



# Fixed Term Faculty Promotion Committee (TPC) & Promotion Guidelines

The committee respectfully recommends the following:

- that term faculty already at the School at the time these criteria for promotion are approved will be subjected to these new criteria *provided* that such does not violate implicit agreements or understandings shared at the time of their initial appointment
- that Kenan-Flagler provide support for term faculty working toward promotion through publications in traditional academic outlets or service in significant administrative roles within the School or the University. Support may be in the form of one or more of the following means: departmental funds, RATS funds, teaching release considerations, etc. Decision about support will be made by individual departments in consultation with the Senior Associate Dean.
- that the TPC create a more specific appeals process in the event of negative decisions for fixed term faculty promotion reviews



**GUIDELINES FOR FIXED TERM FACULTY PROMOTIONS**  
**UNC KENAN-FLAGLER BUSINESS SCHOOL**  
**Revised May 2021<sup>1</sup>**

**Introduction**

Promotion in the Kenan-Flagler Business School requires unequivocal evidence of excellence. As fixed-term faculty are vital to the success of the Kenan-Flagler Business School, faculty promotions are recommended in accordance with “The Policies and Procedures for Appointment and Promotion of Fixed-Term Faculty” (adopted by the UNC Faculty Council 2/28/03).<sup>2</sup> This document provides guidelines and serves to clarify additional requirements for fixed-term faculty promotion and reappointments within the Kenan-Flagler Business School.

The Kenan-Flagler Business School will provide information on the promotion process for fixed-term faculty during the recruitment process and will provide a copy of this document at the beginning of employment. While all faculty members are responsible for their own career success, the Kenan-Flagler Business School expects that area chairs will mentor their fixed-term faculty members towards promotion.<sup>3</sup>

The TPC and the Senior Associate Dean review the entire packet of materials required by the University and the internal packet of materials required for TPC review (see Exhibit 1 for an outline of required materials). Beginning July 1, 2009 recommendations for fixed-term faculty promotions will be reviewed at the area and at the School level.

**Promotion Review Principles<sup>4</sup>**

Review of fixed-term promotion recommendations at the School level is based on the following principles:

- Decisions regarding the promotion of fixed-term faculty are separate from and independent of decisions regarding employment of such individuals;
- The Kenan-Flagler Business School’s Term Promotion Committee (TPC) reviews recommendations for fixed-term faculty promotion from Assistant Professor to Associate

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<sup>1</sup> Original TPC document approved by Kenan-Flagler faculty in 08/09 meeting. Updated with minor corrections Feb. 11, 2010 4/4/11, 6/21/11. More substantive updates and revision accepted May 2021 by unanimous vote of TPC (May 17) and unanimous vote of 81% of clinical faculty (electronic vote May 17-21); reviewed without recommendations for change by area chairs (May 27); approved by Senior Associate Dean (May 27).

<sup>2</sup> In 2018 the Committee on Fixed-Term Faculty recommended best practices to the Faculty Council on [standardizing contract length and non-renewal notice](#). The Faculty Council to date has not adopted nor endorsed these best practices. They are, however, published as the committee’s recommendation for best practices.

<sup>3</sup> Adapted from The School of Medicine “Guidelines for Appointment, Reappointment, and Promotion of Faculty,” Section II “Fixed Term Track” (revised 2/2009). Permission granted by Dr. Eugene Orringer, Professor and Associate Dean for Academic Affairs, School of Medicine.

<sup>4</sup> “Principles” section adapted from The School of Medicine Departmental Preparation and Process Checklist for Fixed Term Faculty Promotions (1/2005). Permission granted by Dr. Eugene Orringer, Professor and Associate Dean for Academic Affairs, School of Medicine.



Professor, and from Associate Professor to Professor. It also reviews fixed-term faculty promotion recommendations for a named chair title, in accordance with funding guidelines. Additionally the committee reviews reappointment agreements longer than one year and up to five years in length, as provided for in the [“Trustee Policies and Regulation Governing Academic Tenure in the University of North Carolina at Chapel Hill”](#) and the [“Fixed Term Faculty Reappointments.”](#)

- The TPC does not review fixed-term first-time appointments, nor does it review promotions for tenure-track or tenured faculty. Additionally, it does not review promotion or title changes for adjunct (temporary) faculty members.
- All measured activities will be supported by the school, up to and including funding support and/or consideration for teaching release;
- This promotion process is an internal process for fixed-term faculty within Kenan-Flagler and is not governed by the tenure process.

