.

Faculty contracts are of three types and are denominated term, adjunct, contract-renewable, tenure-track and tenure. The basic, but not exclusive, distinctions between these contracts are as follows:

2-3-202(1) Term. A term contract is for a designated period and automatically terminates upon the expiration of that period. Re-employment of an employee after termination of a term contract is solely within the discretion of the University. [See also 3-3-201(1), Term Faculty Considerations Agreement.]

2-3-202(1) Adjunct. An adjunct contract is typically made when there is an unexpected need for a faculty member's services during a semester. Faculty in adjunct positions are not considered to be continuing faculty for the purposes of distribution of any salary increase monies available each fiscal year [See 3-3-701(1) Faculty Compensation Procedures]. Adjunct positions are not faculty budget line positions. Employment under an adjunct contract automatically terminates at the end of the contract period.

No ranks are available to adjunct faculty.

2-3-202(2) Contract-Renewable. A contract for a contract-renewable position is for a designated period not to exceed one year and automatically terminates upon the expiration of that period. Contract-renewable positions are used when there is an expectation of an on-going need for the services provided outside of a tenure-track appointment, or for Clinical Faculty, Visiting Faculty, Research Faculty, or Professionals-in-Residence [See 2-3-305 Academic Titles]. Individuals in contract-renewable positions, except Lecturers and Visiting Faculty, are eligible for consideration for promotion to the next higher rank if they meet the minimum requirements for that rank [See 2-3-302 Rank Requirements]. Contract-renewable positions may be converted to tenure-track positions according to 3-3-201(1) Contract-renewable Faculty. Re-employment of an employee after termination of a contract-renewable contract is solely within the discretion of the University. However, faculty in contract-renewable positions are considered to be continuing faculty for the purposes of distribution of any salary increase monies available each fiscal year [See 3-3-701(1) Faculty Compensation Procedures]. Contract-renewable positions are faculty budget line positions. [See also 3-3-201 Faculty Contracts].

Ranks available to contract-renewable faculty are Lecturer, Instructor, Assistant Professor, Associate Professor, and Professor [See 2-3-301 Academic Ranks and 2-3-901(4) Promotion of Instructors].

2-3-202(3) Tenure-Track. A tenure-track contract is for a designated period not to exceed one academic year and automatically terminates upon the expiration of that period. Employment
under a tenure-track contract entitles an employee written notice in accordance with the following schedule if the University determines not to rehire the employee during the subsequent academic year:

(a) Not later than three (3) months prior to the end of the first academic year of employment under a tenure-track contract if the contract expires at the end of that academic year or at least three (3) months in advance of its termination date if the contract is for a period less than a full academic year or expires other than at the end of that academic year. Tenure-track faculty hired with credit for any number of years toward tenure will, in their first year at UNC, be treated the same as new tenure-track faculty members in their first contract year.

(b) Not later than six (6) months prior to the end of the academic year of employment under a tenure-track contract if the contract expires at the end of that academic year or at least six months in advance of its termination date if the second year contract is for a period less than a full academic year or expires other than at the end of that academic year.

(c) Prior to the commencement date of the final contract after two (2) or more years of service under tenure-track employment which in no event shall be less than 240 calendar days.

If the University fails to provide sufficient notice as prescribed, the faculty member shall be entitled to receive extended employment for thirty (30) days or, at the discretion of the University, the faculty member may be given severance pay in an amount equivalent to the salary the faculty member would have been entitled to receive.

If the notice is deficient by over thirty (30) days but less than sixty (60) days, the faculty member shall be entitled to extended employment for a time period by which the notice is deficient or, at the discretion of the University, the faculty member may be given severance pay in an amount equivalent to the salary the faculty member would have been entitled to receive.

The salary or severance pay shall be the amount equivalent to the salary the faculty member would have been entitled to based upon the academic year base salary and academic year FTE assignment of the faculty member during the contract period when notice is given.

This provision shall not apply if the notice deficiency exceeds sixty (60) days and, in such case, the faculty member shall be re-employed for the next succeeding academic year with an FTE assignment and salary not less than the FTE assignment and salary of the preceding academic year.

