

College of Arts + Architecture
Procedures for Reappointment, Promotion, and Conferral of Permanent Tenure
(Approved December 15, 2008, Revised March 2011, Revised May 20, 2016)

These Procedures are adopted under the authority of and in accordance with *The Code of The University of North Carolina (The Code)* and University Policy 102.13, *Tenure Policies, Regulations, and Procedures of the University of North Carolina at Charlotte (TPRP-UNCC)*. If there is a conflict between these *Procedures* and *The Code* or the *TPRP-UNCC*, then *The Code* and/or the *TPRP-UNCC* shall prevail.

I. College Criteria and Standards

1. Academic Freedom

The College of Arts + Architecture (CoAA) endorses and supports the principles of academic freedom and responsibilities of faculty, as set forth in Sections 601 and 602 of *The Code*. The CoAA supports and encourages full freedom, within the law, of inquiry, discourse, teaching, research, and publication for all members of its faculty, to the end that they may responsibly pursue the transmission and advancement of knowledge and understanding free from internal or external constraints that would unreasonably restrict academic endeavors. Faculty members share in the responsibility for maintaining an environment in which academic freedom flourishes and in which the rights of each member of the academic community are respected.

2. Job Responsibilities and Essential Functions of Faculty

The CoAA recognizes the variability of mission, goals, and objectives inherent in the diversity of disciplines represented by its academic units. Thus, the job responsibilities and essential functions for Permanently Tenured and tenure track faculty should be interpreted in the context of the respective unit mission and goals.

2.1 Teaching, Curriculum and Instructional Development

All members of the faculty with teaching responsibilities are expected to meet those responsibilities professionally. Examples of faculty responsibilities and essential functions with respect to teaching may include but are not limited to:

- 1) Subject Matter Competence: faculty members are expected to maintain currency and command of their discipline;
- 2) Course Design: faculty members must prepare and distribute a syllabus for their classes. Faculty should consult relevant university, college, and department policies when preparing course syllabi;
- 3) Course presentation: faculty members are expected to present course material in a way that is accessible to students and appropriately challenging.

Additional teaching expectations include, but are not limited to:

- 1) Communication skills: the ability to clearly express and discuss complex, nuanced ideas in a variety of settings including traditional classroom environments, and face-to-face exchanges with students and colleagues;
- 2) Discernment: the ability to determine the accuracy, thoroughness and appropriateness of work assigned and submitted to include evaluation of student work and providing feedback;
- 3) Collecting, organizing, and evaluating information: the ability to collect and organize course information and deliver it to students, to plan courses in a relevant field of study, to evaluate student work, and to complete administrative responsibilities related to teaching.

Faculty member course contact hours must meet the Carnegie definition of a credit hour; faculty members are expected to participate in the development of the curriculum in their area of expertise; and faculty members are expected to report final grades in a timely manner, meeting required university deadlines.

2.2 Scholarly Research, Creative, and Other Professional Activities

All Permanently Tenured and tenure-track faculty are expected to participate in expanding the knowledge base of her/his academic field by conducting research or engaging in other

scholarly/creative activities as appropriate to the faculty member's discipline. It is understood that faculty scholarly/creative activities will vary based upon the faculty member's specific discipline. Examples of faculty responsibilities and essential functions with respect to scholarly/creative activities may include but are not limited to:

- 1) Research/creative activity that generates new knowledge;
- 2) Research/creative activity that synthesizes and/or integrates existing knowledge.

Faculty members are expected to demonstrate an on-going agenda for research, scholarly, and creative activities by having works-in-progress. Faculty members are also expected to seek external support for their work as is appropriate and available.

2.3 Service to University, the Public, and the Profession

All Permanently Tenured and tenure-track faculty are expected to engage in a program of service appropriate to their discipline. It is recognized and understood that service may vary based upon a variety of factors to include career stage, discipline, and the individual faculty member's area of expertise. Examples of faculty responsibilities and essential functions with respect to service may include but are not limited to:

- 1) Service to the Administration and Governance of the University: faculty members should be active participants in the faculty governance structure and participate in deliberations at the department, college, and university levels as opportunities are presented;
- 2) Public Service: faculty members are expected to provide service as appropriate to practitioners in their professional field and to the larger community by applying their expertise to community issues and problems as expected for members of their department and college;
- 3) Service to the Profession: membership and involvement in professional organizations is expected of all Permanently Tenured and tenure-track faculty members.