### **Promotion Packet Details and Criteria for Each Rank**

Exhibit 2, “Rank Promotion Criteria,” details required materials for the promotion packet. It also offers examples in the three focus categories (Teaching, Service, and Impact Activities). The TPC should consider performance in any of the examples listed for each of the three categories, but these lists are not designed to be all-inclusive. Reviewers should be open to consider performance in related types of work that may not be listed as examples. Note that at least recommendation letters from sources external of the Kenan-Flagler Business School are required for Full Professor and above promotions.

Unlike for tenure track and tenured faculty, the Kenan-Flagler Business School does not mandate that fixed-term faculty members achieve national reputations in their focus area nor demonstrate unequivocal evidence of academic productivity. However, these are Kenan-Flagler criteria for promotion of fixed-term faculty members; individual areas may establish more stringent criteria for promotion, provided that these criteria are explicit and that they are made known to all faculty members.<sup>5</sup>

### **Fixed Term Faculty Promotion and Reappointment Process and Timeline**

Exhibit 3 illustrates the review process for promotion to Assistant Professor, to Associate Professor, to Professor, and to a named chair position, according to established university policies and funding guidelines. Exhibit 4 outlines the specific sequence of steps for reappointment review for agreements longer than one year and up to five years.

The timeline for promotion review within the fixed-term track should follow the same timeline for review as is prescribed for tenure-track appointments.<sup>6</sup> Except under extraordinary circumstances, individuals who wish to be considered for promotion should follow the recommended timeframe for promotion through the ranks. As is the case with tenure track and tenured faculty, fixed-term

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<sup>5</sup> Adapted with permission from “Guidelines for Appointment, Reappointment, and Promotion of Faculty,” Section II “Fixed Term Track” (revised 2/2009). Permission granted by Dr. Eugene Orringer, Professor and Associate Dean for Academic Affairs, School of Medicine.

<sup>6</sup> Adopted by the UNC Faculty Council 2/28/2003



faculty should consult with their area chairs on the viability of their promotion prospects before compiling a promotion packet.

Exhibit 5 provides an outline of the time sequence necessary for faculty wishing to be considered for promotion.

#### **TPC Committee Composition and Service Length**

The TPC shall be composed of one fixed-term full professor from each area and two tenured—chaired full professors; the latter are to be appointed by the Senior Associate Dean. If an area does not have a term full professor, it will be represented, ad hoc, by the area Chair when one of that area’s fixed-term faculty wishes to be considered for promotion. Committee members shall serve two- to three-year terms, with reappointment possible.

The tenured faculty role on the TPC is as a full partner and voting member of the committee and to keep the TPC informed about the tenure track promotion committee processes and changes.

#### **Additional Information**

Priority in terms of area or School support will be given to fixed-term faculty members who are on the promotional track over those who are not. Support may be in the form of one or more of the following means: department funds, RATS funds, teaching release considerations, etc. Decisions about support will be made by individual departments in consultation with the Senior Associate Dean.

Since fixed-term faculty provide specific value in select roles to the Kenan-Flagler Business School—so long as individuals receive at least excellent in their main focus area (teaching, service or impact, they may request to remain in a rank without having to go through the promotional process. In cases such as these, area chairs would review performance, in conjunction with the Senior Associate Dean, during annual performance evaluations. An area may, however, implement a more stringent requirement.



