I. General Criteria

The Department of English subscribes to the scholar-teacher-participant model of faculty responsibility described in the College of Arts and Science’s *Guidelines on Reappointment, Tenure, and Promotion* (October 2010). Like the College, the Department expects faculty to demonstrate achievement in the areas of teaching, scholarly or creative work, and service, and to attain the different degrees of achievement and distinction appropriate for each level of reappointment and promotion, as described in the College’s *Guidelines*. Although the procedures governing each type of decision differ, the decisions about reappointment, tenure, promotion, and post-tenure review are made based on these criteria, with the variations appropriate to level and occasion as described below.

This document replaces the Department’s "Promotion and Tenure: Expectations and Procedures" (2007, 2009). The criteria and procedures described below conform to the current *College of Arts and Sciences Guidelines* and *Regulations on Reappointment, Tenure, and Promotion*, which in turn conforms to the University *Guidelines* and *Regulations* and other governing documents, as indicated in the College documents (available on the College website). In the case of any unforeseen conflict of the Department of English "Guidelines" with any of the College, University, or North Carolina governing documents, the provisions of those governing documents will supersede these department "Guidelines."

II. Three Categories of Evaluation

II.A. Teaching

At all levels of review, a faculty member’s teaching record should document a commitment to and effectiveness in teaching. Good teaching may be recognized in ways that include: understanding and knowledge of subject matter; accessible organization of course materials; curriculum design and course development. Good teaching may also include membership in and/or
direction of thesis and dissertation committees; supervision and mentoring of students; participation in workshops, institutes, and interdisciplinary programs; development of instructional technologies or other innovative pedagogies; and availability outside of the classroom to consult with students about the course material.

Both peer and student evaluations will be considered as measures of the faculty member’s teaching. A teaching portfolio in the tenure and promotion to Associate Professor dossier should provide evidence of a faculty member’s instructional abilities. The teaching portfolio should consist of such materials as a philosophy of teaching statement; course syllabi and assignments; student papers with teacher comments; peer and self evaluations. Teaching awards given to faculty either within the university or from professional organizations provide further validation of overall instructional effectiveness.

For promotion to full Professor the continued commitment to and effectiveness in post-tenure teaching should be documented in the teaching portfolio section of the candidate’s portfolio.

II.B. Research and Creative Activity

The Department requires clear and significant evidence of continuing and successful research or creative activity for promotion to the rank of Associate Professor with tenure. Such a demonstration of progress typically consists in the publication of a monograph (or, for MFA faculty, a second novel, collection of stories, novellas, or poems) with a nationally recognized university, independent, or commercial press that engages in rigorous professional review. If the volume has not come out by the time of the initial review of the dossier in the department, the candidate must provide, no later than the meeting at which the tenured faculty formally vote on promotion and tenure, proof of final acceptance of his or her completed manuscript; a contract based on an incomplete manuscript or a manuscript requiring extensive changes will not fulfill the requirement.

Other work may be submitted as evidence of research activity if the work is equivalent to a monograph in substance and quality, has been peer-reviewed, and its publication or presentation venue or venues have been judged important by outside reviewers and by the tenured faculty. Such work may include a co-authored book, an edited collection of academic essays, a critical edition, or a sustained
A series of articles on a coherent topic. A record of research or creative activity may also comprise ongoing editing of professional journals, as well as textbooks, digital archives and editions, other types of electronic publications, and external grants and awards related to scholarly or creative activity.

Generally, scholarly activity may be undertaken through a variety of methods, which may be interdisciplinary, collaborative, or community-engaged. A candidate who expects to present Community-Engaged Research as a significant component of his/her dossier should consult with the department head about how it should be documented. Scholarly or creative activity, toward tenure, is expected to be primarily in the field in which the candidate was hired. The candidate’s overall scholarly agenda and accomplishments must show promise for a successful full professorship review.

The Department requires that candidates for promotion to Professor publish, by the beginning of the academic year in which they are reviewed, a second monograph or the equivalent, as described in paragraph two (or, for MFA faculty, a third book which could be a novel, a work of creative nonfiction, a collection of poems, stories or personal essays), also with a nationally recognized press. For non-MFA faculty, it is expected that candidates for promotion to full professor will have published at least one monograph during their academic careers. Promotion to full professor will be based primarily on new material subsequent to the material reviewed for the last promotion. Candidates at this level are expected to demonstrate significant and sustained contributions in their fields and enjoy national reputations. The significance of the candidate’s work can be demonstrated by means that include reviews of the candidate’s scholarship or creative activity, external letters of evaluation, and invitations for lectures and readings.

