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UNIVERSITY OF NORTH CAROLINA AT CHARLOTTE
DEPARTMENT OF DANCE

**PROCEDURES, GUIDELINES AND CRITERIA FOR
REAPPOINTMENT, PROMOTION, CONFERRAL OF
PERMANENT TENURE, TENURED FACULTY
PERFORMANCE REVIEW, AND ANNUAL REVIEW (Approved
Unanimously by Vote September 24, 2009)**

The Department of Dance has adopted the following *Procedures, Guidelines and Criteria for Reappointment, Promotion, Conferral of Permanent Tenure, Tenured Faculty Performance Review and Annual Review* in accordance with the following documents: *The Code of the Board of Governors of The University of North Carolina* (hereinafter referred to as *The Code*), the *Tenure Policies, Regulations, and Procedures of the University of North Carolina at Charlotte* as currently in effect (hereinafter referred to as *TPRP-UNCC*), and the *College of Arts and Architecture Procedures for Reappointment, Promotion, and Conferral of Permanent Tenure* (hereinafter referred to as *CoAA-RPT*). If any part of the *Procedures, Guidelines and Criteria for Reappointment, Promotion, Conferral of Permanent Tenure, Tenured Faculty Performance Review and Annual Review* is found to be in conflict with either *The Code*, the *TPRP-UNCC*, or the *CoAA-RPT* – *The Code*, the *TPRP-UNCC*, or the *CoAA-RPT* shall prevail

The Department of Dance recognizes work in the areas of teaching, creative and/or scholarly research and service. **“The Work of Arts Faculties in Higher Education” (1993, Revised February 2009)**, produced by the National Office for Arts Accrediting Associations, has provided a descriptive listing of activities such as publication, choreography, design, performance, etc. which the Department has enlisted in framing this document. The listing “is not a statement of accreditation standards, policies or processes” nor is it an all-inclusive listing. Dance faculty members will involve themselves in selected activities from this listing or other endeavors appropriate to the discipline and/or the academic mission of the Department, College or University. (See attachment) www.arts-accredit.org **“Publications”** section.

I. REAPPOINTMENT, PROMOTION AND TENURE COMMITTEE

A. Function.

The Department Review Committee (DRC) shall make written recommendations on cases for reappointment, promotion, conferral of permanent tenure and tenured faculty performance review. The DRC shall also advise the Department Chairperson on the reappointment of Lecturers and Senior Lecturers and annual review for all full time

faculty. In addition, the Committee may draft documents or make recommendations pertaining to personnel issues as charged by the Department Chair.

B. Confidentiality.

Deliberations by the DRC concerning reappointment, promotion, conferral of permanent tenure, tenured faculty performance review or annual review for a particular faculty member shall be held in closed session. Documents submitted or created in connection with the process of review for reappointment, promotion, conferral of permanent tenure, tenured faculty performance review, or annual review and the information contained therein, shall be treated as confidential personnel information. Such confidential records and information shall not be disclosed to or discussed with any person except: (1) those participating in the review as provided in these policies; (2) those persons required or permitted to be consulted in accord with the requirements of Department, College, or University policies; or (3) those persons permitted access to such documents by law.

C. Composition.

The DRC is comprised of three tenured faculty elected from a slate of at least four candidates. Election takes place in the spring semester (at the last faculty meeting) of each academic year via a secret ballot. Only tenured and tenure track faculty are eligible to vote for three candidates from a slate of four. In the event the department does not have four eligible faculty the Dean of the College of Arts and Architecture will appoint at least one tenured faculty member from outside the department to complete the slate of four. The three with the highest number of votes will comprise the DRC, which will elect the Committee Chair. Dance faculty may serve only two consecutive elected terms. Non-dance faculty may serve only one elected term. Faculty members being reviewed for promotion are ineligible to serve on the DRC.

(The **Tenured Faculty Performance Review Policy** states that “The Department Review Committee or a special committee elected by the tenured members of the department, shall conduct the review of the faculty member's performance. The Committee shall be elected according to the department, college and University procedures.” Thus, unless the Dance Department appoints a separate “special committee” to conduct a tenured faculty performance review, a member of the Department Review Committee under such review must be excused from the committee during this review process.).

