
Report of the UNC-Chapel Hill Task Force on Promotion and Tenure Policies and Practices

April 6, 2020



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

REPORT OF THE UNC-CHAPEL HILL TASK FORCE ON PROMOTION AND TENURE POLICIES AND PRACTICES

Overview

Given the value of tenure in the university community, it is important to ensure the criteria used to confer tenure are up-to-date, clear, and applied fairly. Additionally, the growth of the fixed-term faculty, their increasing presence in University leadership, and their aspirations and opportunities were foci of this Task Force. Periodic reviews of promotion and tenure policies and practices are valuable. The Task Force on Promotion and Tenure Policies and Practices was set up to also examine a set of issues that have recently come to the attention of the Provost related to the conduct of faculty appointments and promotions. Deliberations were benchmarked to peer universities, and the Task Force examined policies to define best practices.

UNC-Chapel Hill Provost Robert Blouin charged the faculty Task Force to investigate and make recommendations on current promotion and tenure policies and practices across campus. The Provost also asked the Task Force to consider the impact of changing library relationships with journal publishers on promotion and tenure.

Guidance statements and recommendations from this Task Force are expected to provide insight and opportunities to improve promotion and tenure policies at UNC-Chapel Hill; however, they allow for school-level variation and adaptation.

The Task Force concept was discussed and endorsed by the: Appointment, Promotion, and Tenure (APT) Committee, Provost Leadership Council, and Senior Associate Deans Council.

The Office of the Provost assembled a Task Force of faculty and staff involved in the promotion and tenure process in their schools, the Equal Opportunity and Compliance Office, Academic Personnel Office, and the Office of University Counsel.

The Task Force met 10 times between February 7, 2019 and May 29, 2019. Their comments and recommendations are incorporated in this report. A final eleventh meeting occurred on August 26, 2019 with Provost Bob Blouin. An Implementation Team was formed.

Further revisions have been made since then with major input in writing or face-to-face from:

- Faculty Executive Committee
- Committee on Appointments, Promotions and Tenure
- Status of Women Committee
- Committee on Fixed-Term Faculty
- Administrative Board of the Library
- Council of Chairs, College of Arts and Sciences
- Department Chairs, Gillings School of Global Public Health
- Provost's Leadership Cabinet (Deans and Vice Provosts)
- Senior Associate Deans Council
- Office of University Counsel

Additional input will be sought from Faculty Council at its April 2020 meeting.

Charge

The Promotion and Tenure Task Force will provide recommendations to the Provost to change documents and policies at the campus and school-level but will not draft actual policies.

The Task Force is to examine policies and practices for the following issues:

- A. Early Promotion and Tenure Decisions
- B. Management of External Offers and Promotion Review
- C. Transition from Fixed-Term to the Tenure-track
- D. Recognizing Research Methodologist and Varied Funding Sources in the Tenure/Promotion Process
- E. Timing of Permanent Tenure Actions
- F. Reporting of School-Level Tenure Denials to the University
- G. Practice or Professional Track
- H. Search Waivers and Recruitment
- I. Fixed-Term Faculty
- J. Voting Processes In-Person and Electronically
- K. Orienting Administrators and Faculty Members
- L. Under-Represented Minority Faculty Experiences
- M. Mentoring
- N. Impact of Changing Library Relationships with Journal Publishers on Promotion and Tenure

RECOMMENDATIONS

A. Early Promotion and Tenure Decisions

Deliberations indicated the Task Force was supportive of early promotion once a faculty member has met the criteria for promotion. The Task Force did not feel years in rank were a good predictor of readiness for promotion; however, a threshold of years of service may be necessary.

Additionally, the Task Force did not see coming from a “peer university” as a necessary indicator of quality. They were concerned the concept of “peer universities” might create a sense of exclusion, especially for talented faculty who come from universities that might focus on under-represented minorities. The Task Force endorsed the need for each UNC-Chapel Hill school to define the accomplishments necessary for promotion with some precision.