II.C. Service

Service to the Department, the College and the University, and to the profession is understood to be an integral part of the faculty member’s work.

The Department expects all faculty to perform regular service to the Department and the institution. Service to the profession is also considered part of the faculty member’s role. Faculty are expected to undertake all levels of service as appropriate to their rank.
Typically, untenured faculty will not be expected to direct programs inside the Department or undertake major service obligations outside the Department. For faculty not yet tenured, conscientious performance of assigned service within the Department, including service on standing committees, is expected for successful progress toward tenure and promotion to Associate Professor. With the approval of the head, other service to the College, the University, and the profession may be undertaken as appropriate.

Although most departmental service by members of the MFA faculty will be within the MFA program due to the program’s many obligations in graduate admissions and supervision and in co-curricular programming, tenured members of the MFA faculty are expected to share service obligations with other members of the Department.

Tenured faculty are expected to accept reasonable service assignments, including departmental administrative positions. The Department expects candidates for promotion to full professor to accept and carry out leadership roles such as Associate Head or program director or the equivalent in terms of time commitment and responsibility in the Department, College, or University.

III. Directed Professional Activity

Currently the Department does not include this category in its considerations for Promotion and Tenure. However, as specified in the UNCG Guidelines, the Department recognizes the possibility of including Directed Professional Activity, defined in the Guidelines as “University activities whose contribution is sufficiently distinctive that their significance is diminished when embedded in the areas of Teaching, Research and Creative Activity, and Service.” Should the Department decide at some point in the future to include DPA, it will follow the procedures outlined in the College Guidelines for adding this category to these Department "Guidelines."

IV. General Procedures for Reappointment, Tenure and Promotion

These procedures follow those mandated in the College and University Regulations, with the addition of some procedures defined only in these
Department "Guidelines." It is the candidate's responsibility to review the College Regulations and Guidelines, as well as any English department documents referred to below, while preparing for any of these levels of review.

IV.A. Department Promotion and Tenure Committee
While some departments appoint only some members of their faculty to the Promotion and Tenure committee, the English Department functions as a committee of the whole, as defined by rank and tenure. In cases of promotion to associate professor with tenure, the full body of tenured professors are considered members of the committee; for promotion from Associate to Professor, the committee is made up of tenured full professors.

IV.B. Timelines for Review Processes
As required by the College Regulations, the description below includes general timelines for the reappointment, tenure and promotion reviews. In order to specify these timelines for each candidate, the Department will follow the process outlined in Section V of the College Regulations: "During the spring semester preceding the academic year in which a review for reappointment, tenure, or promotion is scheduled, the department head shall establish a timetable for the departmental review process which ensures that all phases will completed prior to the date when all materials must be sent to the Dean. The department head will also provide the candidate, in writing, with this timetable along with a clear statement of what information the candidate must provide and the dates when each item is due." For an outline timetable, see Appendix A.

IV.C. Meeting Procedures: Separation of Decisions in Formal Reviews
In all formal review meetings during which the tenured faculty or full professors deliberate and make formal recommendations, determined by a binding vote, on a candidate's reappointment, tenure, and/or promotion, they will follow the procedures for departmental review in the University Regulations, section 4.B:

"The meeting of the faculty members shall be presided over by a chair, who is not the head, whose duties include assuring that the meeting is divided into evidence-gathering and deliberative phases, conducting a secret ballot, counting the votes, preparing a written summary of both majority and dissenting opinions, forwarding the summary and the results
of the vote to the Head, and ensuring that all present sign the appropriate page of the Promotion and Tenure Form. The department head may not be present during the deliberative phase and vote of the faculty members, but may participate in the evidence-gathering phase."

