



Reappointment, Promotion and Tenure Frequently Asked Questions¹

This document will be updated periodically.

Questions may be submitted to the [Office of Academic Affairs](#) at any time.

Definitions

Q1: What constitutes a dossier?

A dossier is the candidate's compilation of his or her professional activities that will form the basis for the review. The candidate is responsible for providing a full and accurate accounting of the activities to be evaluated in the format specified by the department or college. At a minimum, the dossier includes the candidate's current curriculum vitae and his or her self-assessment.

Q2: What constitutes the review file?

The review file contains a candidate's dossier and the submitted external review letters. Throughout the process, additional documents will be added to the candidate's review file, such as the analyses, recommendations, and determinations of the various review levels.

Q3: What is meant by "independent" review?

Independent review means that each review level (department review committee [DRC], department chair, college review committee [CRC], dean, and provost) evaluates the merits of the candidate based on his or her review file. A reviewer should not base an opinion solely on the recommendation or determination of the preceding review level. Although communication among the various review levels is permitted, each reviewer should maintain the integrity of his/her/its own review process and not be unduly influenced by the opinions of another review level.

Q4: What constitutes a "day" in this context?

A day in this context means a calendar day, unless otherwise provided. When the last day of a computed period of time falls on a Saturday, Sunday, or an institutional holiday, the next working day is the last day of the period.

¹ This document is for guidance purposes only. In the event of a conflict between this document and [University Policies](#) or between this document and the [Academic Personnel Procedures Handbook](#), this document does not control.

Confidentiality

Q1: Who besides the elected committees and appropriate administrators may view the dossier and make comment?

The permanently tenured faculty members in the department, other than those who will participate in the review process at another level (DRC, department chair, CRC, or dean), who are at or above the rank for which a candidate is under consideration, shall be provided an opportunity to review the candidate's dossier and provide advice to the DRC (or to the earliest level of review if otherwise specified, e.g., School).

All persons required or permitted to be consulted in accordance with the requirements of department, college, or University policies are required to keep confidential all of the review documents, information contained therein, and discussion derived therefrom.

Q2: May the faculty members identified above also review external review letters that are part of the review file?

Yes. The identified faculty members can view both the dossier and the external review letters at the department level.

Process: Preparing the File

Q1: What is the role of the faculty mentor in the dossier preparation process?

A faculty mentor can provide valuable feedback to a candidate who is preparing his or her dossier for submission. However, mentoring by the department chair or faculty who will be part of the chain of review should not extend to review of the candidate's draft dossier during preparation of the submission. Candidates should seek out other avenues of feedback during this time.

Q2: What is the role of the department chair in the dossier preparation process?

Is it the responsibility of the chair to advise the candidate on the strength of the argument?

- The department chair may advise and counsel a candidate by providing general feedback but should refrain from becoming too involved. A department chair may want to assign a faculty member not involved in the chain of review to assist candidates with dossier preparation.

Is it the responsibility of the department chair to correct grammatical or other errors in the file?

- The department chair can encourage a candidate to review his or her materials thoroughly for grammatical and other errors. However, the department chair should refrain from providing detailed feedback to a candidate. A department chair may want to assign a faculty member not involved in the chain of review to assist candidates with dossier preparation.

Q3: Is there someone who can provide advice and assist a candidate in navigating the reappointment, promotion, and/or tenure process?

The UNC Charlotte Center for ADVANCing Faculty Success (CAFS) has a program available to assist candidates in navigating the reappointment, promotion, and/or tenure process. CAFS office is located in Colvard South Suite 3042. Many departments also provide workshops throughout the year for candidates anticipating a reappointment, promotion, or tenure review.

A4: If a candidate is late in providing information at any point in the process, has the candidate terminated his or her bid for reappointment, promotion, or tenure?

- Missing a deadline may be sufficient reason to terminate the process. However, individual departments most likely differ in how strictly they enforce deadlines. To avoid any problem related to deadlines, a candidate should begin preparation for a review well in advance of the materials submission deadline and, if additional material is requested at any point, submit that material as promptly as possible.
- A candidate's bid for reappointment, promotion, or tenure would not be automatically terminated if certain materials are not submitted on time. However, the candidate might lose the benefit of the additional materials and should be advised that the review will proceed without consideration of the additional materials.
- Rebuttal deadlines are strictly enforced.

Process: Department and College

Q1: May a faculty member vote on a candidate's case if he or she has not reviewed the file (for example, when a department votes as a Committee of the Whole)?

Faculty members should understand the significance of their voting in such situations. They should be knowledgeable and prepared by having read the candidate's materials prior to voting.

Q2: May the department chair communicate about the candidate's case with the DRC during the process? May the dean communicate about the candidate's case with the CRC or the department chair during the process?

Communication among the various review levels is permitted. However, each reviewer should maintain the integrity of his/her/its own review process and not be unduly influenced by the opinions of another review level. A reviewer should evaluate the merits of the candidate based on his or her review file and should not base an opinion solely on the recommendation or determination of the preceding review level. To ensure transparency, any communication among the various review levels should be documented.

Q3: May review committees or administrators ask candidates for additional information or materials? If yes, how is that done?

Yes. Review committees or administrators can ask candidates for additional information or materials. Such a request should be made in writing from the chair of the committee or appropriate administrator.

