

**DEPARTMENT OF GEOGRAPHY
GUIDELINES ON PROMOTION AND TENURE**

April 2018

PART I. General Criteria for Promotion and Tenure

In all respects, the Department of Geography conforms to the College of Arts and Sciences “Guidelines on Promotion, Tenure, and Reappointment” (hereafter referred to as “the College Guidelines”) and to the College “Regulations on Reappointment, Tenure, and Promotion” (hereafter referred to as the College Regulations). It is the responsibility of the candidate to become thoroughly familiar with the relevant College and University documents.

Active engagement in teaching, research, and service is expected of all faculty members. Adequate accomplishment in all three areas is a requisite for promotion and/or tenure. While the Department recognizes that a candidate’s record may indicate greater strength in one area than in the others, promotion and/or tenure is not granted on the basis of achievements in a single area.

PART II. Department Criteria for Promotion to Specific Ranks and Conferral of Permanent Tenure

Note on Interdisciplinary and Community-Engaged Scholarship

Geographers have a long tradition of contributing to research projects that are best investigated by interdisciplinary teams. Consistent with College guidelines, this Department gives full consideration to interdisciplinary or multidisciplinary research for reappointment, tenure and promotion.

The Department considers Community-engaged scholarship a valued form of research, in accordance with the College guidelines. Such research is typically characterized by collaborative efforts with local organizations or agencies and must be grounded in geographic theory and methodologically sound. Community-engaged scholarship is distinct from community service in several ways. Unlike service, community-engaged scholarship produces research products that can be evaluated by external reviewers. These products might include refereed publications, technical reports, or projects that have had a demonstrable impact on public policy. Whether or not a candidate for promotion and/or tenure includes community engaged research in his or her research package, that candidate would be expected to have produced some traditional scholarly works. These traditional scholarly publications might be directly related to or part of the individual’s community-engaged research, but they might also be in a different research area.

Note on Publication Format, External Funding and Co-authorship

In Geography, appropriate publications include articles in scholarly journals, contributions to edited books, and scholarly books, including both authored and edited books. Which of these are the most appropriate publication outlets vary with the subfield, and an individual’s set of

publications must be judged from this perspective. We have no expectation that an individual publish in a specific format for promotion to the rank of Associate Professor or Professor.

Successful receipt of external funding is considered evidence that the candidate's research is significant and viable. However, there are no specific expectations regarding such activity for promotion, as grant opportunities vary widely across subfields in the discipline.

In geography, collaborative research is increasingly common. Such research will rightfully result in publications having co-authorship, which in geography normally indicates that each coauthor contributed substantially to the research. The Department does not regard collaborative research as less valuable or undesirable. Therefore, we do not expect that individuals have a publication record that consists largely of single-authored items, although some may choose to do so. The same principles apply to co-edited work. Individuals who engage in collaborative research should be prepared to describe their contribution to each co-authored project. That said the Department does expect that the individual will have been first author for some of their publications.

Note on the Use, Selection and Qualifications of External Reviewers

The standards of evaluation for tenure and promotion are based upon judgment by peers including the tenured faculty of the Department, the Department Head, and at least three persons outside of the University of North Carolina at Greensboro. Consistent with University and College practices, the Department uses external reviewers to evaluate the research records of any individual who is being considered for promotion. The views of the external reviewers regarding the scholarly significance of the individual's research are an important factor in the overall evaluation of the individual's record, but it is not the only factor considered by the Department. External reviewers are not typically utilized in reappointment determinations.

Selection of reviewers. The candidate may provide a list of 4-6 names of suggested reviewers and may also request that certain individuals not be asked to provide a review because of personal animosities or other matters unrelated to professional expertise. The Head in consultation with senior department faculty will supplement the candidate's list of appropriate reviewers. From the combined list four reviewers will be selected to evaluate the candidate's research record, and half of those should come from the candidate's list.