**IV.D. Meeting Procedures: Informal Reviews**

There are three meetings which are traditional practices in the English Department, not mandated by College or University Regulations and therefore exempt from these procedures: the informal first review, in the spring before the formal review and vote in the fall, for tenure and promotion to Associate Professor; the corresponding informal first review for promotion to full Professor; and the informal review of the C.V. of a potential candidate for full Professor. While these meetings may include votes, which must always be by secret ballot, the deliberations and possible votes of the faculty at such meetings are advisory and preparatory, not constituting a recommendation. Also, since no recommendation is being made by either the faculty or the department head in these meetings, the head may preside and may be present for the deliberative as well as the evidence-gathering phase of the meeting.

**IV.E. Confidentiality of Meeting Proceedings**

The proceedings of all faculty meetings at which candidacies for reappointment, tenure and promotion are considered, whether formal or informal review, are confidential, as are any written notes of those meetings, to the extent permitted by University policy and by law. The written summaries of the faculty's decisions and recommendations given to the candidates by the head shall not include any reference to individual faculty views or any other confidential material.

**V. Reappointment**

During their third year of service, Assistant Professors present their dossiers for consideration for reappointment to a second probationary term of three years.

**V.A.** In November of the candidate's third year, the candidate submits the dossier to the tenured faculty. See "English Department Faculty Reappointment Dossier Guidelines" (Appendix B) for a description of the contents and form of the reappointment dossier.

**V.B.** In early December, the tenured faculty will meet for the formal
reappointment review. The department head, present for the evidence-gathering phase of the meeting, will leave when the faculty are ready to begin the deliberative phase. A chair, selected by the tenured faculty, will conduct the meeting and will select another tenured faculty member to take notes. At the end of their deliberations the tenured faculty will vote, by secret ballot, to recommend or not recommend the candidate for reappointment.

V.C. After the meeting has adjourned, the chair of the meeting will consult with the faculty member who took notes, and will prepare a brief written report of the meeting that includes a summary of the deliberations and a list of substantive recommendations for the candidate. The chair will submit this report to the head no more than three business days after the meeting. No more than a full business day after receiving the report, the head will circulate the report to the tenured faculty, allowing no less than three business days for their discussion of possible corrections and revisions. This report will be included verbatim in the Reappointment Review form required by the College.

V.D. The Department head will inform the candidate in writing of the decisions about recommendation for reappointment, including the faculty vote, as soon as possible after those decisions are taken. (The head may more immediately give the candidate verbal notification of the results, but this must be followed by the formal written notice.)

V.E. As required by the College, the candidate will review and sign the Reappointment Review form. The head will also give the candidate a copy of the form.

VI. Tenure and Promotion to Associate Professor

Assistant Professors ordinarily present their dossiers for consideration for tenure and promotion to Associate Professor in their sixth year of service. The preparation of the dossier and initial stages of review begin in the fifth year of service. While an Assistant Professor who has already established sufficient credentials may apply for tenure and promotion early, the candidate wishing to do so should consult with the Department head to determine whether an early application is viable.

VI.A. At the beginning of the candidate's fifth year, the candidate will consult with the Department head about the tenure and promotion process, including the preparation of the dossier. The candidate and the head together will decide on a tenured faculty member who will act as the candidate's primary advisor on the tenure and promotion process, and who
will guide the candidate's preparation of the dossier.

VI.B. The dossier for tenure and promotion should carefully follow the format indicated in the University's Promotion and Tenure form. All documentation should be complete and all materials presented clearly. The dossier should be complete in content (except for external reviewers' letters and the summaries written by the head and/or senior faculty) and correct in form by the time of the tenured faculty's review in the spring of the fifth year. The candidate and the advisor should consult frequently throughout the fifth year in order to ensure the dossier's completeness and correctness.

VI.C. The candidate will submit the dossier to the Department head by mid March of the fifth year, at least one month in advance of the scheduled meeting of the tenured faculty at which the candidacy will be considered. The head, together with the candidate's advisor, will review the dossier and inform the candidate if anything needs to be corrected or added. The head and advisor will have the dossier approved for the tenured faculty's review at least two weeks in advance of the scheduled meeting.

VI.D. The April Informal Review Meeting
In April of the fifth year, the tenured faculty will meet for an initial informal review of the candidate's dossier. For this first review, the department head may be present for the entire meeting and will ordinarily chair the meeting, with the exception of a period near the beginning of the meeting when the tenured faculty will select one of their members as the chair of the fall meeting. At this time the faculty will also select an additional tenured faculty member who will assist the chair and the dossier advisor during the fall meeting and the writing of the tenured faculty's recommendation. Once these selections have been made, the head will return to chair the rest of the spring meeting; the chair of the fall meeting and the assisting faculty member will take notes during the spring meeting.