3. Annual Performance Review for Tenure Track Faculty

The Chair or Director will provide each tenure track faculty member in the unit's professorial ranks a letter each academic year that provides an evaluation of the faculty member's accomplishments during the previous academic year and that discusses the faculty member's progress toward achieving reappointment, the conferral of Permanent Tenure, promotion, or goals established in concert with University Policy 102.14: *Tenured Faculty Performance Review Policy*, as appropriate. The letter should clearly and specifically address strengths and weaknesses in the performance of the faculty member, providing for a clear plan and timetable for improvement of any deficiencies in performance. While ultimate decisions on reappointment, promotion, and the conferral of Permanent Tenure take into account many factors, effective annual evaluations are intended to help to eliminate unexpected results in the comprehensive reviews supporting decisions on reappointment, promotion, and the conferral of Permanent Tenure. Guidelines for conducting annual performance reviews are detailed in the *UNC Charlotte Academic Personnel Procedures Handbook*. The Chair or Director will meet with tenure track faculty no later than May 1st to discuss their annual review. All annual review letters for tenure track and tenured faculty must be completed by June 15th.

4. College Reappointment, Promotion and Tenure Standards

4.1 General Considerations: recommendations, determinations, and decisions on initial appointment, reappointment, promotion, or the conferral of Permanent Tenure shall be based upon an assessment of at least the following:

- 1) the faculty member's demonstrated professional competence;
- 2) potential for future contribution to The University of North Carolina at Charlotte;
- 3) institutional needs and resources.

4.2 Reappointment, promotion and tenure decisions shall be based on performance in three areas: scholarly/creative work, teaching, and service.¹ Faculty must demonstrate sustained success in the production of scholarly/creative works and teaching throughout their academic careers and they must

¹ Further elaboration on the types of activities included in these categories are found in individual Department and School RPT Policy documents.

also render service that is appropriate for their rank. Each of these areas comprises a broad range of activities as elucidated below.

4.2.1 Scholarly/creative work: such work includes, but is not limited to: publications (such as articles, books, etc.), presentations of scholarly papers, design/creative works, commissioned works, exhibitions, performances, and successful grant applications appropriate to the discipline. These scholarly/creative works should be subjected to a peer review process, which is a normative expectation of academic work.² These scholarly/creative works should also effectively demonstrate that they constitute part of a candidate's clearly defined scholarly/creative agenda.

4.2.2 Teaching: such activity includes, but is not limited to: classroom teaching, direction of student research and theses, academic advisement, teaching of master classes and workshops, and teaching residencies.³ Appropriate evidence related to teaching activities includes material(s) that demonstrate competence and currency in subject matter, proper organization and design of courses, and the ability to present the subject matter in a manner that is appropriate for students at the level for which a given course is designed. Where appropriate, evidence of effective advising, effective direction of student research, and expertise in the development of curriculum may also be provided. Finally, the candidate should illustrate how their teaching contributions have effectively supported a Department or School's academic mission.

4.2.3 Service: such activity includes, but is not limited to: university, community, and professional activities. Appropriate evidence related to service activities includes material(s) that demonstrate: contributions to the governance and/or operation of the Department or School, College, and University; contributions that are based on professional expertise in areas related to the Department's or School's, College's, or University's public-service objectives in the community; and contributions to the profession, especially in leadership roles within professional organizations. Finally, the candidate should illustrate how their service contributions have effectively supported a Department or School's academic mission.

5. College Standards for Academic Ranks.

5.1 Reappointment of an Assistant Professor.

5.1.1 The College Review Committee (CRC) should examine the evidence with regard to a candidate's growth as a scholar/artist, teacher and university citizen, which shows the future promise of the candidate's ability to satisfy the College and Department/School criteria for promotion to associate professor with conferral of Permanent Tenure.

5.1.2 The CRC will consider the following criteria:

- a.) Scholarly/creative work: successful candidates are expected to demonstrate evidence of a clearly defined scholarly/creative agenda and a record of peer-reviewed work that effectively illustrates the promise of significant professional contributions.
- b.) Teaching: successful candidates are expected to demonstrate evidence of satisfactory/average to very good teaching skills.
- c.) Service: successful candidates are expected to demonstrate evidence that they have actively and effectively participated in service activities as defined above in Section I, subsection 4.2.3.
- d.) Other: successful candidates are expected to demonstrate evidence that their teaching and service activities effectively support a Department or School's academic mission.