**EXHIBIT 1**  
**Materials Required for TPC Internal Material Review Packet**

Document	Description
<p><b>Area Chair and Program Associate Dean Recommendations</b> <i>(will be organized by Senior Associate Dean's Office)</i></p>	<p>Should include the following:</p> <ul style="list-style-type: none"> <li>• Area chair completes letter supporting promotion</li> <li>• Related Program Associate Dean(s) writes letter supporting promotion</li> </ul>
<p><b>TPC Chair's recommendation letter<sup>7</sup> to the Dean:</b></p>	<p>Should include the following:</p> <ul style="list-style-type: none"> <li>• Cite the area(s) of excellence upon which the promotion is being based (teaching, service, impact activity)</li> <li>• Summarize and evaluate teaching activities</li> <li>• Summarize student evaluations (quantitative ratings and/or comments); includes suggestions for improvement of identified weaknesses</li> <li>• List current rank and faculty title</li> <li>• List rank and title of proposed position</li> <li>• Provide actual vote of term faculty members (of like rank and above)</li> <li>• Offer paragraph documenting the faculty member's teaching contributions, putting these contributions (quantity and quality) into overall context of the area as a whole</li> <li>• In the extraordinary case of early promotion, include specific language defining the justification for such a recommendation</li> </ul>
<p><b>Candidate's Curriculum Vita (CV)</b> <i>(will be requested by Senior Associate Dean's Office)</i></p>	<p>Should include the following:</p> <ul style="list-style-type: none"> <li>• Service to the School, UNC, and their profession</li> <li>• Education (include month and year information for degree)</li> <li>• Professional experience</li> <li>• Honors</li> <li>• Bibliography (including: books, chapters, papers/articles, unpublished oral presentations and/or abstracts, book reviews, dissertations, monographs; referred works must be distinguished from those that are non-referred)</li> <li>• Grants (source, amount, type, role on project, start/end dates)</li> </ul>

<sup>7</sup> Letter information adapted with permission from "Guidelines for Appointment, Reappointment, and Promotion of Faculty," Section II "Fixed Term Track" (revised 2/2009). Permission granted by Dr. Eugene Orringer, Professor and Associate Dean for Academic Affairs, School of Medicine.



<p><b>Candidate's Reflective Statement</b><sup>8</sup> <i>(will be requested by Senior Associate Dean's Office)</i></p>	<p>Should include the following:</p> <ul style="list-style-type: none"><li>• Summarize own activities as an educator and provide description of teaching philosophy</li><li>• Include a statement describing specific area(s) of expertise and accomplishments</li><li>• Provide vision for the future—particularly as it relates to educational, teaching, impact activities, and service</li></ul>
<p><b>Candidate's Teaching Portfolio</b> <i>(the SAD's office will provide a list of courses and number of students taught by section; all other material will be compiled by the candidate)</i></p>	<ul style="list-style-type: none"><li>• Teaching activities: list courses for past three years, number of students taught by section. Give names of graduate students supervised, thesis titles, and completion dates for degree work since employment at UNC. Include undergraduate honors projects. Additionally, portfolio may include (but is not necessarily limited to) candidate's discussion of course development, teaching awards, and other teaching-related information that the candidate deems important for promotion consideration.</li></ul>
<p><b>Candidate's Recommendation List</b> <i>(will be requested by Senior Associate Dean's Office)</i></p>	<ul style="list-style-type: none"><li>• Provide name and contact information for the requisite number and sources of letters of recommendation, as covered in greater detail in Exhibit 2. The Senior Associate Dean's Office will solicit the letters, both internal and external, and provide to TPC with other items in the promotion packet.</li></ul>
<p><b>Teaching Evaluation Data</b> <i>(teaching evaluations will be provided by the SAD's office, and teaching observations will be provided by the TPC)</i></p>	<ul style="list-style-type: none"><li>• Teaching evaluations: summaries should be provided showing quantitative data which evaluates the teaching effectiveness; do <u>not</u> include individual student evaluations or grade sheets</li><li>• Peer evaluations: peer evaluations are defined as direct classroom teaching assessment by a faculty of a higher appointment level. A minimum of 1 is required, 2 is preferred by the Provost's office.</li></ul>
<p><b>Supporting Materials to Evidence Excellence in Service and/or Impact Activities</b> <i>(will be requested by Senior Associate Dean's Office)</i></p>	

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<sup>8</sup> Ibid.