II. PROCEDURES FOR REAPPOINTMENT, PROMOTION AND CONFERRAL OF PERMANENT TENURE, TENURED FACULTY PERFORMANCE REVIEW, ANNUAL REVIEW

A. Preparation:

A faculty member is expected to represent career achievement in the three areas of professional accomplishment by maintaining accurate and complete curriculum vitae. A candidate for personnel review is also required to create a personal commentary of no more than six pages addressing his or her creative or scholarly work, teaching, and service. The purpose of the statement is to explain the coherence and significance of the candidate's professional effort to colleagues within and beyond the Dance Department. The statement should reflect on accomplishments during the period of review, discuss present activities and work in progress, and detail future plans. This commentary is an important guide to the candidate's review file, and the DRC will study it closely in the process of evaluation. It is also critically important to colleagues outside of Dance who will participate in College or University levels of review.

Tenure track faculty members normally stand for reappointment during the third year of an initial, four-year contract. Presuming successful reappointment, the review for permanent tenure and promotion to associate professor normally occurs during the sixth year of appointment. The tenure "clock" may occasionally be accelerated or temporarily halted under special circumstances, the former if a faculty member comes to the University with time in grade elsewhere, the latter if a faculty member receives family medical leave, or encounters other circumstances that may interrupt full-time employment. Tenured faculty may elect to stand for promotion at any time, and the decision whether or not to undergo review is usually negotiated with the Chair. (The "tenure clock" **may not** be extended in the case of research or professional leave. Such activities are considered a normative aspect of an academic career and contribute to the production of scholarly and/or creative work that benefit the candidate on their path to tenure or promotion.)

All faculty members applying for tenure and/or promotion will assemble a representative portfolio of publications and creative materials to send out for evaluation by recognized academics in the candidate's field. Mentors and/or experienced faculty within the department may assist with suggested format and specific materials for presentation. The Chair will contact between four and six external reviewers; University guidelines require no fewer than three. The candidate should submit the names of at least three academics who work in specific dance fields of study represented by the candidate's work. Excluded from this list should be those who would have an obvious conflict of interest, such as but not limited to dissertation committee members and co-authors, past or present. The Chair will select at least one of the reviewers proposed by the candidate, and will select additional reviewers from nominations provided by Department faculty or outside consultants in related areas of expertise.

B. Procedures for Conferral of Tenure with Promotion or Promotion to Full Professor

1. The Department Chair shall notify, in writing, faculty members for whom review is mandatory and shall inform other faculty of their right to be reviewed for full professor during any formal period within each academic year. Those faculty will be informed of due dates for submission of materials.

In the case of promotion to full professor and conferral of permanent tenure, the Department Chair will provide due dates for a list of potential external reviewers materials to be sent out for external review.

The Candidate provides the Chair with a list of 5 possible reviewers and the RPT Committee provides a list of 5 possible reviewers. From the 10 recommendations, the Chair will choose 3 three external reviewers. The chair will contact each and send a letter giving specific guidelines for the review and inform the reviewers that their narrative will be made available to the candidate upon request.

2. It is the task of the candidate to provide a case that is fully documented including the manner in which creative and/or scholarly research has been peer reviewed. Those faculty requiring or requesting review shall submit the following materials to the Department Chair by the announced due date:

- a. Curriculum vita with appropriate citation and documentation.
- b. A teaching portfolio which includes a self-evaluation of teaching as well as course syllabi, comments from student evaluations and selected artifacts from the classes.
- c. Any other material he/she wishes to be included for review purposes (ex. DVDs, press releases, reviews, books).

3. The Department Chair shall provide the information listed below since the candidate's most recent personnel action. In the case of the promotion to full Professor, the Department Chair will provide these documents for the previous three to five years.