² The phrase "peer reviewed" refers to traditional peer review academic processes as well as other means of external validation of scholarly/creative works.

³ The term "classroom" refers to any and all teaching venues used by faculty in the College of Arts + Architecture.

5.2 Granting of Permanent Tenure to an Assistant Professor and Promotion to Associate Professor.

5.2.1 The CRC should examine the evidence with regard to a candidate's growth as a scholar/artist, teacher and University citizen, which shows the future promise of the candidate's ability to satisfy the College and Department/School criteria for promotion the rank of Professor. The conferral of Permanent Tenure automatically includes promotion of an Assistant Professor to Associate Professor. The *TPRP-UNCC* (Section 3, Subsection 3.2.1) states that Permanent Tenure **may not** be awarded to a faculty member at the rank of Assistant Professor.

5.2.2 The CRC will consider the following criteria:

- a.) Scholarly/creative works: successful candidates are expected to demonstrate evidence of a clearly defined scholarly/creative agenda and a record of peer reviewed work that effectively illustrates significant professional contributions in the candidate's field of specialization.
- b.) Teaching: successful candidates are expected to demonstrate evidence of very good to excellent teaching skills.
- c.) Service: successful candidates are expected to demonstrate evidence that they have actively and effectively participated in service activities as defined above in Section I, subsection 4.2.3.
- d.) Other: successful candidates are expected to demonstrate evidence that their teaching and service activities effectively support a Department or School's academic mission.

5.3 Granting of Permanent Tenure to an Associate Professor or Professor.

5.3.1 In the case of the tenure review of a faculty member holding the rank of Associate Professor or Professor, the CRC shall consider the criteria appropriate to each rank as defined in either Section I, Subsection 5.2 or Section I, Subsection 5.4. The *TPRP-UNCC* (Section 3, Subsection 3.2.2) states that an Associate Professor **may** be granted Permanent Tenure without promotion to Professor.

5.4 Promotion of an Associate Professor to Professor.

5.4.1 The promotion of an Associate Professor to Professor recognizes a record of achievement that has led to national and/or international recognition. The CRC should examine the evidence with regard to a candidate's ability to satisfy the College and Department/School criteria for promotion the rank of Professor. It is expected that a successful candidate for promotion to Full Professor would have a record of sustained achievement that satisfies the majority of the criteria listed below.

5.4.2 The CRC will consider the following criteria:

- a.) Scholarly/creative works: successful candidates are expected to demonstrate evidence of a clearly defined scholarly/creative agenda and a sustained record of peer reviewed work that effectively illustrates significant professional contributions in the candidate's field of specialization.
- b.) Teaching: successful candidates are expected to demonstrate evidence of excellent teaching skills and pedagogical contributions.
- c.) Service: successful candidates are expected to demonstrate evidence that they have actively and effectively participated in service activities, as defined above in Section I, Subsection 4.2.3, and they have a meaningful record of service within their academic profession and within the university community at large.
- d.) Other: successful candidates are expected to demonstrate evidence that their scholarly/creative work, teaching, and service activities effectively support a Department or School's academic mission.

6. Reappointment, Promotion and Tenure Review Dossier

The candidate is responsible for the creation of a dossier of his or her scholarly/creative works, teaching, and service activities that will form the basis for the review. The department chair may advise and counsel, but it is the candidate's responsibility to provide a full and accurate accounting of the activities to be evaluated in the format specified by the department or college. The RPT dossier is composed of three separate documents or sections related to each of the three areas of professional accomplishment: Scholarly/Creative Activities, Teaching, and Service. Each document/section is composed of three distinct components: 1.) the candidate's CV (formatted according to the CoAA CV Template, found on the CoAA web site), 2.) a self-assessment/reflective statement and 3.) supporting materials. The final section may be subdivided as is appropriate to its contents (i.e., conference papers, book chapters, articles, etc.). The editing of the CV and supporting materials is of the utmost importance and should include only those materials that will most concretely and clearly show the content, significance and trajectory of the candidate's work. A carefully edited document allows reviewers to focus closely on the work and to produce a careful and thorough evaluation.