1. Each school or department/division should adopt “meet the mark” criteria once the threshold is met for years of service. Once a faculty member meets the standard criteria for promotion beyond the threshold, they are then eligible for promotion and/or tenure. However, some minimum time in rank (threshold) should be considered necessary for promotion and/or tenure decisions.
2. It should be considered a rare event for an assistant professor to be considered for promotion at the time of first reappointment as a probationary assistant professor. Consideration for promotion and/or tenure with a submitted dossier should not generally occur in less than four years at UNC-Chapel Hill (except for those with years of previous experience that is recognized in the letter of offer). It should be considered a rare event for an associate professor with tenure to be considered for promotion to full professor with a submitted dossier in less than four years in rank. However, unusually high levels of accomplishment may be considered in the timing of an earlier promotion or tenure review. Additionally, competitive external offers that convey higher rank or tenure may be a rationale for an earlier promotion or tenure review.
3. Each school and department/division should define the “meet the mark” standard for promotion to a higher rank and/or to tenure. This does not imply a formulaic or simple quantification of criteria but offers the schools an opportunity to consider the metrics of success.
4. The offer letter to a prospective candidate should explain how previous career experience as a faculty member would relate to the timing and criteria of a possible promotion and/or tenure review at UNC-Chapel Hill.

Explicit use of previous university teaching, research and service experience for tenure or promotion decisions at UNC-Chapel Hill should be clearly established in the offer letter. The use of previous university teaching, research and service will need to be conveyed to all external letter writers and to the various Promotion and Tenure committees that review the dossier, including the Full Professors. Evidence of teaching effectiveness at the previous university (peer or student teaching evaluations) will in these cases be examined for promotion and tenure decisions at UNC-Chapel Hill.

In lieu of a decision to accept experience from previous university service, it is assumed the accomplishments evaluated for promotion or tenure will be based upon the time at UNC-Chapel Hill. If evidence of previous teaching effectiveness is not available or is not compelling, time at UNC-Chapel Hill will be used to collect sufficient evidence.

5. Sustained faculty accomplishment should be the hallmark of readiness for promotion and tenure at UNC-Chapel Hill. Training, service, or previous employment at an elite/peer institution should not replace actual faculty accomplishment as a criterion in UNC-Chapel Hill's hiring, promotion and tenure processes.

B. Management of External Offers and Promotion Review

The Task Force recommends activation of retention efforts, prior to a faculty member's receipt of an external offer letter. It is hoped that accomplished faculty members with external offers or evidence of a high level of external interest and support from their schools/department would be retained, if possible.

6. Decrease reliance on having an offer in-hand, and work to respond quickly to a written recruitment visit invitation or other written evidence of candidacy (e.g., job talk, being on a short list of applicants) from another university or employer.
7. Utilize spousal hiring as part of faculty retention, not just during the initial offer. It was noted this practice has already begun.
8. Typically, do not consider a counteroffer more frequently than every five years, and include a statement confirming this information in the retention offer letter. Exceptions for additional earlier counteroffers will require explicit in-advance agreement of the Provost.
9. Only put a faculty member up for promotion and/or tenure as part of the counteroffer if the faculty member is fully qualified for the promotion based on UNC-Chapel Hill's criteria. Given that the promotion and tenure process moves slowly, it will be important to indicate to the faculty member in the counteroffer that all efforts will be made to rapidly put their dossier together and move it forward for consideration at UNC-Chapel Hill.
10. Post tenure review may provide a school with information that suggests a promotion is timely. However, in some cases when a school is already convinced that promotion for a faculty member is timely, a promotion review can be used as an alternative to post tenure review (PTR), if it occurs prior to the fifth year after the initial promotion to tenured associate professor.

C. Transitions from Fixed-Term to the Tenure-track

The movement of faculty members from fixed-term to tenure-track has increased over recent years, especially in the health professions schools. All UNC-Chapel Hill schools assess the research capacity and accomplishments of pre-tenure faculty members. For some schools, the award of large federally funded research grants are used as indicators of performance. In recent years the age of faculty members receiving such large grants has risen so that the customary pre-tenure period is simply too brief to demonstrate this accomplishment. The ability to serve as a principal investigator on an independent investigator-initiated, non-mentored federal award may require a longer period of scientific activity than was true in the past. This has resulted in a process of starting careers in fixed-term ranks and then advocating for a shift to the tenure-track when accomplishments have accumulated. Some searches for new tenure-track openings have been brief or less rigorous when the outcome desired by a school is pre-determined and the leading contender is a faculty member already appointed on the fixed-term.

The Task Force believes the ability to move from track to track is essential, but only for a small number of existing faculty members carefully selected by their school. For existing fixed-term faculty members, track transitions should be rare and based upon demonstrated excellence consistent with the accomplishments of other faculty members on the tenure-track in the school.