VI.D.1. During the April meeting the fall meeting chair, dossier advisor, and assisting faculty member may note issues or points raised in the discussion that will help them in drafting the required evaluative narratives that describe the extent to which the candidate has, or has not met, the department's expectations for teaching, research/creative activity, and service, as these are defined in the department's "Guidelines.". The narratives will not be fully drafted until after the fall meeting in which the formal vote is taken so that additional points raised in the fall deliberations may be addressed.

VI.D.2. Besides the election of the fall meeting chair and the identification of an assisting tenured faculty member, the business of the
spring meeting is to have an initial discussion of the candidate's record as represented in the draft dossier materials, and to gather any recommendations for the improvement of the dossier materials. Because the University Regulations now stipulate that the pertinent scholarship/creative activity of all candidates will be sent to external reviewers over the summer, the tenured faculty take no vote on the candidate's record at this spring meeting.

VI.D.3. After the April meeting has adjourned, the head will consult with the fall meeting chair to draft a brief written report of the meeting that includes a summary of the deliberations and a list of any substantive recommendations for the candidate. The head will then circulate this draft to the tenured faculty, allowing no less than three business days for possible corrections or revisions.

VI.D.4. The Department head will inform the candidate, verbally or in writing at the head's discretion, of the tenured faculty's deliberations as soon as possible after the meeting. As soon as the meeting report has been circulated and the time for comments has elapsed, the head will give the candidate a copy of this report.

VI.E. Because current University *Regulations* require all departmental recommendations, whether positive or negative, to move forward through all levels of review (University *Regulations* 4.A.ii), a candidate's scholarship is always sent to external reviewers in the late spring or early summer before the formal review meeting in the fall. The department will follow the specific requirements of external review as set forth in College *Regulations* section VI.B. and section 4.B.i.c of the University *Guidelines*.

VI.F. During the summer, the candidate will work with the dossier advisor to complete any necessary revisions to the dossier. Also in the summer, the dossier advisor will begin selecting a representative sample of comments on student course evaluations, to be reviewed by the head and then the candidate, before inclusion in the appropriate section of the dossier.

VI.G. By August 1, ordinarily in the beginning of the sixth year of service, the candidate will submit the revised dossier to the head. The head and the candidate's advisor will review the dossier and recommend any additional changes to the candidate. The head will provide the completed dossier to the tenured faculty for its review at least two weeks in advance of the scheduled meeting.

VI.H. The Fall Recommendation Meeting
In mid to late August, the tenured faculty will meet to discuss whether the
candidate should be recommended for tenure and promotion to Associate Professor. As noted in IV.C. above, the department head may be present only during the first, evidence-gathering portion of the meeting. The tenured faculty member selected in the spring meeting will chair the second, deliberative portion of the fall meeting; the tenured faculty member identified in the spring to assist in writing the evaluative narratives will also assist the chair in taking notes of the fall meeting.

VI.H.1. The duties of the chair include assuring that the meeting is divided into evidence-gathering and deliberative phases, ensuring that the candidate’s record is fully and accurately represented, conducting a secret ballot, counting the votes, preparing a written statement of both majority and dissenting opinions proportionate to the vote, forwarding the summary of the meeting's conclusions and the results of the vote to the Head, and ensuring that all present sign the official signature page.

VI.H.2 Tenured faculty members who wish to comment on a particular strength or weakness of the candidate's record are expected to come to the meeting with references to specific elements of the dossier, or to other verifiable sources, that document this strength or weakness, so that other faculty and those taking notes in the meetings can readily find and consider these elements. While the significance of the referenced documentation may be a matter for debate, no comment or debate which is not based on documented evidence may be included in the chair's summary of the meeting's conclusions.

VI.H.3 After the meeting chair submits the drafts of the summary of the meeting's conclusions and the evaluative narratives to the head, the head will distribute the draft report to the tenured faculty for possible corrections. Suggested corrections or revisions must be submitted to the meeting chair within three business days of distribution. When the three days have elapsed, the meeting chair will submit final copies of the summary and the narratives to the department head. The meeting chair, in consultation with the dossier advisor and the assisting faculty member, decides which corrections and/or revisions should be made.