Q4: May candidates speak with higher levels of review when they are aware that a lower level has provided a negative recommendation/determination? For example, may a candidate speak with the dean about his or her case, when the case has been moved to the college level, if the department chair has made a negative determination?

The candidate has the right to submit a written rebuttal following a negative determination. That rebuttal is part of the materials reviewed by higher levels of review and should include all of the candidate's arguments responding to the negative determination. Additional conversations outside the normal process are not recommended.

If, for some reason, a candidate holds a conversation with a higher review level outside of the process set forth in policy, that conversation should be documented and included in the review file.

Q5: May candidates submit additional materials? If yes, how is this done?

A candidate is responsible for having prepared a complete packet of materials prior to submission. However, a candidate may submit additional materials in three instances:

1. If requested by a committee or appropriate administrator.
2. If new, significant professional accomplishments can be documented prior to the time that the review file leaves the college. Such materials should be submitted to the appropriate administrator (department chair or dean). The department chair or dean should document that additional materials were added to the review file.
3. In the event of a negative determination, if such materials support his or her rebuttal statement.

Notification

Q1: At what point is the candidate notified of the committees' recommendations? Of the department chair's determination? Of the dean's determination?

The candidate is not notified of the DRC's recommendation. He or she is notified of the department chair's determination upon completion of the chair's review. Similarly, the candidate is not notified of the CRC's recommendation. He or she is notified of the dean's determination upon completion of the dean's review. If either determination is negative, the entire review file will be available to the candidate for rebuttal purposes.

Q2: How is a negative determination communicated to the candidate?

The department chair or dean, or designee, will schedule a face-to-face meeting with the candidate in order to convey his or her negative determination and to provide the candidate with information regarding the rebuttal process.

The department chair, dean, or designee will also give the candidate his or her determination letter during the meeting. The rebuttal "clock" begins to run when the letter is received by the candidate.

Q3: When is the Provost's decision made known?

All decisions—both positive and negative, whether regarding reappointment, promotion, or tenure—are communicated simultaneously to the candidates. All candidates are notified following the next meeting of the UNC Charlotte Board of Trustees after the Provost's decision, which meeting is usually held in April.

Negative Determinations / Rebuttals

Q1: What if a candidate is out of town or out of the country when the dean’s determination is made? How is the rebuttal timeline affected?

The rebuttal timeline remains in effect. The time begins to run when the determination letter is received by the candidate. If the last day of the time period is a Saturday, Sunday, or institutional holiday, then the next working day is the end of the time period.

If a candidate anticipates being out of town when the dean makes his or her determination, the candidate should discuss that possibility with the dean in advance. The dean may be able to send the determination letter either earlier or later than originally intended to accommodate the candidate.

Q2: What if the candidate refuses to meet with the chair/dean? How is the rebuttal timeline affected?

If the department chair or dean attempts, in good faith, to schedule a meeting in order to give the determination letter to the candidate and such a meeting cannot be scheduled, the chair or dean may mail or email the determination letter to the candidate, which will start the rebuttal “clock.” The department chair or dean should document his or her efforts to schedule the meeting.

Q3: What are the conditions under which a rebuttal can be made?

A rebuttal can be made following a department chair’s negative determination and following a dean’s negative determination.

Q4: Is the candidate eligible to make a rebuttal to both the chair and the dean?

A candidate can respond to both the department chair and the dean if they both make negative determinations. However, it is suggested that the second rebuttal (in response to the dean’s negative determination following a first rebuttal to the department chair’s negative determination) consist of (1) a copy of the first rebuttal with the original date and (2) a short addendum clarifying prior arguments and/or advancing new arguments. The addendum should not be a reiteration of arguments included in the first rebuttal.

Q5: When does the clock start for rebuttal timeline?

The rebuttal “clock” begins to run when the candidate receives the negative determination letter, regardless of whether the letter is received at the candidate’s meeting with the department chair or dean or at another point in time.

Other

Q1: When does the candidate have access to his or her review file?

Upon request, a candidate may access his or her review file after the department chair has made his or her determination, after the dean has made his or her determination, and any time after the final decision regarding his or her reappointment, promotion, or tenure has been made.

Q2: How does the process for an initial appointment with tenure (i.e., at the time of hire) differ from the process for gaining tenure after a promotion review?

When faculty members are recruited at the senior level (Associate or Full Professor), the initial appointment may be offered with permanent tenure. Faculty consultation is required for such an initial appointment, and the Department Review Committee is identified by [University Policy 102.13](#) as the key faculty body for consultation (while allowing colleges to identify additional levels/ processes for review).

The DRC will provide the department chair with a written consultative statement regarding the conferral of permanent tenure at the time of initial appointment. The consultative statement is not expected to be as extensive as a comprehensive tenure review but rather a judgment of the appropriateness of making an initial offer that includes the conferral of permanent tenure.

Because of the consultative responsibility of the DRC, members of the DRC are encouraged to participate in the on-campus interviews of candidates for senior level faculty positions which hold the possibility of the conferral of permanent tenure. The DRC shall review the candidate's curriculum vitae, available letters of recommendation, and available examples of scholarly/creative work. Other materials may be requested by the DRC as appropriate.

It is appropriate for chairs to establish a consultation deadline in order for offers to be extended in a timely manner.