At the time of the offer letter, a new fixed-term faculty member (assistant or associate professor level) may be recruited with the possibility of later being moved to the tenure-track. The development of a new entry-level track called the **variable-track** would lead to the faculty member either changing to the tenure-track or remaining on the fixed-term track.

11. Each school with an interest in undertaking track transitions should develop a policy and should define a variable-track where new faculty members can focus on specific accomplishments (i.e., clinical, educational, research) prior to a decision for a track transition. The variable-track offers faculty members time on the fixed-term during which they can amass accomplishments that might support their change to the tenure-track.
12. Each school with an interest in undertaking track transitions should develop guidance about the duration of time on the variable-track before a faculty member may be considered for track transition from fixed-term to tenure-track.
13. On the variable-track a faculty member begins on the fixed-term with knowledge that after a period they may receive consideration for transition to the tenure-track. This transition would not involve a new recruitment process (e.g., advertising, etc.) and would only be possible with full approval from the dean and chair of the department/division. It would also require a vote by the tenured professors as defined in the school's promotion and tenure guidelines.
14. At the time of transition from the fixed-term track to the tenure-track, a faculty member will not be granted tenure as that is a separate action. Also, this track change would result in maintenance of the current rank (e.g., Assistant Professor), with the necessary school requirements needing to be met for promotion and tenure on the tenure track.

15. Allow track transition when variable-track faculty members are qualified and interested in a tenure-track career, on the condition that this change is aligned with the school's plans and the department/division approves of such a change.
16. Both the school and the faculty member should acknowledge that the faculty member is in a variable-track position from the outset of their appointment. Ideally, the School would make that evident in advertising the position and in the letter of offer to ensure equal opportunity at UNC-Chapel Hill as per Equal Opportunity and Compliance Office (EOC) guidelines.

The Task Force also believes the ability to move from track to track should be feasible in very select circumstances for a limited number of existing faculty members not on the variable-track but currently at the university. This would not involve the variable-track.

17. Only put an existing faculty member up for promotion and/or tenure as part of the counteroffer if the faculty member is fully qualified for the promotion based on UNC-Chapel Hill's criteria. Given that the promotion and tenure process moves slowly, it will be important to indicate to the faculty member in the counteroffer that all efforts will be made to rapidly put their dossier together and move it forward for consideration at UNC-Chapel Hill.

On the rare occasion that an existing fixed-term faculty member at UNC-Chapel Hill receives an external offer which conveys promotion and/or tenure, this can be the rationale for a proposed track transition or promotion at UNC-Chapel Hill, subject to the approval of the dean, the chair, the full professors, the review committees, the Provost and the Board of Trustees.

18. Allow existing fixed-term faculty members making a change to the tenure-track to count previous years or parts of previous service of work on the fixed-term at UNC-Chapel Hill (if they wish), pending dean and chair approval.

D. Recognizing Research Methodologists and varied funding sources in tenure and promotion processes

19. Broaden promotion/tenure criteria to recognize research project methodologists and their specific contributions. Develop criteria to allow for recognition of non-lead author position on papers for research methodologists who support a (preferably funded) research project.
20. Broaden promotion/tenure criteria to recognize and value research funding from a wider range of external agencies, including non-federal sources.

E. Timing of Permanent Tenure Actions

The "Eighteen Month Rule" appears in the Trustee Policies and Regulations Governing Academic Tenure in the University of North Carolina at Chapel Hill. In Section 2.c.4, "**Timing of permanent tenure actions,**" it states: "No recommendation for a promotion or reappointment

which under the provisions hereof will confer permanent tenure may be initiated until the faculty member has been in the active employment of the University for at least 18 months. No such recommendation may be initiated which would have an effective date more than 18 months after its initiation. Except as thus expressly limited, promotions in rank may be made at any time during a faculty member's employment.”

There are valid reasons for requiring an individual to work at the University for 18 months before awarding tenure. This was articulated in a memo by Provost Carney in 2010. That memo asserted tenure would only be considered after 18 months at UNC-Chapel Hill for persons who are untenured at their current institution or who arrive at UNC-Chapel Hill with tenure from a less competitive university.