VI.H.4. The Department head will inform the candidate in writing of the tenured faculty's and the head's separate decisions about recommendation for promotion and tenure, including the faculty vote, as soon as possible after those decisions are taken. (The head may more immediately give the candidate verbal notification of the results, but this must be followed by the formal written notice.)

VI.I The Department Head forwards the department’s recommended
action, a summary of faculty deliberations, including the number of faculty votes for and against a nomination, his or her independent evaluation of the candidate and the candidate’s complete portfolio, to the next, unit level of review. In accordance with new University Regulations, even if the voting faculty and/or the Head recommend against promotion, the dossier goes forward to the next level of review. (For the possible permutations of "department's recommended action," see University Regulations section 4.A ii and College Regulations section X.)

VII. Promotion to Full Professor
The Department Head and/or a majority of the department's full Professors may initiate the formal review of an Associate Professor for promotion to full Professor at any time after the first promotion when the candidate's further scholarly/creative accomplishments will support their application. (College Regulations section V.E.i and University Regulations section 3.E.iii.a)

As College Guidelines section V.E.ii notes, an Associate Professor also has the right to a formal review no later than the beginning of the seventh year at rank: "A candidate who has not been formally reviewed for promotion to Professor has the right to a formal review after his or her 6th year in rank as a tenured Associate Professor at UNCG, if requested. To exercise this right, the candidate shall write to the department head by March 1st of that year requesting review. The formal review must begin by the following August 1. (See UNCG Regulations, Section 3.E.iii.b.)."

There is, however, no requirement that an Associate Professor exercise this right, nor does a longer time at rank create a disadvantage for the candidate: recommendations about this promotion are based on the readiness of the candidate's record, not the length of time at rank.

VII.A. An Associate Professor who wishes to apply for promotion before the seventh year should consult with the Department head a year or two before the anticipated application. The head should advise the candidate about the viability of the scholarly/creative record in the promotion process and, if the case looks viable, work with the candidate to identify a full Professor to act as advisor to the candidate during the promotion process.

VII.B. In November of the year before the final review would take place, the candidate will submit a complete, current CV to the Department head. In early December, the full Professors will meet with the Department
head to discuss the CV and consult on the readiness of the candidate to apply for full professor. The Department head will then advise the candidate about whether to apply at this time, communicating any recommendations of the Professors with regard to the preparation of the dossier and/or the need for additional achievement before seeking promotion. If, with the consultation of the Professors, the head does advise going forward with an application, then the candidate should immediately begin preparing the dossier. If an advisor for the dossier and promotion process has not yet been assigned to the candidate, the head should do that at this time.

VII.C. The procedures and timetable for the preparation of the dossier, the initial informal review, and the formal review, are substantially the same as those described for tenure and promotion to Associate in VI above, with these substitutions:

"full Professor(s)" for "tenured faculty" and/or "tenured professor(s)";
"year before formal review" for "fifth year" and "year of formal review" for "sixth year";
"promotion to full Professor" for "tenure and promotion to Associate Professor" and "tenure and promotion."

Questions about the expectations and procedures for reappointment, tenure and/or promotion, should be referred to the Department head.
Appendix A
Outline P&T Timetable
based on CAS and English docs as of Jan. 2012
"E" and "C" show where deadline is set

**Spring before the vote**

by mid January: dossier advisors selected

by mid February: candidates' list of suggested external reviewers to the head and advisor

early to mid March: head begins to secure external reviewers

one month before tenured faculty's informal review meeting: candidate submits dossier to head for review in consultation with advisor (E)

two weeks before meeting: dossier available for review by tenured faculty (E)

mid to late April: informal review meeting

mid to late May: scholarly publications to external reviewers

**Summer**
external reviews underway; candidate and advisor continue to work on dossier as necessary

**Fall in which the vote is taken**

August 1: candidate submits revised dossier to head, who reviews it with the advisor (E)

first week of August: external reviews due to head

two weeks before meeting: dossier complete and available for tenured faculty's review (E)
2-3 business days after meeting: meeting chair's draft of meeting summary due to head, who distributes the summary to tenured faculty for correction/revision suggestions