**EXHIBIT 2**  
**Fixed-Term Rank Promotion Criteria<sup>9</sup>**

<p><b>Associate Professor</b> <i>(At least 5 and often 6 years)</i></p> <p>Evidence of at least “excellent” work in individual’s category of focus plus in one other category in any 2 of the 3 categories and at least “good” in the third.</p>	<p><b>Teaching</b> – evaluations summary; peer evaluations; evidence of teaching innovation; evidence of success as teacher (grants, awards, etc.)</p> <p><b>Service</b> – involvement in School, University, regional, or national committee work; service on honors thesis committees; workshops; professional talks. The School supports the principles of academic freedom as foundational to the academy’s mission and also expects contributions to a positive culture of collegiality within the school, including mentoring of junior faculty and students, and professional behavior consistent with the core values of the school.</p> <p><b>Impact Activities</b> – presentations at regional, national professional, or academic meetings or conferences; cases; research; publications in field of interest (i.e. traditional scholarly journals, publications aimed at educators, trade publications, and/or general circulation publications, textbooks, general distribution books, multimedia work, etc. for whatever audience is appropriate for that work). Quality of content and publication venue will be considered.</p> <p><b>Recommendation Letters</b> – must have two letters evidencing at least “excellent” performance. These may be from Program Heads or Directors within Kenan-Flagler, if a faculty member has made substantial contributions to the respective Programs. Letters from writers external of the Kenan-Flagler Business School are acceptable but not required.</p>
<p><b>Full Professor</b> <i>(At least 11 and often 12 years)</i></p> <p>Evidence of at least “excellent” work in individual’s category of focus plus in one other category in any 2 of the 3 categories and at least “good” in the third.</p>	<p><b>Teaching</b> – evaluations summary; peer evaluations; evidence of teaching innovation; evidence of teaching excellence (grants, awards, etc.); evidence of substantial leadership role in development of junior faculty teaching, curriculum, new courses, or pedagogy practice</p> <p><b>Service</b> – evidence of program development; involvement in substantive roles in School, University, regional, or national committee work; service on honors thesis committees; excellence in performance in regional or national offices for professional and/or academic organizations or associations; workshops; professional talks. The School supports the principles of academic freedom as foundational to the academy’s mission and also expects contributions to a positive culture of collegiality within the school, including mentoring of junior faculty and students, and professional behavior consistent with the core values of the school.</p> <p><b>Impact Activities</b> – evidence of continuous innovative and/or professional activity as listed for Associate Professor rank. Gaps in productivity must have explanation and justification (i.e. working on a book or had</p>

<sup>9</sup> Criteria adapted with permission from The School of Journalism and Mass Communication “Policies and Procedures” (7/2008). Permission granted by Dottie Howell, Associate Dean for Business and Finance, School of Journalism and Mass Communication.