**Faculty in tenure-track positions are considered to be continuing faculty for the purposes of distribution of any salary increase monies available each fiscal year [See 3-3-701(1) Faculty Compensation Procedures].**

**Ranks available to tenure-track faculty are: Assistant Professor, Associate Professor, and Professor.**

**2-3-202(34) Tenure.** A tenure contract is for an academic year and gives the faculty member the contractual right to be employed for succeeding academic years until the faculty member resigns, retires (voluntary or mandatory), is discharged for cause, or is terminated pursuant to a Reduction in Force in accordance with policies approved by the BOT, or becomes permanently disabled or dies. This contract is subject to the terms and conditions of employment which exist from academic year to academic year but such terms shall not be inconsistent with this policy nor shall a faculty member be reduced in rank except for just cause or pursuant to a Reduction in Force in accordance with policies approved by the BOT.
For purposes of this policy, academic year means that period of time encompassed by Fall and Spring semesters unless otherwise specifically defined in an individual employment contract.

Faculty in tenure positions are considered to be continuing faculty for the purposes of distribution of any salary increase monies available each fiscal year [See 3-3-701(1) Faculty Compensation Procedures].

Ranks available to tenured faculty are: Assistant Professor, Associate Professor, and Professor.
Part 3 Academic Ranks and Titles.

2-3-301 Academic Ranks and Titles.

Academic ranks used for faculty shall consist of lecturer, instructor, assistant professor, associate professor, and professor, and rank(s) associated with special status faculty (see also 2-3-304, Special Status Faculty). These ranks and titles shall be granted in accordance with University regulations and procedures adopted and maintained by the President in accordance with the ordinary governance process, and shall be subject to the final approval of the BOT.

There are two types of contract-renewable faculty not holding professorial rank [See 2-3-202(2) Contract-Renewable]. They are lecturer and instructor. Neither of these ranks is considered higher than the other.

(I) The rank of Lecturer is reserved for contract-renewable faculty not holding professorial rank who do not have contractual duties in the area of scholarly and other professional activities.

(II) The rank of Instructor is reserved for contract-renewable faculty not holding professorial rank who do have contractual duties in the area of scholarly and other professional activities.

2-3-302 Rank Requirements.

Minimum standards for academic rank shall be established as a means of aiding the University to obtain qualified personnel and to encourage continued professional growth through recognition of the individual's accomplishments in the classroom, in research, in professional activities or in other pursuits for the best interests of the University. These standards do not necessarily in and of themselves constitute qualifications for hiring or promotion. The common minimum standard involves the academic background as determined by the highest degree earned by the individual. Other criteria, when applicable, may be considered by the University in lieu of formal degree requirements.

2-3-302 Rank Requirements.

(1) Instructor/Lecturer: The minimum preparation is a bachelor's degree or its equivalent, with a master's degree the preferred minimum.

(a) the master's degree in the discipline in which the faculty member will have primary teaching responsibility, or

(b) the master's degree in another discipline and at least 18 hours of graduate work in the discipline in which the faculty member will have primary teaching responsibility, or

(c) completion of all the requirements for a terminal degree except for the dissertation or its equivalent in the discipline in which the faculty member will have primary teaching responsibility, or

(d) qualifications as outlined in 2-3-303 Equivalencies.

(2) Assistant Professor: The minimum preparation shall be the master's degree or its equivalent.

(a) the master's degree in the discipline in which the faculty member will have primary teaching responsibility, or
(b) the master’s degree in another discipline and at least 18 hours of graduate work in the discipline in which the faculty member will have primary teaching responsibility, or

(c) completion of all the requirements for a terminal degree except for the dissertation or its equivalent in the discipline in which the faculty member will have primary teaching responsibility, or

(d) qualifications as outlined in 2-3-303 Equivalencies.

(3) Associate Professor: The minimum preparation shall be the doctoral degree or its equivalent and four years of successful college teaching or administrative experience, or a combination thereof, an appropriate earned doctorate or other academic degree and/or professional certification considered terminal in the field, or qualifications as outlined in 2-3-303 Equivalencies, and four years of successful academic performance.

(4) Professor: The minimum preparation shall be the doctoral degree or its equivalent and at least seven years of successful college teaching or administrative experience, or a combination thereof, an appropriate earned doctorate or other academic degree and/or professional certification considered terminal in the field, or qualifications as outlined in 2-3-303 Equivalencies, and completion of at least seven (7) years of successful academic performance. Substantial evidence must be presented to document outstanding professional performance.

2-3-303 Equivalencies.

In recognition of exceptional professional contributions or experience, exceptions to the rank requirements may be made for those who, because of professional reputation, stature, and appropriate experience, are worthy of such consideration. In each instance the recommendation shall be made by the President to the BOT. Each case shall be presented on its own merits.

2-3-304 Special Status Faculty.