The up-to-date curriculum vitae must clearly identify co-authored or collaborative works, those undertaken since the last comprehensive review, and those representing a piece of work that has been disseminated through multiple outlets. The candidate is also expected to prepare a self-assessment/reflective statement addressing each of the major areas for review. This assessment should be written in the first person and organized according to guidelines provided by the department or college. In all review cases, the deadline for submission of dossiers may not be earlier than the first day of the academic year during which the review will take place. Notwithstanding the immediately preceding sentence, departments may set earlier deadlines with regard to the submission of any materials or information needed to obtain external review letters.

In addition to the materials provided by the candidate the dossier includes all teaching evaluations and all annual performance evaluations for the period under review. These materials are typically organized and added to the dossier by the Chair or Director. The review committees, Chair or Director, or Dean may, through a written request, ask the candidate to provide additional materials.

7. External Reviews

For cases involving consideration for promotion or conferral of Permanent Tenure, letters from three or more external reviewers are required. CoAA units may develop processes for selecting external reviewers that reflect individual unit cultures. However, the candidate must be consulted during the selection process: it is the responsibility of the candidate only to assist with the identification of a pool of persons appropriately qualified to serve as reviewers. Reviewers must be external to UNC Charlotte and must have a sufficient record of accomplishment and expertise in the candidate's field of scholarship/creative activity to make a sound professional judgment.

In order to minimize conflict of interest, external reviewers who are close colleagues or collaborators with the candidate, former professors or graduate students of the candidate, or other similar individuals will not be invited to serve as reviewers. Units may also develop processes for soliciting additional letters of review related to teaching and/or professional service, however external review of scholarly activity is required of all faculty candidates for promotion and/or Permanent Tenure.

The Department Chair, Department Review Committee, or Dean must contact the reviewers, provide representative well-organized materials to be reviewed, give them specific guidelines for the assessment they are asked to provide, and inform them that their review will be available to the candidate and to other Permanent Tenured faculty upon request. The dossier should include:

- 1.) copies of the external review letters;
- 2.) a description of the process for selecting the external reviewers;
- 3.) brief reviewer biographies (or CVs);
- 4.) a brief explanation of why each was selected,;
- 5.) a description of the nature and extent of any prior personal or professional relationship between the candidate and the reviewer, and the guidelines provided to them.

Upon request, these external review letters shall be made available to the candidate. The letters will be made available (if requested) only after the review process has concluded. Their inclusion in the dossier makes them

accessible to Permanently Tenured faculty members in the department who are at or above the rank for which a candidate is under consideration (see Section II, Subsection 2.1 below).

II. College Review Committee Procedures

1. Review Committees

1.1 Each Department or School shall have a Department Review Committee (DRC) or School Review Committee (SRC) that provides the Chair/Director with recommendations on reappointment, promotion and the conferral of Permanent Tenure. The DRC/SRC is composed of faculty members who have full-time appointments holding professorial rank. Election shall be according to procedures established by the unit faculty. At least three Permanently Tenured faculty members shall serve as the voting members of the committee, and the Permanently Tenured members shall have a majority. Permanently tenured faculty members from other departments may be selected, according to a procedure approved by the department faculty, as voting members only if necessary to constitute the committee. Faculty members without Permanent Tenure who hold professorial rank may serve only as nonvoting participants, as determined by the department. The committee shall elect its chair from its Permanently Tenured members. No dean, department chair, director, associate/assistant chair, associate dean, or assistant dean may serve on the DRC/SRC.

1.2 As required by Section 5.4 of the *TPRP-UNCC* the college has established a CRC, which is charged with providing the dean with recommendations on reappointment, promotion, and the conferral of Permanent Tenure. The committee shall be composed of one faculty member from each unit elected from Permanently Tenured faculty members who hold full-time appointments. Election shall be according to procedures established by the CoAA Bylaws. The CRC shall elect its chair from its members. No Faculty Member may participate in the same case as a member of both the DRC/SRC and the CRC in reviewing or providing recommendations about reappointment, promotion, or the conferral of Permanent Tenure. In addition, no dean, department chair, director, associate/assistant chair, associate dean, or assistant dean may serve on the CRC.

It is the responsibility of members of the CRC to act in the interest of the college. Members of the CRC do not serve on that body to represent the interests of their home departments in supporting or opposing the case of any Faculty Member under consideration by the CRC.

2. Review Process

2.1 Tenured Faculty Review of a Candidate's RPT Dossier: The Permanently Tenured faculty members in the unit, other than those who will participate in the review process at another level, 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.