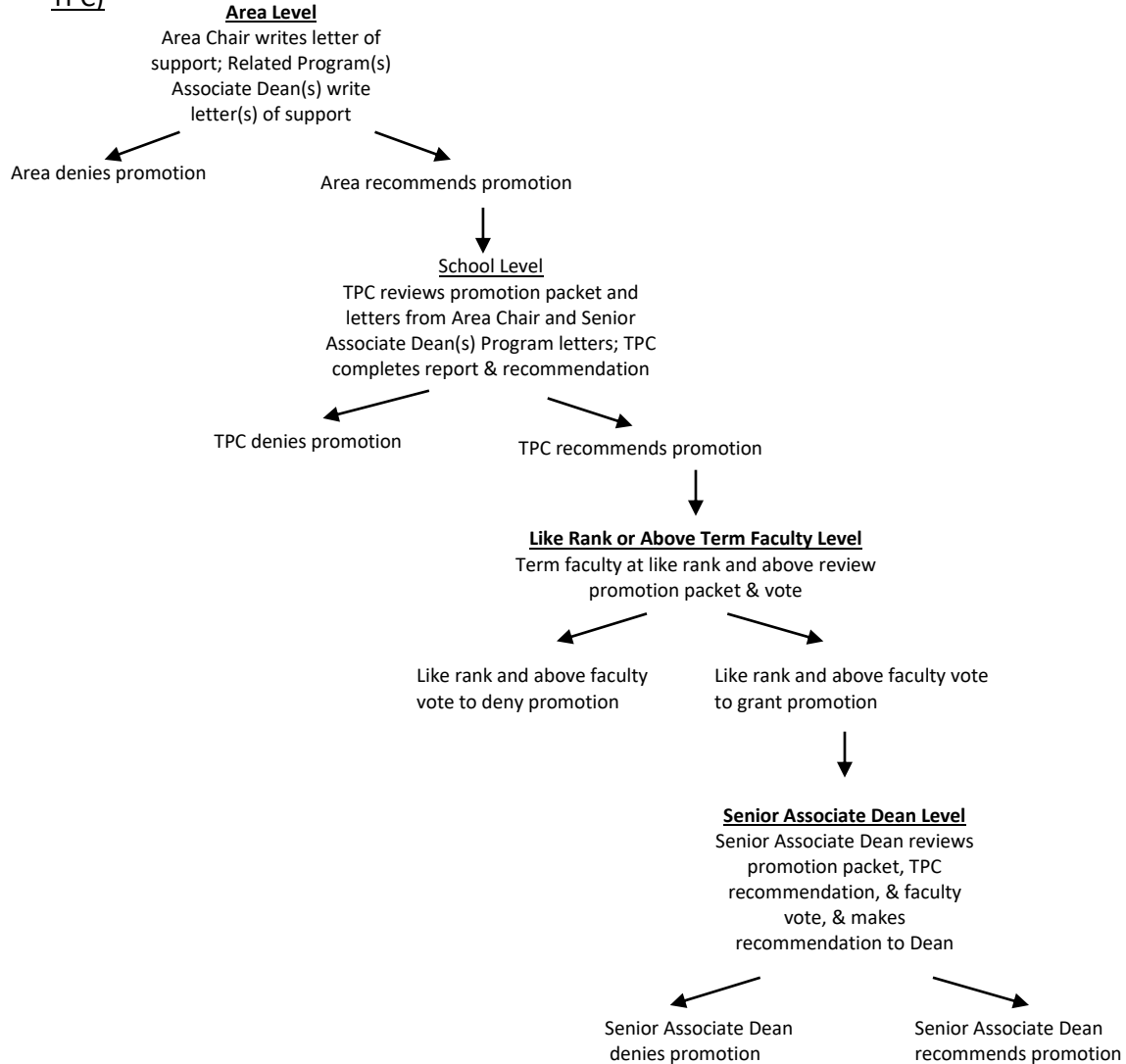
	<p>undertaken major administrative or service responsibility); leadership in national workshops, conferences, or associations. Quality of content and publication venue will be considered.</p> <hr/> <p><b>Recommendation Letters</b> – must have four letters evidencing at least “excellent” performance in any 2 of the following four categories: corporate/government/non-profit/business/academic. Up to two of the four letters may be from Program Heads or Directors within Kenan-Flagler, if a faculty member has made substantial contributions to the respective Programs. The remaining two must come from sources external of the Kenan-Flagler Business School.</p>
<p><b>Named Chair</b> <i>(may request consideration at any point from an Associate rank level or higher—availability depending on funding)</i></p> <p>Evidence of at least “excellent” work in all three categories</p>	<p><b>Teaching</b> – evaluations summary; observations summary; evidence of teaching innovation; evidence of teaching excellence (grants, awards, etc.); evidence of substantial leadership role in development of junior faculty teaching, curriculum, new courses, or pedagogy practice</p> <p><b>Service</b> – evidence of program development; involvement in substantive roles in School, University, regional, or national committee work; service on honors thesis committees; excellence in performance in regional or national offices for professional and/or academic organizations or associations; workshops; professional talks</p> <p><b>Impact Activities</b> - - evidence of continuous innovative and/or professional activity as listed for Associate Professor rank. Gaps in productivity must have explanation and justification (i.e. working on a book or had undertaken major administrative or service responsibility); leadership in national workshops, conferences, or associations. Quality of content and publication venue will be considered.</p> <hr/> <p><b>Recommendation Letters</b> – must have 4 letters evidencing at least “excellent” performance. One letter each from the academic and the corporate/government/non-profit/business categories. The final two letters can be drawn from any of the following categories: corporate/government/non-profit/business/academic. At least two must come from sources external to UNC.</p>