Qualifications of reviewers. The reviewers who are finally selected must exclude any of the following: previous mentors or formal advisors (undergraduate, graduate, or postdoctoral) of the candidate; close personal friends; collaborators; or anyone who there is reason to believe could not provide an objective review. It may sometimes be difficult to find reviewers who are completely unacquainted with the candidate, particularly in cases of promotion to Professor, but it is not necessary for the candidate and the reviewers to be completely unknown to one another. The most important consideration is to ensure that the reviewers are objective and have the necessary professional credentials to provide an authoritative assessment of the candidate's work. Each reviewer will be asked to describe his or her acquaintance with the candidate (if any) in the letter so that readers of the dossier can make their own evaluation of the reviewers' objectivity.

1. Reappointment as Assistant Professor

As stated in the College and University guidelines, reappointment review for tenure-track faculty, will take place in the third year of the initial four-year probationary term. The purpose of the review is to evaluate the candidate's record and progress towards promotion and tenure and to determine whether or not the faculty member's appointment should be renewed for a second three-year probationary term. The procedures and schedule for the reappointment review will be consistent with College and University guidelines. The reappointment review committee will evaluate the candidate's teaching, research and service at UNCG.

Teaching

Teaching is a primary role of faculty in the Geography Department. A candidate for reappointment must demonstrate a willingness to work towards becoming a better and effective teacher and advisor. The portfolio should contain an assessment of the effectiveness of the candidate's teaching as a form of scholarship, including evaluations by both students and faculty peers, and evidence for the attainment of student learning objectives. Other evidence of good teaching may include: participation in curriculum development, course design and instructional technology contributions, teaching or advising workshops, student advising, and participation in directing graduate research.

Scholarship

The candidate for reappointment should establish that they are developing a scholarship agenda that will reasonably lead to a record sufficient for promotion to associate professor at the end of the reappointment period. Scholarship should be demonstrably original, significant, peer reviewed, and publicly disseminated. In Geography, evidence of scholarship is primarily through publication of research in peer-reviewed journals, books and book chapters, as well as applied publications and the submission of research grant proposals for external funding. Furthermore, the presentation of research papers at professional meetings of organizations related to one's area of expertise is expected.

Service

While teaching and scholarship are the primary activities of College faculty, good Department citizenship and service to the discipline or community is expected for reappointment. Department citizenship normally includes participation in Departmental governance activities, student centered functions and faculty development activities. College and University level service may be limited while the candidate gains experience and perspective. While the Department does not expect assistant professors to engage in substantial service to the Department and University, the promise of a willingness to continue and expand that service is expected.

2. Promotion of an Assistant Professor to Associate Professor with Permanent Tenure

Faculty hired at the rank of Assistant Professor are normally reviewed for tenure and promotion early in the sixth year of their appointment. Accordingly, the promotion and tenure review process will normally begin toward the end of the candidate's fifth year of his or her appointment. An exception to this guideline may occur in the case of an individual who is appointed with prior service as an assistant professor and with the understanding that he or she will be considered for promotion prior to the sixth year. Such understandings should be documented in writing at the time of the initial appointment at UNCG and be consistent with the University and College guidelines and regulations.

By the end of February of the candidate's fifth year the Department Head, in consultation with the candidate will establish a timetable for the review of the candidate's portfolio and a list of external reviewers qualified to complete an evaluation of the candidate's scholarly activities. The expectation is that the external reviews should be received by the Department in early August. The narrative sections on teaching, research, and service, which the candidate must write, also must be completed by early August, as specified in the College regulations. After the narrative statements have been completed and the external reviews have been received, the Department faculty will meet early in the fall semester, in a manner consistent with College and University regulations and guidelines, to consider the candidate for promotion. Consistent with College and University guidelines, an individual will be recommended for promotion by the Department to the College if either (or both) the Department Head gives the candidate a positive evaluation or if the evaluation of a majority of the other members of the Department senior in rank to the individual is positive. If neither the Department Head nor a majority of the other relevant Department members favor recommendation, the individual will not be recommended by the Department. Regardless of the decision of the Department, the candidate's file will be sent forward, as specified in the College and University guidelines and regulations.

For tenure and promotion to rank of Associate Professor, the faculty member must show at least acceptable performance in all three areas of teaching, research, and service.