3 business days after distribution of summary: all corrections due to meeting chair, who completes any changes (E)

no less than 10 business days before dossier goes to CAS: corrected summary of meeting and tenured faculty's recommendations due to head (C)

no less than 4 business days before dossier goes to CAS: complete dossier, with faculty and head recommendations, available for candidate's review and, if the candidate wishes, comment (C)

no less than 3 business days before dossier goes to CAS: head's recommendation available to tenured faculty and candidate for review (C—this is the current regulation, and is obviously incongruent with the notation just above)

end of September/first of October: dossier due to CAS

If the candidate seeks promotion to full professor, then the phrase "full professors" replaces "tenured faculty" in the description above.
Appendix B

English Department Faculty Reappointment Dossier Guidelines
Revised November 2, 2011

This document supplements the "College of Arts and Sciences Reappointment Review" document, which was approved August 2011. The College document specifies the general criteria for a positive reappointment recommendation, the contents of the review report itself, and procedures for the meeting of the tenured faculty and for the independent reviews of tenured faculty and department head. Faculty should consult the College document for these specifications, which this departmental guide to dossier preparation does not address. Faculty should also consult the English Department's "Promotion and Tenure Guidelines" (rev. 4-11-11) for the Department's general criteria and a further description of Department procedures. If there are any discrepancies between the English Department's guidelines and those of the College, the College guidelines take precedence.

The reappointment process, which takes place in the candidate's third year as Assistant Professor, evaluates the candidate's progress toward promotion and tenure, and leads to the tenured faculty's and the head's independent recommendations for or against reappointment.

The reappointment dossier should be ready by the last week of November. The Department meeting will usually take place before the holiday break, to meet the College's mid-January deadline for the submission of recommendations.

The "College of Arts and Sciences Reappointment Review" document sets the following requirements for the candidate's dossier: "At a minimum, the dossier should include the following items: brief narratives from the faculty member about their achievements in the areas of teaching, creative activities or research, and service; appropriate documentation of activity in each of these three areas; peer teaching evaluations; and curriculum vitae. Individual departments are free to determine the exact items required in the dossier, although letters of recommendation or support will not be required."

The English Department expects that the brief narratives (1-2 pages each) on the three areas of evaluation will not merely summarize the candidate's accomplishments but will reflect on the candidate's agendas in these areas. For instance, the teaching narrative might include a brief philosophy of
teaching and some reflection on changes in pedagogical practices that have been made or are planned.

English Department reappointment dossiers should include the following, arranged in the order listed below:

1. Current complete curriculum vitae. Please include all relevant publications, etc., rather than "selected" lists, even if some lists are extensive.

2. Teaching (items 2b, c, and d supplied by department staff)
   a. Candidate's narrative
   b. Copies of the candidate's peer teaching observations
   c. A quantitative summary of student evaluation ratings of the candidate's teaching
   d. Copies of all student evaluation forms. The originals will be retained in the Department's files.
   e. Sample syllabi representative of the range of courses taught by the candidate

3. Research/Creative Activity
   a. Candidate's narrative
   b. Documentation of scholarly/creative activity listed on the CV, which might include:
      • copies of publications;
      • manuscript copies of essays, stories and/or poems that have been accepted for publication or submitted for review, and, where appropriate, letters or emails indicating acceptance;
      • manuscript of a book in progress and, if applicable, prospectus, book proposal, and/or chapter outline;
      • grant proposals and, where appropriate, letters or emails indicating award;
      • documentation of other activities as appropriate.

   Larger items in this category may be located in a file box, rather than in the reappointment dossier binder.

4. Service: the candidate's narrative
The candidate should **not** provide more extensive supporting materials, such as:

1. Letters of recommendation or support.

2. A complete teaching portfolio.

3. Further documentation of service (certificates, letters, etc.).

Finally, if budgetary constraints and College policy allow for a semester of leave, normally in the fourth year, for candidates who are reappointed, the candidate should append a brief (1-2 pages at most) plan of work for that semester, indicating which semester the candidate would prefer to take that leave. Reappointment candidates should consult with the Department Head to learn if such a leave will be available.

Questions about the reappointment dossier and the process of reappointment should be directed to the Department Head.