The Task Force understood the need to assess a new faculty member, especially as an educator, but also did not believe the “Eighteen Month Rule” to be currently viable. Their rationale was that this rule impedes our ability to hire and promote outstanding faculty members from other institutions. In addition, Provost Carney’s memo proposed that the awarding of tenure differs between tenured faculty from peer and non-peer institutions. The Task Force felt that the designation of “peer university” was flawed, discriminating against faculty members recruited from minority serving institutions and non-AAU (Association of American Universities) universities.

21. Newly recruited associate professors **coming with tenure** from another university should be assessed by the dean, chair and/or division head for whether to recommend tenure at the time of offer to UNC-Chapel Hill. Based upon this recommendation, the vote of the tenured professors is required to extend the offer of tenure at UNC-Chapel Hill at the time of the offer. In these cases, UNC-Chapel Hill will generally award tenure with the new appointment or as soon as possible thereafter if there is compelling evidence the individual meets UNC-Chapel Hill’s expectations in terms of scholarship and creative endeavor, teaching, and service. The recommendation to award tenure will be reviewed by the APT Committee, the Provost and the Board of Trustees. This assessment will consider:
 - a. The entire body of scholarly, creative, service and educational accomplishment prior to coming to UNC-Chapel Hill.
 - b. Evidence that the new faculty member will contribute to the multiple missions of the school.
 - c. External letters from reviewers who may be familiar with the body of work at the previous university.
 - d. In the unusual case of the associate professor arriving with that rank from another university which does not grant tenure at the associate professor level, the faculty member will be considered for tenure at UNC-Chapel Hill based upon UNC-Chapel Hill’s criteria.
 - e. In cases where a faculty member has been approved for tenure at another university but is waiting for tenure there to become final and official, the faculty member will similarly be considered for tenure at UNC-Chapel Hill at the time of offer, as described above.
 - f. For a faculty member who was tenured at a previous university with clearly less-demanding criteria than at UNC-Chapel Hill, but who still wishes to move to

UNC-Chapel Hill, they may be offered a position at a lower rank or without tenure.

22. Newly recruited associate professors **coming without tenure** from another university or having been assistant professors at the previous university will not be extended the offer of tenure consideration at UNC-Chapel Hill at the time of the offer unless they clearly and compellingly demonstrate that they have already met the promotion and tenure standards of the UNC-Chapel Hill school.

If it is the judgment of the dean, chair and/or division head and the school's tenured professors, that the untenured associate professor has demonstrated compelling evidence of meeting UNC-Chapel Hill's criteria for tenure in terms of scholarly and creative activity, teaching and service, they may initiate formal consideration for tenure during the initial probationary appointment.

F. Reporting of School-Level Tenure Denials to the University

23. All tenure denials at the school level will be reported to the Academic Personnel Office and tallied by the school for an annual report to the Provost. In addition, the school should annually submit the names of faculty members who:
 - switched from the tenure-track to the fixed-term track
 - left the institution during the probationary term
 - were denied a second probationary term as Assistant Professor.

G. Practice-Track or Professional-Track

24. Each school should clarify the specific criteria for promotion and tenure for tenure-track faculty members who are on a practice-track or professional-track or for whom professional practice is a major aspect of their work and accomplishments.
25. When soliciting letters from external reviewers, each school should share the promotion and tenure criteria related to practice. The Task Force endorsed seeking external letters from practice-oriented letter writers who can comment on the impact of the practice or community work. The school should develop guidance about how atypical external reviewers (governmental leaders, community leaders, non-governmental organizations leaders, etc.) may be informed and integrated into the external review process. The dean or chair should consider how to use the dean's or chair's letter to explain why atypical reviewers provide unique evidence to support a promotion.
26. Each school should examine teaching, research and administrative loads to assure that faculty members with major professional practice, research, teaching, administrative or clinical roles, are treated fairly as compared to other tenure-track or fixed-term faculty members.

H. Search Waivers and Recruitment

It is important to honor the integrity of the open recruitment process and select the very best candidates for faculty roles. At UNC-Chapel Hill, a search waiver is used by schools and departments under special circumstances to hire outside of the formal recruitment process. The UNC Equal Opportunity and Compliance Office (EOC) follows the Office of Federal Contract Compliance Programs (OFFCP) guidelines.

