

A. Promotion Procedures.

Applications for promotion are governed by the Winston-Salem State University Tenure Policies and Regulations, Section III.C.1. of the Faculty Handbook. The discussion below is an amplification of the information provided there. Candidates normally apply for promotion as described below, submitting applications and supporting documentation in time to meet the deadline announced by the Office of the Vice Chancellor for Academic Affairs.

1. Using information and guidelines provided by the Vice Chancellor for Academic Affairs, candidates compile applications and supporting documentation and submit them to their department chairs.
2. Candidates for promotion must show their accomplishments as faculty members by indicating their efforts and improvement in teaching, curriculum development, academic advisement, research, and service. All of these are significant parts of a faculty member's record and will be weighed in the decision to grant promotion.
3. The application should clearly and concisely define all services rendered to the university, professional organizations, and university-related projects. It should explain the value of each and provide supportive information to document all statements.
4. Faculty are considered for promotion as indicated below:
 - a. Instructors: At least prior to the end of the third consecutive one-year term.
 - b. Assistant Professors. At the end of the third two-year term appointment.
 - c. Associate Professors. At the end of the three-year term.
 - d. Nothing in this section, however, shall preclude an individual from applying for promotion earlier than stated if the criteria specified in item 5 (below) have been substantially met.
5. Criteria for promotion:
 - a. **Assistant professor.** Promotion to assistant professor is based on an explicit record of positive and productive performance as an instructor. Minimum criteria include the following:
 - Earned doctorate in an appropriate field and institution of higher education recognized by UNC General Administration. Exceptions may be made in cases where the master's is the terminal or prevalent professional degree, where the master's is

considered appropriate for teaching at this level in a field, and where the master's is accompanied by evidence of professionalism as demonstrated by a certificate of achievement such as the CPA, CMA, professional engineer's license, etc.

- Established record as an effective teacher.
 - Evidence of promise in research or creative activity such as art and musical performance or production, proposal writing and service to the department and University, diverse teaching techniques to strengthen the curriculum or community projects related to the discipline.
 - Demonstrated adherence to the professional code of ethics for the faculty as delineated in the Faculty Handbook.
- b. **Associate Professor.** Promotion to associate professor is based on an exemplary record of positive and productive performance as an assistant professor. Specific criteria include the following:
- Earned doctorate in an appropriate field from an institution of higher education recognized by the General Administration, except in cases where the master's is the terminal or prevalent professional degree.
 - Established record as an effective teacher.
 - Established record of continued performance in research or creative activity such as art and musical performance or production, proposal writing and service to the department and University, diverse teaching techniques to strengthen the curriculum, or community projects related to the discipline.
 - Demonstrated adherence to the professional code of ethics for the faculty as delineated in the Faculty Handbook.
- c. **Professor.** Promotion to professor requires that the individual is someone recognized by students and colleagues inside and outside of the university as a capable teacher, researcher, and scholar. All candidates should have achieved:
- Earned doctorate in an appropriate field from an institution of higher education recognized by the UNC General Administration, except in cases where the master's is the terminal or prevalent professional degree.
 - Established record as an effective teacher.
 - Established record of continued performance in research or creative activity.
 - Demonstrated adherence to the professional code of ethics for the faculty as delineated in the Faculty Handbook.