2-3-304(1) Affiliate Faculty. Affiliate professorships may be granted to University and non-University personnel who provide regular, recurring service to the University and/or its programs. Affiliate professors normally provide these services without salary compensation and serve only within their areas of expertise. All affiliate professors must be demonstrably qualified with experience, skills, and/or other qualifications that enable them to provide the services required by the University. Services may include, but are not limited to: teaching of a course within one’s area of specialty, and supervision of interns from the University to provide direct experience to students. The affiliate professor functions under the authority of the appropriate department/school/program area and in conjunction with the faculty therein.

Each affiliate professor must be approved by the department chair, or by the school director if he or she is in the relevant discipline or his or her designee if not, and the dean of the college. The affiliate professor will then exercise their particular task under the authority of the appropriate department/school/program area and in conjunction with the faculty therein.

While realizing that services of significant proportions are continually delivered by individuals to the University, affiliate professors are individuals whose services are regular and recurring. These services may include, but are not limited to: teaching of a course within one’s area of specialty, supervision of interns from the University to provide direct experience to students, etc.

Under normal circumstances, affiliate professors will receive no additional salary for services provided to the University except that with the approval of the CAO, non-University personnel may be paid an honorarium and/or travel expenses.
Following are guidelines for the recommendation and selection of affiliate professors:

(a) The recommendation shall be initiated by the department chair or by the school director, if he or she is in the relevant discipline or his or her designee if not, and the dean of the college. Each recommendation shall delineate the qualifications, experience, and/or skills of the candidate, the specific service to be provided, salary (if any), terms and conditions of the appointment.

(b) The recommendation shall be approved or not approved by the CAO.

(c) The affiliate professor appointment form shall be signed by the individual and appropriate University officers.

(d) All the names of affiliate professors will appear in University catalogues.

2-3-304(2) Emeritus Faculty. Tenured faculty members and/or administrators who have served at the University for ten years or more and who have attained the rank of professor or associate professor and are in good standing will at the time of retirement or at the time of Reduction in Force due to financial or program exigency be nominated by the CAO to the BOT to become emeritus faculty. University faculty members and/or administrators who have served the University for a period less than ten years and/or who hold the rank of assistant professor or instructor may, at the time of retirement or at the time of Reduction in Force due to financial or program exigency, be nominated for emeritus rank status by department chairs/school directors, deans, CAO, or the President.

Nominations will be submitted to the CAO who shall forward his or her recommendations to the President who shall make a recommendation to the BOT. The BOT shall take final action.

2-3-305 Academic Titles.

Although faculty ranks are limited to lecturer, instructor, assistant professor, associate professor, or professor, academic titles may be used for some faculty. Titles may include, but are not limited to, Visiting Faculty, Clinical Faculty, Research Faculty, and Professional-in-Residence (e.g., Artist-in-Residence, Executive-in-Residence, etc.). The designations used for ranks specified in 2-3-301 Academic Ranks may not also be used for titles.

(a) Visiting Faculty. Visiting faculty may hold any faculty rank for which they meet the minimum requirements [see 2-3-302 Rank Requirements]. Visiting faculty positions are contract-renewable. Due to the limited duration of these positions, faculty in visiting positions are not eligible for promotion and are not considered continuing faculty for the purposes of distribution of any salary increase monies available each fiscal year [See 3-3-701(1) Faculty Compensation Procedures].

(b) Clinical Faculty. Clinical faculty may hold any faculty rank for which they meet the minimum requirements [see 2-3-302 Rank Requirements]. Clinical faculty positions are contract-renewable. Clinical faculty are eligible for consideration for promotion. The promotion criteria for Clinical Faculty shall be determined by the relevant program area faculty and shall be based primarily on excellence in clinical applications performance [See 2-3-901 Promotion Guidelines]. Clinical faculty are considered continuing faculty for the purposes of distribution of any salary increase monies available each fiscal year [See 3-3-701(1) Faculty Compensation Procedures].

(c) Research Faculty. Research faculty may hold any faculty rank for which they meet the minimum requirements [see 2-3-302 Rank Requirements]. Research faculty positions are contract-renewable. Research faculty are eligible for consideration for promotion. The promotion criteria for Research Faculty shall
be determined by the relevant program area faculty and shall be based primarily on excellence in research performance [See 2-3-901 Promotion Guidelines]. Research faculty are considered continuing faculty for the purposes of distribution of any salary increase monies available each fiscal year [See 3-3-701(1) Faculty Compensation Procedures].