Typical search waiver categories offered are:

- unique qualifications (i.e., candidate has global recognition, unable to find a candidate with similar skills, etc.)
- emergency appointment (i.e., unexpected event in department such as retirement, health-related, etc.)
- spousal hire
- VITAE (Valuing Inclusion to Attain Excellence) hire, formerly known as a Targeted hire, or Targeted Hire of Opportunity
- contribution to diversity of the department or school
- post-doctoral candidate transition to a fixed-term faculty position
- other unusual categories.

27. Waivers for searches should be carefully considered and utilized cautiously to ensure confidence in the open search process and to ensure equal opportunity at UNC-Chapel Hill.
28. Searches with five or fewer applicants need approval by the Provost before interviews can begin. The department must submit the position description, recruitment plan, and an explanation for why the number of applicants is five or fewer. The Provost Office should provide a response within three business days to avoid delays in the application and interview processes.

I. Fixed-Term Faculty

The Task Force supported reducing the social distance between tenure-track and fixed-term faculty members in order to cultivate a more egalitarian and respectful community of faculty members. The Task Force underscored the value and growth of fixed-term faculty as key contributors to the University's teaching mission and other services that enable the University to succeed. It is understood that a school may on rare occasion need to end a fixed-term contract if the funding becomes non-available.

29. Encourage schools to drop modifiers in working titles, if there is broad agreement in the school and this fits their culture and needs.
30. Encourage fixed-term faculty contracts to be longer than one year in duration, when possible. Consider three-year or five-year terms for fixed-term faculty members who have served three years or longer.

31. Whenever possible, give fixed-term faculty members at least a six-month notice of non- reappointment.

J. Voting Processes In-Person and Electronically

32. Encourage the use of a secure electronic medium with restricted access to allow a school to distribute dossiers to all potential faculty voters.
33. Take attendance at voting meetings. While individual votes can be confidential, the participation in the process should not be a secret. The Task Force did not address the question of whether votes should be anonymous/confidential or public. Either approach may be appropriate, and the choice is up to the school.
34. Ballots must allow voters to explain negative and abstained votes. Consider having faculty voters explain positive votes as well as negative votes and abstentions.
35. Report votes by rank and track in the Dean's or Chair's letter to APT and the Provost. The school must provide the vote of the tenured full professors to the APT and Provost.

Limit faculty member voting on promotions to the faculty voter's current rank or below (i.e., in a vote for promotion to tenured full professor only the existing full professors vote).

Departments and schools should consider whether to allow fixed-term faculty to participate in the tenure-track promotion process, including the discussion of dossiers and voting.

36. When possible, have face-to-face discussions on each dossier at the department, division and/or school level. Large departments, which may need to conduct voting by electronic means, should utilize a secure digital application to allow exchange of views between faculty members when face-to-face attendance at meetings is not possible.

Excuse faculty members who have a significant conflict of interest from voting on a candidate for promotion and tenure. This does not become reported as an abstention.

K. Orienting Administrators and Faculty Members

37. The Academic Personnel Office and the university's APT Committee should co-sponsor an annual training for administrators (including department chairs) about appointment, promotion, and tenure best practices and pitfalls.

38. Newly hired faculty members should be provided an orientation by a designated person at the school-level who is knowledgeable about appointments, promotion and tenure. This will help faculty and staff to understand promotion-related timelines and promotion/tenure expectations.

L. Under-Represented Minority Faculty Experiences

The Task Force considered the experiences of Under-Represented Minority faculty members to assess how the University can best be an inclusive and diverse institution. Towards this end, the system of faculty promotion and tenure was evaluated to identify ways to make all UNC-Chapel Hill faculty members feel fairly assessed and equitably cultivated in their careers.

39. “Invisible labor” for faculty members must be made evident and should be accounted for on the CV used in appointments, promotions and tenure actions. “Invisible Labor” refers to faculty roles that enable an institution to have diverse representation and participation on search and administrative committees or projects; it is labelled “invisible” because it is often unseen, undocumented and not valued in advancement, promotion, tenure, and compensation decisions. Such service may include contributions nationally, internationally and on campus.

It is recommended that the faculty member have the option to include on their CV a section on *Diversity and Inclusion*, which will contain a narrative or bullets about how the work of the faculty member has affected issues of inclusion. This would be similar to the existing narrative sections on research, teaching and service. In the *Diversity and Inclusion* section, faculty members could review their scholarship, creative endeavors, teaching, mentorship, and service that relates to inclusion and diversity.