- a. records of student course evaluations (numerical and narrative) since the individual's appointment, reappointment, promotion, or tenure, whichever is most recent.
- b. annual review summaries and faculty response when applicable.
- c. peer teaching evaluations.
- d. letters documenting research/creative, teaching, or service activities where necessary or desirable.
- e. Department (Chair) solicited external performance evaluations (those requested during the 5 years leading up to the tenure decision.)
- f. 3 external review letters (requested specifically for the tenure materials.)

*** All letters are available to the candidate upon request.

4. Line of Review

- a. The candidate submits material to the Department Chair who forwards it to the DRC.
- b. The DRC provides its recommendations in writing to the Department Chair.
- c. The Department Chair informs the candidate, in writing, of the recommendation being forwarded.

- d. Department Chair forwards both his/her recommendation and that of the DRC to the College Review Committee (CRC).
- e. If the Chair determination is positive, the Chair shall, after consulting with the assembled DRC, submit his or her determination and rationale, the recommendation(s) and rationale(s) of the DRC and the faculty member's RPT Review file, to the Dean of the College. After receipt of these materials the Dean shall deliver them to the CRC.
- f. If the Chair 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. Within ten business days after this meeting, the faculty member may submit to the Dean and the Chair his or her written rebuttal to the Chair's determination. Upon receipt of the Faculty Member's rebuttal, or at the end of ten business days after the Chair meets with the faculty member, if the Faculty Member does not submit a rebuttal, the Chair shall submit his or her determination and rationale; recommendation(s), and rationale(s), of the DRC, and the Faculty Member's rebuttal (if any), and the faculty member's RPT Review file, to the Dean of the College. (See **College of Arts and Architecture Procedures for Reappointment, Promotion, and Conferral of Permanent Tenure**).

III. DANCE DEPARTMENT GENERAL CRITERIA FOR REAPPOINTMENT, PROMOTION AND CONFERRAL OF PERMANENT TENURE

A. Introduction

Dance faculty at all professorial ranks are expected to demonstrate competence in the three areas of accomplishment defined by the University: (1) research, scholarly/creative activities; (2) teaching; and (3) service. The Department recognizes that, because of the diversity of its faculty, and the range of their professional expertise, individual programs of teaching, research, writing, performance, and service will take a variety of directions. But in general, competence in creative and/or scholarly research means a program of creative or scholarly work that contributes to the art of Dance or to the production of new knowledge in the field of Dance studies, at levels of quality and quantity established in the discipline. Competence in teaching means proficiency in the classroom (from the preparation of instructional materials to the mentoring of students in alternative educational settings) as demonstrated in a candidate's teaching portfolio and as measured by indices of student course evaluations and peer review. Competence in service means effective contributions to the administrative and governance efforts of the Department, College and University, together with external professional and community work, as appropriate to an individual's rank, expertise, and experience.

At each level of review, the quality of a candidate's aggregate achievement must be substantiated by means of objective documentation and peer assessment. The general indicators of professional success are (1) *positive trajectory*, which means that the candidate's work demonstrates steady and continuing development, as measured by frequency, rate, and quality of publication or performance, as well as teaching effectiveness and responsible service; (2) *breadth of scope*, which means that a candidate's accomplishments and reputation spread over time from local to national and/or international venues, as measured by publication in peer reviewed journals or presses, opportunities to perform, choreograph, design, or direct with recognized companies, and invitations to speak, read, coach, teach, consult, or engage in professional service beyond the campus; and (3) *positive comparative evaluation*, which means that the candidate enjoys the recognition of her or his peers as measured by reviews, letters of recommendation, honors or awards, written critiques, citations, grants, juried or refereed performances, and invitations.

Candidates whose primary work is creative research will receive tenure and/or full promotion credit for creative research providing the research meets the standards articulated below; candidates whose primary work is scholarly research will receive tenure and/or full promotion credit for scholarly research providing the research meets the standards articulated below. Candidates may also choose to provide evidence of a combination of both scholarly and creative research, providing the research meets a combination of the standards listed below.

A mix of professional accomplishments and measures of distinction or impact is desirable and it is the burden of a candidate, in consultation with the Chair, to explain in her or his personal statement how the complete body of research, including teaching and service, illustrates the candidate's strengths, furthers his or her career goals, and reveals a coherent plan for creative and/or scholarly growth.