6. Once candidates have submitted completed applications and documentation to their department chairs, the procedure for consideration for promotion to a higher rank is as follows:
 - a. The department chair convenes the senior faculty to act on the applicant's request for promotion. A vote is taken, and the department chair then submits both the vote count and his or her recommendation to the division director along with the application and supporting materials.
 - b. The division director adds his or her recommendation to the file and forwards all materials through the Vice Chancellor for Academic Affairs to the Faculty Personnel Committee.
 - c. Having thoroughly examined the application, supporting materials, and all recommendations, the Faculty Personnel Committee discusses the candidate's qualifications and votes whether its own recommendation should be favorable or unfavorable (see Attachment G: "Operational Guidelines for the Faculty Personnel Committee"). In either case the committee's written recommendation is forwarded to the Vice Chancellor for Academic Affairs along with all other materials and recommendations.
 - d. The Vice Chancellor for Academic Affairs thoroughly assesses the candidate's qualifications and the Faculty Personnel Committee's written report. He or she then prepares a summary report containing vital data on each candidate and submits it to the chancellor along with his or her recommendations and the supporting materials.
 - e. The chancellor examines all recommendations and other appropriate documents and sends his recommendations to the Academic Affairs Committee of the Board of Trustees.
 - f. The decision of the Board of Trustees is final unless the decision conveys permanent tenure, which must be conferred by the Board of Governors of The University of North Carolina.
 - g. Candidates are notified of the disposition of their applications shortly after a final decision is made.

B. Permanent Tenure Procedures.

The permanent tenure process is distinct from promotion and must be applied for separately from promotion. Applications for permanent tenure are submitted and processed in essentially the same manner as applications for promotion. Candidates receive written guidelines and information from their department chairs and submit completed applications and supporting materials. The applications are then reviewed following the procedures outlined above, but after approval by the Board of Trustees a permanent tenure application must be forwarded to the Board of Governors of The University of North Carolina for final approval.

Regulations specifying the point at which candidates become eligible for permanent tenure do not preclude tenure at an earlier date when a candidate presents exceptional qualifications or extensive experience. See Section III.C.3 of the "Tenure Policies and Regulations in the Faculty Handbook." Allegations that the procedures set forth in these regulations have not been followed are subject to the appeal procedure described in Section VIII of the Tenure Policies and Regulations.

C. Evaluative Criteria for Reappointment, Promotion, and Tenure.

The following standards are used when a faculty member's performance is reviewed for reappointment, promotion, or tenure:

1. Excellence in Teaching

- a. Excellent teachers are expected to know their subjects and to put their knowledge to effective use in promoting learning.
- b. Excellent teachers exhibit continual growth in organizing and presenting their courses, in testing for the mastery of course content, and in receptivity to new ideas, methods, and materials.
- c. Excellent teachers' skills are characterized by the ability to arouse and maintain interest, to stimulate intellectual curiosity, to inspire thought and discussion, and to promote growth.
- d. Excellent teachers' attitudes should reflect enthusiasm for their subjects and for teaching them, willingness to devote time and energy to students' viewpoints and feelings, fairness and impartiality, and conscientious acceptance of individual and departmental responsibilities with regard to instruction.
- e. The innovative contributions of excellent teachers may be demonstrated by the creation of new courses within a discipline or of an interdisciplinary nature. The development of new methods or materials and the new application of new methods or materials developed for different purposes are also considered innovative.

2.

3. Professional Attainment

All members of the faculty are expected to engage in a definite continuing program of research, creative work, dramatic or musical performance, or other endeavors appropriate to their academic disciplines. Factors to be weighed in considering these studies or creative works will include the following:

- a. Publication or equivalent modes of exposure to peer criticism.
- b. Quality of production.

- c. Continuity as well as aggregate of productive endeavors, with particular emphasis on accomplishments since the previous promotion or initial appointment.
 - d. Range of scholarly and creative interest, as well as the focus indicated by productive endeavors.
 - e. Continuation of advanced studies.
- 4.

5. Success of Students

As an important accessory to teaching ability, recognition will be given to the ability to promote success among students in the application of scholarly and creative processes. Participation by students in collegiate sections of professional societies, performances by students in the fine arts areas, and awards to students of scholarships for further study are among the measures of success in this area.

6. Participation in Professional Societies

All members of the faculty are encouraged to participate in the professional organizations that provide leadership in their disciplines.

7. Leadership and Service

- a. Effective leadership and service should involve activities at the level of the department, the division, and the university.
- b. Where they are directly related to the duties of faculty members, contributions to community, state, national, and international affairs must be considered. If the involvement is not a direct part of the teaching profession, but is extensive enough to reflect positively on the university, it should be considered.
- c. Where administrative duties are a part of the regular duties such as coordinator or department head, there is a call for evaluation of leadership and service.