### EXHIBIT 3

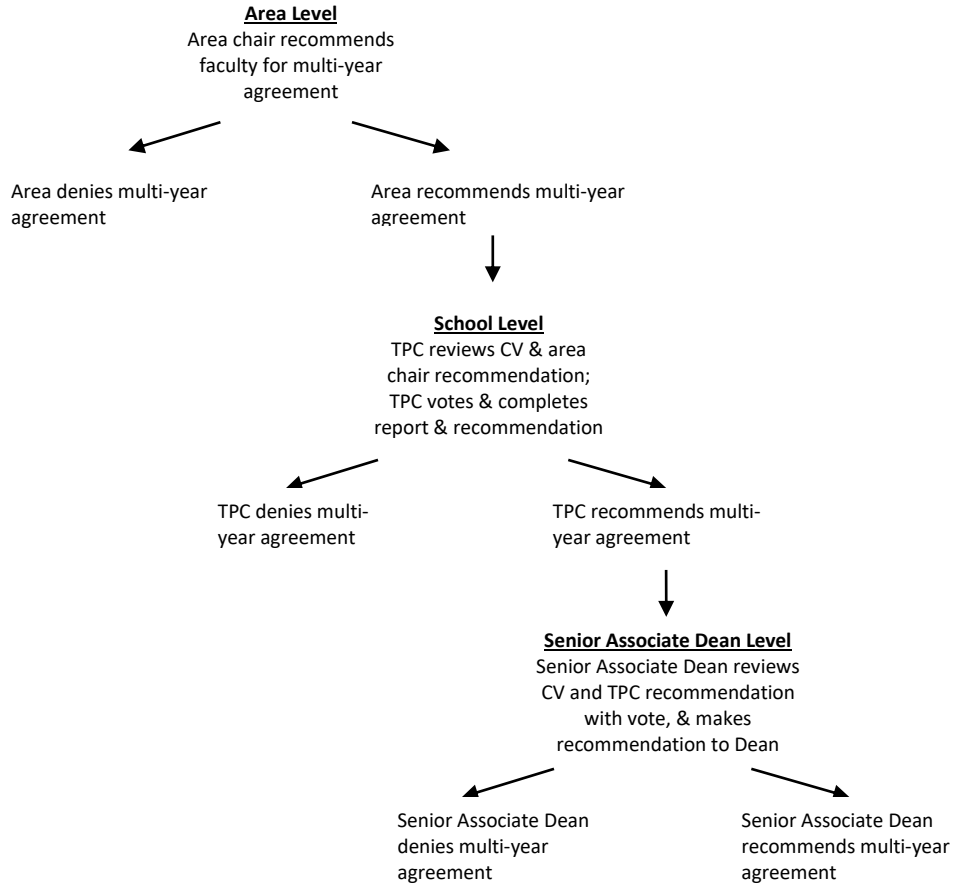
#### Process for Promotion to Assistant, Associate, Full, or Named Chair Professor Review (reviewed by TPC)





**EXHIBIT 4**

Process for Reappointment for Agreement of Longer Than 1 Year (reviewed by TPC)





## **Exhibit 5**

### **Promotion Process Sequence**

This is the usual sequence of steps in the promotional process:

- By start of the fall term – faculty members who wish to be considered for promotion should consult with their area chair and, if desired, with the Senior Associate Dean.
- By mid-fall – Senior Associate Dean tells TPC chair names of faculty members who have requested consideration for promotion
- By the end of the fall term – TPC Chair requests candidate to submit relevant materials for promotional packet. Candidate must submit their packet by the end of January. The TPC will schedule teaching observations during January and February. Candidates who don't teach during this time frame should discuss their schedule with the TPC chair in order to set up observations during the fall term before their packet is due.
- Committee votes after consideration of all required materials and reports recommendation to Senior Associate Dean
- The TPC chair brings committee's recommendation to term professors of like rank desired and above for a vote and then reports the recommendation to the Senior Associate Dean.
- After reviewing actions and recommendations of the committee and the term faculty members' vote, the Senior Associate Dean makes recommendation to Dean
- The Dean makes decision and forwards materials with a positive decision to the Provost's Office