(d) Professional-in-Residence. Professionals-in-Residence (e.g., Artist-in-Residence, Executive-in-Residence, etc.) may hold any faculty rank for which they meet the minimum requirements [see 2-3-302 Rank Requirements]. Professional-in-Residence positions are contract-renewable. Professionals-in-Residence are eligible for consideration for promotion. The promotion criteria for Professionals-in-Residence shall be determined by the relevant program area faculty and shall be based primarily on excellence in performance in the relevant area of expertise [See 2-3-901 Promotion Guidelines]. Professionals-in-Residence are considered continuing faculty for the purposes of distribution of any salary increase monies available each fiscal year [See 3-3-701(1) Faculty Compensation Procedures].
Part 8 Faculty Evaluation.

2-3-801 Procedures for Evaluation of Performance.

All faculty members (see also 2-3-201, Faculty: Definition and Contracts) being reviewed for reappointment, promotion, tenure, appointment to the graduate faculty, and all tenured faculty undergoing post-tenure review shall be evaluated in accordance with the procedures specified in this section 2-3-801, Faculty Evaluation and 1-1-307, Faculty Evaluation, and University Regulations 3-3-801, Implementation of Faculty Evaluation Procedures.

2-3-801(1) Definitions. Definitions are provided to give guidance and should be substantially adhered to in the processes that follow:

(a) Dossier: Portfolio of information relative to performance and accomplishments during the comprehensive evaluation period, which shall include the updated vita; appropriate documentation; a representative sample of student evaluations, from each year, covering the range of teaching assignments; and other materials as the evaluatee deems appropriate. Student evaluations chosen as a representative sample will include all responses submitted by students for each course selected.

(b) Colleges: Humanities and Social Sciences, Monfort College of Business, Education & Behavioral Sciences, Natural and Health Sciences, University Libraries, and Performing and Visual Arts.

(c) School: An administrative subdivision of a college which may consist of one or more program areas. A school may be multidisciplinary, in which case it comprises more than one program area, or single disciplinary, in which case it comprises a single program area.

(d) Program Area: For the purposes of this policy, “program area” shall mean a discipline based unit which may consist of several emphasis areas or graduate and undergraduate degrees.

(e) Department: A department is an administrative subdivision of a college, which shall be considered to consist of one program area.

(f) Program Area Faculty: For the purposes of this policy, “Program Area Faculty” shall mean the faculty of a program area within a school. In the case of a single discipline school, the faculty of the school is the program area faculty. In the case of a multidisciplinary school, the faculty of each program area within the school is the program area faculty.

(g) Department Faculty: All of the faculty in a department will be considered to be members of a single discipline based unit.

(h) Voting: All full-time tenured and tenure-track faculty in the program area will participate in review and evaluation of faculty in their discipline but only tenured faculty must participate in voting; each tenure-track faculty member may choose to vote or not. Tenured faculty in the program area who are on full-time administrative assignment may not vote. Nor shall term adjunct or contract-renewable faculty vote.

(i) Evaluation Conference Committee (ECC): A conflict resolution committee, convened by the dean, consisting of the dean, the department chair/school director, department/program area faculty or their designee. The ECC re-examines evaluation materials, responses, and any new information when there is disagreement among the recommendations of the faculty, the chair/director, and the dean regarding overall comprehensive evaluation, promotion, tenure, remediation, and disciplinary action.
2-3-801(2) Types of Review. Comprehensive Review is used for faculty who are under consideration for promotion, tenure, post-tenure review, or graduate faculty status. Tenured faculty will undergo a comprehensive post-tenure review on a five-year cycle. A faculty member must receive a comprehensive evaluation in any year upon his or her request. (See also 1-1-307 et seq., Faculty Evaluation and University Regulations 3-3-801 et seq., Implementation of Faculty Evaluation Procedures.)

(a) Promotion Review. Promotion review, when requested by the evaluatee, shall include:

(I) degree of progress toward promotion.

(II) action recommended.

(b) Tenure-Track Review. Tenure-track review will address one or more of the following:

(I) degree of progress toward tenure.

(II) deficiencies requiring improvement and a development plan.

(III) whether requirements for the position as listed in the position description or as modified through the department/program area and school planning processes have been met.

(IV) whether tenure is recommended.

(c) Post-Tenure Review. Post-tenure review shall address one or more of the following:

(I) Progress toward promotion, if appropriate.

(II) Deficiencies requiring improvement and a remediation plan, if needed.

(III) Recommendation and rationale.

(d) Graduate Faculty Status Review. Faculty will be reviewed on a cycle established by the graduate dean to coincide with post-tenure review or every five years for non-tenured faculty. [See also the Graduate Faculty Guidelines and 2-3-107(3) The Graduate Council.]