Teaching

A candidate for permanent tenure must show a record of good teaching as described in the College Guidelines. Evidence for the quality of teaching would include but is not limited to the results of student course evaluations, peer evaluation of courses, examples of course syllabi, assignments, and exams, teaching awards, and letters from former students. Evidence of effective teaching could also be in the form of new course development, restructuring of existing courses, directing or membership on graduate student thesis or dissertation committees, and design of pedagogical software, workbooks or field experiences. The teaching portfolio should show a continuation of the effective teaching demonstrated for reappointment, and expanded growth as a competent teacher.

Scholarship

The expectation of the Department is that faculty who qualify for promotion to Associate Professor (and for tenure) must have developed an independent research program at The University. Evidence of emerging regional or national recognition for the candidate's research is a requisite for promotion to Associate Professor and/or tenure. Quality measures of publication outlets, citations, awards, external letters of assessment, and other forms can help demonstrate the candidate's level of recognition. A typical successful record would include one to two scholarly publications per year (averaged over time in rank) and application for outside funding to support the candidate's research program. It is important to note that judgments are not made simply on the basis of the number of publications. A smaller number of high quality articles may be considered superior to a larger number of lower quality articles. Assessment of journal quality can be made upon a variety of criteria, including but not limited to the ISI Impact Factor of the journal, submission acceptance rates, and frequency of citation by other authors. Scholarly books or chapters in books as well as edited or co-edited volumes may substitute for articles. Online publications count equally with print publications towards satisfying these criteria if they appear in recognized and professionally refereed on-line locations. Because of the great breadth of the discipline a broad range of peer reviewed journals are acceptable. Journals with a wide circulation and credibility among geographers are considered first tier journals and will carry more weight than locally or narrowly circulated outlets. For example, serial publications such as the *Annals of the Association of American Geographers*, *The Professional Geographer*, *Physical Geography*, *Urban Geography*, *Economic Geography*, *Cartography and GIS*, or *Southeastern Geographer* have a wide exposure within the discipline, and are commonly found in University libraries or accessed through the internet throughout North America and Europe.

Service

Professional service as described in the College Guidelines is required for promotion and tenure. Responsible service that results in a clear contribution to UNCG, the community, or the discipline is highly valued. Continued good departmental citizenship and a willingness to promote the academic welfare and success of students are also expected.

3. Promotion of an Associate Professor to the Rank of Professor

The Department conforms to the Application and Time in Rank, Criteria, and Profile statements in the College "Guidelines" document. The timetable and procedures for considering associate professors for promotion will follow the guidelines outlined for assistant professors and will be conducted in a manner consistent with the College and University guidelines and regulations. As specified in the College Regulations, formal review for promotion to Professor may be initiated at any time by the Department Head or by the Professors in the Department, but must commence no later than August 1 of the seventh year following conferral of tenure if requested by the candidate. If a formal review of an Associate Professor for promotion does not culminate in promotion of the candidate to Professor, the candidate may next request a review during the third year following his or her unsuccessful previous attempt by writing to his or her Department Head. The Department always may consider an Associate Professor for promotion sooner than the above required reviews.

As noted in the College Guidelines, “promotion to the rank of Professor is based upon achievement, distinction, and the impact of one’s contributions, not duration of employment. However, time in rank may be a salient consideration to the extent that the impact of certain contributions accumulates and gathers force over time. An individual’s aggregate contributions over a period of time may yield a level of achievement or recognition that might not be accorded to any individual contribution.”

For promotion from Associate Professor to Professor, the normal expectations are that the individual has demonstrated good teaching, has a research record that has resulted in the individual having national recognition in his or her field, and has a substantial service record, normally including both external and University service.

Teaching

Evidence of effective and high-quality teaching is expected of all candidates seeking promotion to the rank of Professor. Evidence for effective and high-quality teaching would include but is not limited to the results of student course evaluations, peer evaluation of courses, examples of courses syllabi, teaching awards, and letters from former students. Evidence of effective teaching could also be in the form of course development, curriculum restructuring, and design of pedagogical software, workbooks or field experiences.

Also of importance for faculty seeking promotion to Professor is the mentoring of students. Evidence of mentoring would include students serving as undergraduate or graduate research assistants, a substantial role in the academic advising of students. It is expected that candidates seeking promotion to the rank of Professor will have served as the chair of a M.A. and/or Ph.D. committees that resulted in the awarding of graduate degrees.