In addition to College and University review criteria, the Department's standards of personnel review follow guidelines articulated by the professional organizations of the discipline of Dance. Supporting documents include: "The Work of Arts Faculties in Higher Education," (1993) from the National Office for Arts Accrediting Associations.

1. For reappointment as assistant professor, a candidate is expected to have initiated a program of creative and/or scholarly research with promise of discernible professional impact. (See Section B & C Creative and Scholarly Research in Dance).

In teaching, there should be evidence of good to very good teaching skills which include relevant course content, and effective teaching approaches, as indicated by peer review and student assessment. Skills in assessing student learning should be evident through class artifacts and student class evaluations. (See Section D Teaching).

In service, candidates should demonstrate that they have actively participated in service activities on campus and to the field, including faculty governance in the department and local and regional service in the profession.(See Section E Service).

2. For permanent tenure and promotion to associate professor, a candidate is expected to have met disciplinary standards in creative and/or scholarly research, including rate, quality, and quantity of creative and/or scholarly accomplishment, to have had documented impact on the field, and to have met departmental standards in teaching and service. (See Section B & C Creative and Scholarly Research in Dance)

In teaching, there should be evidence of very good to excellent teaching which includes relevant course content, development of new courses or substantial course revision, or integration of technology, and effective teaching approaches as indicated by peer review and student assessment, Skills in assessing student learning should be evident through class artifacts and student class evaluations. (See Section D Teaching).

In service, candidates should demonstrate that they have actively participated in service activities on campus and to the field, including faculty governance at the department, college and university; and have assumed the role of chair (the department has not agreed on how many committees or if they will state that) of a committee; and regional and national service in the profession.,(See Section E Service).

3. For promotion to full professor, a candidate is expected to have demonstrated significant, continuing accomplishment in all three areas of productivity, and to have achieved distinction in scholarship and/or creative research as measured by the sustained professional impact of the candidate's artistry and/or publications. (See Section B and C Creative and Scholarly Research in Dance).

In teaching, there should be demonstrated evidence of consistent excellence in teaching as indicated by new courses, leadership in department curriculum development, and skills in student assessment as well as pedagogical contributions to the field. (See Section D Teaching).

In service, candidates should demonstrate that they have a meaningful and consistent record of service activities service within their academic profession and the university community. (See Section E Service).

B. Creative Research In Dance

Dance is both a collaborative and an ephemeral art. Performance is the conclusion of an integrated process entailing choreography, scene design, costume design, lighting design, sound design, and sometimes also historical, technical, or other research. The resulting achievement, a live performance, exists only in the moment; its documentation (apart from immediate witness) is necessarily retrospective and only suggestive of the quality of the performance itself. Hence, when evaluating the creative work of a candidate for promotion and/or tenure, the Department appreciates that the candidate's contributions are legitimately assessed both in themselves and in the context of the success of the production as a whole. The candidate's work need not invariably be singled out in reviews and other documentation in order to be credited for the success of the ensemble. Moreover, the Department accepts the inherent complexity of judging a performance retrospectively, and therefore allows appropriate latitude, consistent with professional guidelines, in the range of artifacts, including but not limited to choreographic notes, sketches, photographs, DVDs, peer reviews, and public recognition, that may legitimately testify to the quality of a candidate's work.

1. Creative Research in Any Field of Dance Expertise might include:

- a. Invited work successfully undertaken in an exceptional venue (such as a nationally or internationally recognized dance company or festival) as determined through peer review.
- b. Adjudicated and/or invited work successfully undertaken in other substantial, off-campus venues as determined through peer review.
- c. Self-produced work successfully undertaken in substantial, off-campus venues as determined through peer review.
- d. Work successfully produced on campus, provided it is peer-reviewed and not part of a teaching load.
- e. Work successfully produced off campus, provided it is peer-reviewed.
- f. Work successfully produced in electronic media that is peer-reviewed.