2-3-801(3) General Processes.

(a) Comprehensive Review. Comprehensive Review provides a regular, systematic evaluation of performance to encourage professional development and renewal; to encourage individual excellence and achievement; to encourage activities that contribute to the mission and goals of the University, the colleges, the departments, the schools, and the program areas; and to help those who are not achieving at satisfactory levels to do so. The evaluation process should encourage excellence in both traditional and innovative approaches to teaching, scholarly and other professional activities, and service.

(I) Each evaluatee will prepare a dossier [see also 2-3-801(1)(a)] covering performance and accomplishments over the comprehensive evaluation period.

(II) Department/program area faculty will conduct its evaluation and forward its findings to the department chair/school director. The department chair conducts an independent evaluation of the faculty member’s performance. A school director adds his or her evaluation of the faculty member’s contributions to the school in accordance with the following procedure:

(A) in case the school director and evaluate are in different disciplines, the school director’s recommendation shall be on non-discipline specific matters only;
(B) in case the school director and the evaluatee are in the same discipline, the recommendation shall be based on all aspects of the evaluatee’s performance.

Both of these evaluations will be forwarded to the dean. The dean will make an independent evaluation with rationale that is shared with the department/program area faculty, the department chair/school director, and the evaluatee.

(III) In case of disagreement with the voting department/program area faculty by the department chair/school director or dean, the Evaluation Conference Committee (ECC) shall be convened by the dean to resolve differences and arrive at a common decision.

(IV) If the ECC’s cannot reach consensus, faculty, the department chair/school director, and the dean will forward their individual recommendations and rationale to the Chief Academic Officer (CAO).

(V) The CAO, after insuring that procedures have been followed, shall make a recommendation to the President of the University.

(VI) In cases of post-tenure review, graduate faculty status, and tenure track review, the President of the University will make the final decision. In cases of promotion or the granting of tenure, the President will forward his or her recommendations to the BOT, which will make the final decision.

(VII) The graduate faculty status review will follow procedures defined by the bylaws of the Graduate Council, as approved by the President.

(b) **Annual Review.** Annual Review provides a mechanism for regular feedback to all faculty members holding academic rank as to their performance, merit pay, and in assessing progress toward tenure and promotion. This review will occur each year during the Spring Semester in either of the following ways.

(I) Each department/program area will develop its own procedures for annual evaluation, subject to the approval of the department chair/school director. Each department’s/program area’s procedures must include a mechanism to resolve any differences among department/program area and dean’s evaluations in cases where the dean chooses to evaluate all faculty [see also (III) below].

(II) If the department/program area and chair/school director cannot reach agreement on evaluation procedures, the same procedures used in comprehensive evaluation will apply.

(III) The department/program area will conduct its evaluation in accordance with its approved annual evaluation procedures and forward its findings to the department chair/school director. The department chair will conduct his/her own independent evaluation of the faculty member’s performance. A school director will add his or her evaluation of the faculty member’s contributions to the school in accordance with the following procedure:

a) in case the school director and evaluatee are in different disciplines, the school director’s recommendation shall be on non-discipline specific matters only;

b) in case the school director and the evaluatee are in the same discipline, the recommendation shall be based on all aspects of the evaluatee’s performance.

Both of these evaluations will be forwarded to the dean. The dean may, at his or
her discretion, independently evaluate all or none of the faculty in the college. In case the dean chooses to evaluate faculty in his or her college, he or she will forward his or her findings, with rationale, to the department/program area faculty, the department chair/school director, and the evaluatee. In case a dean chooses not to conduct an independent evaluation, he or she must still do so in the case of any faculty member who chooses to appeal his or her evaluation from the department/program area department chair/school director.

(IV) In the case of tenure track faculty and tenured faculty at the rank of assistant or associate professor, the department/program area’s annual evaluation will note, in addition to rankings in the three (3) performance areas, the evaluatee’s progress toward a positive recommendation for tenure and/or promotion. In all such cases, the program area faculty, the department chair/school director and the dean shall comment on the evaluatee’s progress toward tenure and/or promotion.

In the case of contract-renewable faculty in promotable ranks, the evaluatee may request that the program area faculty and school director comment on the evaluatee’s progress toward promotion; the dean may comment on the evaluatee’s progress toward promotion.