2.2 DRC/SRC Review: The DRC/SRC conducts the first review of a candidate's dossier. After it concludes its evaluation of the candidate's dossier the DRC/SRC shall submit its recommendation(s) and rationale(s) whether or not to reappoint, to promote, or to confer Permanent Tenure to the department chair or school director. The report should indicate the vote of the committee on the recommendation and be signed by all members to indicate that they have reviewed the report. In the case that the committee does not reach a unanimous decision (for example: two votes for and one against), the committee must include, as a separate attachment, a minority report that clearly articulates the rationale and evidence that supports the minority position.

2.3 Chair/Director's Review: Upon receiving the recommendation of the DRC/SRC the Chair/Director conducts their review.

2.3.1 If the Chair/Director's determination is positive, the Chair/Director shall, after consulting with the assembled DRC/SRC, submit his or her determination and rationale, the recommendation(s) and rationale(s) of the DRC/SRC and the faculty member's RPT dossier,

to the Dean of the College. After receipt of these materials the Dean shall deliver them to the CRC.

2.3.2 If the Chair/Director determines not to reappoint, promote, or confer Permanent Tenure for a faculty member under review, he or she shall meet with the faculty member to explain the faculty member's right of rebuttal and to provide the faculty member with a copy of his or her determination and its rationale as well as a copy of the recommendation(s) and rationale(s) of the DRC/SRC. Within fourteen days after this meeting, the Faculty Member may submit to the Dean and the Chair/Director his or her written rebuttal to the Chair/Director's determination.⁴ Upon receipt of the faculty member's rebuttal, or at the end of fourteen days after the Chair/Director meets with the Faculty Member if the faculty member does not submit a rebuttal, the Chair/Director shall submit his or her determination and rationale, the recommendation(s) and rationale(s) of the DRC/SRC, and the faculty member's rebuttal (if any), and the faculty member's dossier, to the Dean of the College.

2.4 CRC Review: Upon receipt of the Chair/Director's determination and rationale, the recommendation(s) and rationale(s) of the DRC/SRC, and the faculty member's dossier, the CRC shall conduct its review. In deliberating on any individual case, the CRC may meet with the faculty member and/or the Chair/Director if the CRC deems such meeting(s) necessary. If the Chair/Director's recommendation is not in agreement with the advice of the DRC/SRC, the chair of the DRC/SRC shall also be present if the Chair/Director is invited to meet with the CRC. The CRC may also request that the Chair/Director and/or the chair of the DRC/SRC clarify the departmental criteria used in evaluation, and/or ask the faculty member to submit additional documentation. Upon the completion of its review the CRC shall submit its recommendations and rationales to the Dean. The report should indicate the vote of the committee on the recommendation and be signed by all members to indicate that they have reviewed the report. In the case that the committee does not reach a unanimous decision (for example: two votes for and one against), the committee must include, as a separate attachment, a minority report that clearly articulates the rationale and evidence that supports the minority position

2.5 Dean's Review: Upon receipt of the CRC's report and collateral materials (the Chair/Director's determination and rationale, the recommendation(s) and rationale(s) of the DRC/SRC, and the faculty member's dossier) the Dean shall conduct his or her review, which includes consulting with the assembled CRC.

2.5.1 If the Dean's determination is positive, he or she shall submit his or her determination and rationale(s), the Chair/Director's determination and rationale and the recommendation(s) and rationale(s) of the DRC/SRC, to the Provost.

2.5.2 If the Dean determines not to reappoint, promote, or confer Permanent Tenure for a faculty member under review, he or she shall meet with the faculty member to provide the faculty member with a copy of that determination and its rationale, and to explain the faculty member's right of rebuttal. Within fourteen days after this meeting, the faculty Member may submit to the Provost and the Dean his or her written rebuttal to the Dean's determination. Upon receipt of the faculty member's rebuttal, or at the end of fourteen days after the Dean meets with the faculty member if the faculty member does not submit a rebuttal, the Dean shall submit his or her determinations and rationales, together with the recommendations and rationales of the CRC and the DRC/SRC, the determinations and rationales of the Chair/Director, the faculty member's rebuttal(s) (if any), and the faculty member's RPT dossier, to the Provost.