40. If applicable, include a section about the faculty member’s contributions to equity, inclusion and diversity in the annual faculty, chair and administrative staff evaluation.
41. Promotion and tenure committees should value work (research, creative, teaching, service, etc.) with under-represented populations. Publications in smaller or niche journals that deal with diversity matters should be given serious consideration in faculty promotion and/or tenure reviews and documented appropriately (e.g., Chair’s letter).
42. Faculty members should feel validated and rewarded for their research focus on under-represented minority (URM) issues. There should be no pressure for faculty members to move away from a URM research focus or to be pressured to conduct research on URM issues.
43. As part of the annual review, deans should evaluate chair and/or division head leadership to determine how well faculty in their department are prepared for and are succeeding in promotion/tenure. The annual review should evaluate how underrepresented minority faculty members are succeeding in a school to assure no potential systematic barriers exist to their advancement.

44. The Provost and deans should be aware of the diversity of each school's faculty. That composition should be addressed in annual review and budget sessions with the Provost.

M. Mentoring

The ability to mentor and support all UNC-Chapel Hill faculty members is integral to its ability to develop a high-performing and engaged faculty. Every member of the faculty deserves regular access to reflective feedback about their teaching, research and service. The Task Force embraced the idea that all faculty members change and grow as they are exposed to support, critique and mentorship.

45. Be familiar with and emphasize the mentoring resources available on campus and educate all faculty about how to mentor effectively.
46. Include an element of choice for all faculty members about who will serve as their mentor(s).
47. Each school or department should make it clear who is responsible for mentoring plans and who is accountable for the success of the early-career faculty.
48. Develop a mechanism for mentee evaluation of mentors.
49. Carefully consider the performance of faculty mentoring in the chair's or dean's evaluation during the annual review process.

N. Impact of Changing Library Relationships with Journal Publishers on Promotion and Tenure

Access to journals is tied to promotion and tenure. Most faculty members are expected to publish in top-tier journals and demonstrate citation and readership numbers. Increasingly, faculty and students will need to access some top-tier journals via interlibrary loan or other means instead of having instant access online. Task Force members believe this is an important issue. The Task Force had no recommendations at this time, beyond the need for monitoring and updates from the University Librarian.

Carolina's University Libraries are committed to providing access to resources that support the research enterprise. The Library's strategy is built on four principles: affordability, sustainability, transparency, and open-access.

In keeping with these principles, the Library is moving toward an overall strategy that emphasizes acquiring resources and delivering them rapidly at the moment of need, rather than purchasing and licensing content in advance in case it might be needed at a later time. This strategy also recognizes disciplinary differences and adjusts acquisition practices accordingly.

Within this context, the University Libraries Unit intends to renegotiate its licenses with the largest scholarly publishers. The Library, guided by its principles, is advocating for licenses that reduce costs and that include funding for open-access publishing. As a result, access to a number of journal titles will move from immediate access to on-demand access. The Library is working to increase delivery

times for content that is available on-demand by creating new systems and advocating for new forms of access.

Regardless of the Library's subscriptions, faculty may always publish wherever they wish. Faculty and student researchers will continue to have access to older literature that the Library owns; newer content will be delivered either through subscriptions or via document delivery. Document delivery is fast and freely available to all faculty, staff and students. Where full and immediate access to titles is unavailable, faculty and students will be able to access citations and abstracts through a rich collection of library databases.

The Administrative Board of the Library recommends that:

- Departments and schools identify the most promising open-access journals in their field and monitor and support them as appropriate, so that they may be judged as legitimate outlets for promotion and tenure;
- Authors retain their intellectual property rights upon publication; and
- Authors deposit a copy of their articles in the Carolina Digital Repository or a disciplinary archive to make their research more accessible.

Roster – Task Force on Promotion and Tenure Policies and Procedures, 2019

Chair

Ronald P. Strauss, DMD, PhD, Executive Vice Provost

Travis J. Albritton, PhD, School of Social Work

Spencer R. Barnes, EdD, School of Media and Journalism

Ronald E. Bergquist, PhD, School of Information and Library Science

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Francesca R. Dillman Carpentier, PhD, School of Media and Journalism

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Academic Personnel Office Liaison

Ann Lemmon, MBA, retired, Office of the Executive Vice Chancellor and Provost (Feb. 2019)

Lachonya Williams, MS, Office of the Executive Vice Chancellor and Provost (March-May 2019)

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