(V) If the dean conducts an independent evaluation, and if the dean’s evaluation disagrees with that of the department/program area and/or chair/school director, after unsuccessful attempts have been made to resolve those disagreements, then the dean and the department/program area and chair/school director will forward their individual evaluations and rationale to the CAO, who will make the final decision.

2-3-801(4) Evaluation Areas. Unless otherwise specified in an evaluatee’s job description, he or she will be evaluated in the areas of teaching, scholarly and other professional activities, and service. However, the faculty member need not contribute to each area equally in every evaluation period. Expectations and evaluations should be in accordance with the evaluatee’s background, goals, experience, and current professional status, as well as the expectations of the department/program area and the characteristics of the discipline. For faculty such as Lecturers, Clinical Faculty, Research Faculty, or others whose job description does not include all three areas of academic work, appropriate evaluation criteria should be adopted by the Program Area faculty [See 2-3-305 Academic Titles.] The evaluation process must take into consideration the faculty member’s assigned workload.

2-3-801(5) Possible Consequences to Tenure Status. A faculty member who receives an unacceptable comprehensive post-tenure review evaluation will be given a period of two (2) years to achieve an acceptable evaluation. Failure to do so will constitute grounds for disciplinary action, including the initiation of dismissal proceedings as specified in 2-3-1101, Disciplinary Action of Tenured Faculty.

2-3-801(6) Confidentiality and Professional Ethics. It is intended that all information reviewed, evaluation data collected, committee deliberations, decisions, and other work products generated during the course of evaluations conducted in accordance with this procedure shall be maintained as confidential, except as otherwise authorized under the terms and provisions of this procedure, or when used to administer the affairs of the University, or to comply with the law.
Part 9 Promotion and Tenure Guidelines

2-3-901 Promotion Guidelines.

Promotion at the University provides a mechanism for the recognition of personal contributions of faculty members to the mission of the institution and its reputation as well as a professional contribution of the advancement of the state of the art and the society at large. While judgment of potential contributions must necessarily be based on past performance, it is expected that persons achieving a given rank will continue to take initiatives which are valued by the institution.

Although the administration of promotion policies at the University must be equitable, it must not be perceived as implying identical standards for types of contributions by each individual faculty member. The promotion policy must facilitate the recognition of diverse potentials which harmonize individual competence and initiative with institutional needs and values. The promotion policy attends to both qualitative and quantitative contributions, with greater emphasis on the former.

Although historically promotion policies have been primarily related to degree status and length of service, it is well recognized that these dimensions do not guarantee qualitative productivity for the institution, the profession, or society at large.

Further, it is well recognized that learning and growth occur in other than formalized learning environments.

Specific academic or professional qualifications, performance guidelines, and promotion criteria for promotion shall be established by the program area faculty in consultation with the department chair/school director and be approved by the appropriate dean and the chief academic officer (CAO). These must be written in consultation with the program areas of the respective department/school and shall be approved by the appropriate department chair/school director and dean and by the CAO.

Academic or professional qualifications shall satisfy the minimum qualifications for each rank as established in 2-3-302 Rank Requirements and 2-3-901(1) Academic and Professional Qualifications.

The department chair/school director will discuss relevant promotion criteria with each faculty member in his or her department/school periodically so as to insure that each member is cognizant of program area and college performance expectations and his or her fulfillment of them. A school director will engage in this process according to the following principle:

(1) in case the school director is in the same discipline as the program area, he or she will discuss these matters with each faculty member.

(2) in the case the school director is not in the discipline of a program area, he or she shall assign someone from that program area to discuss relevant promotion criteria with each faculty member.

2-3-901(1) Academic and Professional Qualifications. The University must be committed to academic excellence, requiring faculty members to meet high academic and professional qualifications. Minimum eligibility requirements for promotion to the ranks of associate professor and professor require any one of the following:

(a) Possession of an appropriate earned doctorate. [See 2-3-302 Rank Requirements].

(b) Academic degrees and/or professional certification considered terminal in specific disciplines. [See 2-3-302 Rank Requirements].

(c) In exceptional cases, clearly demonstrated capacity for sustained and significant contribution to the goals of the University. [See 2-3-303 Equivalencies].

Eligibility for promotion from instructor to assistant professor shall be contingent upon documented evidence of substantial progress toward meeting the above qualifications.

2-3-901(2) Performance Guidelines. The following are areas of contribution or initiative which are deemed valuable and attend to fulfilling the explicit or implicit mission of the institution. These identified areas do not establish criteria for judgment, but identify areas for which specific guidelines must be developed at the program area level to facilitate decisions regarding promotion in individual cases. It is not intended that faculty members would or could show
initiative in all identified areas or that each would necessarily be appropriate in given program areas.