D.

E. Faculty Evaluation.

Evaluation of faculty and instruction is an integral part of the procedures for promotion and tenure, as well as for continued employment. Detailed guidelines, policies and procedures for faculty are included in the Faculty Evaluation Manual. Policies and procedures are reviewed periodically and can be amended at any time upon discretion of the University. General guidelines are below:

1. The performance of every faculty member will be evaluated annually.
- 2.

3. This evaluation will entail an assessment of teaching, research, scholarly and creative activities, and service to the University and community.
- 4.
5. To support this process, each department identifies criteria within each of the components listed in item 2 above and prescribes other meritorious activities, which support the educational program(s).
- 6.
7. The process includes (1) course evaluations by students, conducted using a survey form selected by the entire university faculty; (2) peer evaluation of teaching; and (3) evaluation by the department chair, using the criteria in the Faculty Evaluation Manual and other appropriate activities as specified by the discipline.
- 8.
9. Evaluation conferences entail a review of goals and objectives established by the faculty member in consultation with the department chair at the beginning of the academic year and discussion of pertinent documentation (faculty portfolio) which supports the progress of the faculty member. Also, during the conference an evaluation form is completed and signed by the department chair and the faculty member. The completed form constitutes the official evaluation to be maintained in departmental and divisional files, along with the documentation on meritorious activity.
- 10.
11. Following the annual conference, the department chairperson and/or the division director shall use evaluative information to recommend promotion, reappointment or nonreappointment; areas requiring improvement; and merit pay. For a more detailed explanation of the faculty evaluation process, please refer to the Faculty Evaluation Manual and confer with your department chair.

POST-TENURE REVIEW

Post-Tenure Review is designed to promote continuous renewal and improvement among senior faculty members. The periodic review provides opportunities to revitalize and/or redirect energies in light of career development, new pedagogical developments, and new disciplinary or institutional directions (Academe, September-October, 1997). The review should be flexible enough to acknowledge different outcomes in different disciplines. Ultimately, the review is intended to ensure faculty development and to promote faculty vitality. It shall be the responsibility of the Vice Chancellor for Academic Affairs to assure compliance with standards of performance established by faculty members in their departments. The propositions espoused are consistent with Administrative Memorandum No. 371 (UNC President C. D. Spangler, Jr., June 24, 1997).

Guidelines for the Review Process

The annual performance review, which is part of the faculty evaluation system, shall serve as the framework for the review. Additional standards and criteria for review may be developed by the faculty and agreed upon by the departmental post-tenure review committee for inclusion in the five-year review.

All tenured faculty members will participate in periodic performance review. This summative review shall occur at an interval not less than five years following the awarding of permanent tenure. The cycle for continued review will adhere to the five-year summative standard throughout the tenure of the faculty member.

A faculty member may voluntarily undergo review utilizing the criteria for Post-Tenure Review prior to the scheduled review date. Such a review may be requested to provide feedback for a change in career goals, a new programmatic direction, or in preparation for the first five-year review. Such a request shall not replace the mandatory review.

Postponement of the scheduled five-year review may be requested for extenuating circumstances, such as illness, educational leave, and family and/or personal crisis. A request for postponement must be presented to and approved by the chairman of the department, the division director, and the Vice Chancellor for Academic Affairs.

Guiding Principles of Post-Tenure Review

The basic standard is to determine whether the faculty member conscientiously and with professional competence performs the duties associated with his/her position.

Post-Tenure Review should utilize the evaluation procedures that are already in place for annual review of the faculty. Post-Tenure Review is designed to ensure continuing faculty development and to promote faculty vitality.

Opportunity to respond to the evaluation and appeal the findings through the formalized grievance process will be afforded the faculty member who disagrees with the results of the Post-Tenure Review Committee.

For more details about the Post-Tenure review process, refer to the Post-Tenure Review document or Faculty Handbook.