2.6 Provost's Review: In each case regarding reappointment, promotion, or the conferral of Permanent Tenure, the Provost shall consider the recommendation(s) and rationale(s) from the DRC/SRC and the CRC, determination(s) and rationale(s) from the chair and the dean, and the

⁴ "The word 'Day' ... shall mean any day except Saturday, Sunday, or an institutional holiday except when calendar day is specified. In computing any period of time, the Day in which notice is received is not counted but the last Day of the period being computed is to be counted." *The Tenure Policies, Regulations and Procedures of the University of North Carolina at Charlotte* (Section 1, Subsection 1.3).

faculty member's rebuttal(s), if any, before making his or her decision or recommendation. All decisions of the Provost regarding reappointment and promotion, as well as negative decisions regarding the conferral of Permanent Tenure, are final and cannot be appealed on the merits.

2.6.1 If the Provost makes a positive recommendation to confer Permanent Tenure, he or she shall submit such recommendation to the Board of Trustees together with the recommendation(s) and rationale(s) from the DRC/SRC and the CRC, determination(s) and rationale(s) from the chair and the dean, and the Faculty Member's rebuttal(s), if any.

2.6.2 If the Provost decides not to reappoint, promote, or confer Permanent Tenure on a Faculty Member, he or she shall, by written statement, notify the Faculty Member under consideration of that decision and its rationale. Such notice, when concerning reappointment, or when concerning conferral of Permanent Tenure in connection with a Mandatory Review for reappointment, constitutes full and timely notice of non-reappointment as required in Section 3.2 of the *TPRP-UNCC*.

3. Appeal

If the faculty member charges that proper procedures were not followed or that the decision was based on Impermissible Grounds or Material Procedural Irregularities, as those terms are defined in the *TPRP-UNCC*, he or she may seek review of the decision in accordance with the procedures set forth in Section 7 of the of the *TPRP-UNCC*.

III. Tenured Faculty Performance Reviews

Tenured Faculty Performance Reviews are conducted according to University Policy 102.14: *Tenured Faculty Performance Review Policy*.

Appendix A. Reappointment, Promotion and Tenure calendar⁵

April 1

CoA+A Dean provides notice of impending review to faculty member(s) scheduled for reappointment, promotion, and tenure (RPT) and faculty scheduled for Tenured Faculty Performance Review (TFPR) with a copy to the Chair/Director. The Departmental Faculty Review Committee (DRC) or School Review Committee (SRC) receives notification of reviews upon election in the Spring Semester.

RPT Schedule

April 15

Faculty must submit letter to Dean acknowledging understanding of review policies and dates of submission.

First day of class (fall semester)

On the first day of class, faculty under review will submit **all required materials** to the CoA+A Dean with letter of transmittal. Electronic versions of Vita, Statement(s) and Cover Letter are to be sent to Dean's Administrative Assistant. No additional materials may be added to the submission following this date. Dean will forward materials directly to Chair/Director. **Note: this is an absolute deadline.**⁶

September 30

Chair/Director shall submit reappointment/tenure recommendation(s) to the CoA+A Dean. **Note:** All information generated by the review shall be made available to the Dean.

October 15

The CoA+A Dean shall meet with, transmit all materials, and initiate the review by the College Review Committee (CRC).

November 15

The CRC will provide the CoA+A Dean with written advice and forward all pertinent supporting information. A conference with the Dean shall follow for clarity and complement the submitted written advice.

December 15

The Dean shall submit recommendations to Provost/Vice Chancellor for Academic Affairs. All evaluative material generated by the review shall be made available to the Provost/Vice Chancellor.

TFPR Schedule

January 30

Faculty scheduled for their Tenured Faculty Performance Review (TFPR) submit current curriculum vitae, copies of last five annual review letters and optional statement to Dean. Dean will forward materials directly to Chair/Director. Faculty scheduled for TFPR *next year*, who wish to pursue the rank of Full Professor should submit a letter of intent at this time.

April 15

Chair/Director shall submit TFPR recommendations and DRC/SRC recommendations to the CoA+A Dean.

May 15

Dean completes review of Tenured Faculty Performance Review reports and forwards his recommendations to the Provost.

⁵ All due dates are approximations that will be adjusted to fit the fall semester calendar, when ever possible due dates will fall on Monday.

⁶ "In all review cases, the deadline for submission of full dossiers may not be earlier than the first day of the academic year during which the review will take place. **Notwithstanding the immediately preceding sentence, departments may set earlier deadlines with regard to the submission of any materials or information needed to obtain external review letters.**" *The Tenure Policies, Regulations and Procedures of the University of North Carolina at Charlotte* (Section 6, Subsection 6.2.3).