Major consideration will be given to fulfillment of contractual duties and performance in those duties (i.e., teaching, advising, librarianship, etc.) commensurate with the rank aspired to (i.e., teaching, advising, librarianship, etc.). Consideration will be given to performance and accomplishment in the areas which follow:

(a) Area I - Excellence in Teaching, Librarianship, etc.

   (I) It is assumed that the use of this category would require as much extra effort and produce sufficient results as to be recognized "as productivity above and beyond the basic contractual duties of the aspired rank."

(b) Area II - Professional Growth and Activities.

   (I) Scholarly activities, i.e., research, knowledge dissemination, advancement of the state of the art, writing, etc.

   (II) Professional involvement/active participation, i.e., leadership officership, service on task forces, commissions, etc.

   (III) Presentations at professional organizations, learned societies, exhibitions, recitals, etc.

   (IV) Continued formal education, professional development, seminars, workshops, professional internships, etc.

(c) Area III - Professional Service and Institutional Leadership.

   (I) Professional Service - Internal.

   (A) Contribution to committees.

   (B) Program development.

   (C) Curricular and instructional innovations.

   (D) Development of training facilities or placement opportunities for graduates.

   (E) Resource development.

   (II) Professional Service - External.

   (A) Position-relevant professional consultation or service.

   (B) Position-relevant government consultation or service.

   (C) Position-relevant community service.

   (III) Institutional Leadership.

   (A) Increasing levels of leadership, responsibility and initiative.

2-3-901(3) Time Guidelines. Instructors are eligible for promotion to the assistant professor rank as soon as they have met the requirements necessary for appointment to that rank. Assistant professors are first eligible for promotion to the associate professor rank during their fifth year in rank. Associate professors are first eligible for promotion to the full professor rank during their fifth year in rank.

(1) Instructors are eligible for consideration for promotion to the rank of assistant professor after completion of four years of successful academic performance, as long as they have met the minimum requirements necessary for appointment to the rank of assistant professor [See 2-3-302 Rank Requirements].
(2) Assistant professors are eligible for consideration for promotion to the rank of associate professor after completion of four years of successful academic performance in rank, as long as they have met the minimum requirements necessary for appointment to the rank of associate professor [See 2-3-302 Rank Requirements].

(3) Associate professors are eligible for consideration for promotion to the rank of professor after completion of four years of successful academic performance in rank, as long as they have met the minimum requirements necessary for appointment to the rank of professor [See 2-3-302 Rank Requirements].

2-3-901(4) Promotion Criteria. Promotion of Instructors. The rank of Instructor is reserved for contract-renewable faculty not holding professorial rank who have contractual duties in the area of scholarly and other professional activities [see 2-3-301 Academic Ranks]. Instructors shall be eligible for consideration for promotion to the professorial ranks in sequence (Assistant Professor, Associate Professor, Professor). Such a promotion shall not require the subsequent use of a tenure-track contract [See 3-3-201(1)(a) Consideration and Conditions for Conversion to Tenure-Track].

2-3-901(4.5) Promotion Criteria. Promotion Criteria shall be developed by the program area faculty in consultation with its chair/director and approved by the appropriate dean and the CAO prior to consideration of any individual for promotion. Promotion criteria must be written within the confines of the University's promotion policy to insure that criteria for promotion are generally comparable throughout the University, yet accommodate differences within the academic disciplines.

2-3-901(5.5) Eligibility. Eligibility for consideration for promotion shall be based upon academic years in which the individual is contracted with the University to a full-time position. Up to three years credit (out of the five-year probationary period) toward both promotion and tenure may be negotiated by newly hired faculty who have been tenured, or who have held tenure-track appointments at another institution of higher education, or who possess a record of outstanding achievement in the area in which they are being hired. Under exceptional circumstances, faculty may become eligible for early consideration for promotion and/or tenure. Time in which the individual is on leave for academic purposes, with or without pay, shall be counted as if the individual had not been on leave. It shall be the responsibility of the individual who is eligible for consideration to initiate the review through a formal request to the appropriate department chair/school director.

2-3-901(6.7) Consideration. At the time of the formal request for consideration for promotion it shall be the responsibility of the candidate to document satisfactory fulfillment of the appropriate areas of consideration for promotion as defined within the approved college criteria for promotion.