Scholarship

The Department research expectations for promotion to Professor include a record of work that is of high quality and has received good peer review. An individual should have a substantial publication record since having been promoted to Associate Professor. We define a substantial record as one that exceeds, in quantity and impact, the record that the Department expects one to compile for promotion to Associate Professor. In evaluating the research record, both quantity and quality are important. A smaller number of high quality peer-reviewed publications may be considered superior to a larger number of lower quality publications. The publications should be recognized as solid contributions to the field. As with promotion to Associate Professor, assessment of journal quality can be made upon a variety of criteria, including but not limited to the ISI Impact Factor of the journal, submission acceptance rates, and frequency of citation by other authors. Furthermore, the individual should have a record of research that indicates that the individual will continue to actively conduct research and publish after promotion.

Service

The service record for candidates seeking promotion to the rank of Professor should include significant Department and University level contributions. Such service could include, but is not limited to, membership on College or University-wide committees, Department or University administrative positions, such as undergraduate coordinator, graduate director, chair of an interdisciplinary program, or center director. In addition to Department and University service, it is expected that there be a record of professional service. This would include contributions to the discipline through participation in geography or closely related professional organizations. Participation could take the form of membership on conference program committees, service as an officer or member of a steering committee for a professional society, or reviewer of manuscripts or grant applications. Service to the profession could also take the form of membership on governmental or non-profit advisory councils based on professional expertise, collaboration with public or private schools, or any other activities benefitting society that are based on the candidate's professional expertise.

Alternative Profiles

Individuals also may be brought up for promotion to professor under the alternative profiles of Distinguished Teaching or Directed Professional Activity as defined in the University. Promotion and Tenure Guidelines. Furthermore, an individual may be brought up for promotion under a **blended profile**, in which the combinations of accomplishments in several areas are considered, as specified in College documents.

Under these alternative profiles, the individual would not be expected to have the amount of traditional scholarly research that is expected under the standard profile, but the individual would be expected to have other scholarship and service activities that would be substantial in nature and appropriate for the profile.

It is important to note that in the case of both the Distinguished Teaching and Directed Professional Activity profiles that achievements in those areas supplement but do not replace the expected achievements in teaching, scholarship, and service. In addition, it is a requirement that the decision to include directed professional activity in the candidate's record be made and documented by a Memorandum of Agreement signed by the candidate and the department Head and endorsed by a majority of the tenured faculty senior in rank to the candidate.

In Geography *Directed Professional Activity* might include, but is not limited to:

- **Preparation of Significant University Documents/Resources**
 - Developing grant proposals and obtaining extramural funding
 - Writing technical manuals or training manuals
 - Developing library and other learning resources

- **Development and/or Direction of Special Programs**
 - Developing international affiliations

- Developing special programs for students such as honors and residential college and other interdisciplinary programs
- Developing and/or directing formal community outreach or extension activities that promote continuous learning in the University or external communities
- Directing or providing other significant leadership in research centers or institutes on campus
- Administering activities or assignments that enhance the visibility of the University
- **Direction or Conduction of Activities that Enhance the University's Effectiveness**
 - Designing and directing faculty development activities
 - Providing statistical or methodological assistance to colleagues conducting research
- **Academic Administrative Leadership**
 - Chairing a department within a unit
 - Directing special programs
 - Heading or participating in special task forces, commissions, and self-studies

Documentation of the importance and effectiveness of achievements for the Directed Professional Activities profile would include,

- Written description of the scope of the project and participation
- Analyses of the work accomplished
- Number of people served and/or number who benefited
- Official documents and reports resulting from the activity
- Published articles, technical reports, or monographs
- Grants applied for and/or obtained
- License and technical assistance agreements finalized
- Visibility of the activity
- Evaluations by peers, participants, administrators, and other constituents
- New programs and initiatives resulting from the activity
- Honors and awards
- Accreditation
- Grants received and contracts negotiated
- Measures of economic impact to the community
- Degree to which the activity brings positive visibility to the University