2-3-901(7.8) Review. Professional ethics require that decisions regarding promotion be made on the basis of approved criteria. It is also important that professionals judging fellow professionals accept the responsibility to review appropriate and applicable supporting material to insure that decisions are fair and based upon the approved criteria. Review of each candidate shall be made by faculty members eligible under 2-3-801(1)(f) Voting, excluding the individual being considered for promotion. (See also 1-1-307, Faculty Evaluation, 2-3-801, et seq., Faculty Evaluations and 3-3-801, et seq., Implementation of Faculty Evaluation Procedures.) Promotion and tenure become effective upon BOT approval.

2-3-902 Tenure.

2-3-902(1) Purpose. The purpose of tenure is to create an environment in which the concept of academic freedom is protected. The decision to grant or not grant tenure is influenced by the desirability of maintaining a continuing collegial and professional relationship between the candidate and his or her peer professionals. While a department/school cannot remain viable under conditions of sharp disharmony, neither can it achieve vitality in the absence of a diversity of interests, opinions, and personalities; a balance of these considerations must, therefore, be sought. Members of educational institutions -- concerned as they are with lively exchange of ideas and with students who themselves are varied in terms of interests and personalities -- should be particularly receptive to such differences, and particularly mindful of accepting them when making decisions about tenure. These areas necessitate that professionals must accept
their responsibilities to other professionals, to students, to the University, and to the community at large.

2-3-902(2) Eligibility. Eligibility shall be calculated on full academic years in which the individual was contracted to a full-time, tenure-track position. Time which the individual has spent on leave or as a visiting faculty member shall not be calculated as applicable toward eligibility for tenure. Tenure is in a person's program area and does not apply to any administrative position.

2-3-902(3) Tenure Guidelines. Tenure-track faculty become eligible for tenure consideration in their fifth year at UNC but must receive tenure consideration in their sixth year. If tenure is denied in the fifth year, faculty may reapply in their sixth year. If tenure is not granted before the end of the sixth year, the seventh will be the terminal year.

(a) Promotion and tenure become effective upon BOT approval.

(b) In unusual circumstances, immediate tenure may be granted to faculty being hired from outside the University as associate and full professors.

(c) Up to three years credit (out of the five-year probationary period) toward both promotion and tenure, may be negotiated by newly hired faculty who have been tenured, or who have held tenure-track appointments at another institution of higher education, or who possess a record of outstanding achievement in the area in which they are being hired.

(d) Under exceptional circumstances, faculty may become eligible for early consideration for promotion and/or tenure.

(e) Applications for promotion to the rank of associate professor by tenure-track faculty must always be accompanied by an application for tenure, so that the two decisions may be considered at the same time. In these cases, tenure and promotion to the associate rank must be granted at the same time.

2-3-902(4) Administrators With Tenure. Tenure shall not be lost by appointment to an administrative position and may be granted to administrative officers in their respective teaching disciplines or program area. Upon termination of the non-teaching position, a faculty member with tenure may return to the previous professional assignment or one of equal status in accordance with 3-4-102, Contract/Appointment Status.

2-3-902(5) Voting. In all cases, tenure shall be granted only upon approval of a plurality of the faculty voting in the academic program area in which the faculty member will hold tenure. In the case of a negative program area vote on tenure, an appeal may be made to the Tenure Appeals Committee (Committee) as outlined in 2-3-902(6) below.

2-3-902(6) Tenure Appeals Committee. In the case of a program area voting against tenure, the faculty member may appeal to the Tenure Appeals Committee (Committee) which is herein established. The committee shall consist of two faculty representatives from each college, and one from the University libraries. Each college representative shall be a member of the faculty and shall serve for a term of two years. Elections shall be held annually so that one member of each college is elected each year. At the initial elections, one position in each college shall be designated as a one-year term. Elections will be conducted by the Faculty Senate and will be held during the spring semester. Terms of office will begin with the next academic year. The Committee shall select its own chair, and establish its own bylaws.

Appeals must be filed within ten working days (excluding winter and spring breaks) of notification of the program area vote. The Committee will hear appeals only in those cases in which the faculty member alleges that the program area's negative vote on tenure was arbitrary, capricious, or the result of prejudice. The Committee shall conclude its deliberations no fewer than ten working days before the date on which recommendations on tenure are due in the Office of Academic Affairs. If by a majority vote the Committee finds reasonable grounds for the allegations that the program area's decision was arbitrary, capricious or the result of prejudice, its decision, with rationale and a vote count, will be forwarded to the appropriate officer. If however, the Committee does not find reasonable grounds to support the candidate's allegations, tenure will be denied in that program area and the appellant will be notified.