2. The DRC's judgment regarding "distinction" and "professional impact" in choreography, design, performance, and/or technical production depends on a variety of conventional benchmarks in the discipline of Dance and in the past practice of the University.

- a. A candidate's work should describe a history of sustained productivity over time. All records of artistic accomplishment, including those compiled prior to employment at the University, are counted in the review, but there is an expectation that the candidate will have concluded some work at this institution, consistent with the benchmark of sustained productivity.

- b. While the quantity of professional work does not by itself indicate quality or impact, lower than average quantity suggests a poor trajectory for later achievement. It is reasonable to assume that candidates will average two new and significant off-campus creative activities per year during the period leading to tenure and promotion review.
- c. External peer reviews of specific performances are an essential indicator of significant accomplishment, especially written evaluations by colleagues in the area of a candidate's particular expertise, or by other dance professionals, or by members of a production team.
- d. Adjudication reports from regional or national festivals and reviews by professional critics are also useful indicators.
- e. A candidate should demonstrate the ability to attract invitations to work in substantial venues, as described above.
- f. Repeated engagements in a substantial venue are a particularly noteworthy indicator of successful work.
- g. Invitations or commissions to work for professional companies or election to competitive union memberships indicate growing reputation.
- h. Inclusion in competitions or exhibits, especially those that are juried, also indicates growing reputation.
- i. Candidates may enhance professional standing by presenting on panels and programs of professional organizations as well as by securing residencies or opportunities to teach master classes or lead intensive workshops for dance professionals.
- j. Awards, honors, and prizes offer helpful testimony of artistic accomplishment and should be listed in the curriculum vitae and explained in the personal commentary.
- k. Awards of externally sponsored funding, together with a record of successful grant proposal writing, are valuable credentials and should be accurately documented in the curriculum vitae and described in the personal commentary.
- l. The judgments of peers, including the referees who submit evaluations of the candidate in support of promotion and/or tenure review, should indicate that a candidate has achieved professional standing outside the Department to the degree that is appropriate for the rank the candidate is seeking.

C. Scholarly Research in Dance

- 1. Scholarly Research in Any Field of Dance (pedagogy, history, criticism, etc.) Includes:
 - a. Books or textbooks, authored, co-authored, edited, or translated, with academic, or professional presses, in electronic or visual media.

- b. Peer Reviewed journal (including e-journal) articles, published interviews, book or performance reviews, and review essays.
- c. Chapters, essays, or articles in reference texts, collections, and anthologies.
- d. Published educational resource materials in all media.

2. Other scholarly research may include:

- a. Funded grant awards for basic or applied research, curriculum development, or professional service;
- b. Juried papers given at international, national, or regional professional conferences;
- c. Invited addresses, keynotes, or papers given at international, national, or regional, professional conferences;
- d. Production of computer software;
- e. Invited on-line publication;
- f. Film or video production presented in a professional venue;
- g. Reports and materials derived from consulting activities in universities, schools, government agencies, business, or industry;
- h. Editorial service, either as editor or on an editorial board;
- i. Manuscripts accepted for publication but not yet published.

3. The DRC's judgment regarding "distinction" and "professional impact" in scholarship depends on a variety of conventional benchmarks in the discipline of Dance and in the past practice of the University:

- a. A candidate's scholarly research should describe a history of sustained productivity over time. All publications, including those completed at other institutions, are counted in the review, but there is an expectation that the candidate will have published some work at this institution, consistent with the benchmark of sustained productivity.
- b. While the quantity of professional work does not by itself indicate quality or impact, lower than average quantity suggests a poor trajectory for later achievement. It is reasonable to assume that candidates in scholarly fields will either complete a book that is published or under contract for publication and 3 to 5 articles, or else, in the absence of a book, 8 to 10 significant (peer reviewed) articles, during the period leading to tenure and promotion review. The traditional academic book, while a conventional measure of academic accomplishment, is not a prerequisite for achieving tenure or promotion.
- c. A candidate should demonstrate the ability to place articles in professional (peer reviewed) journals, and/or to place book manuscripts with recognized academic or professional presses. When the candidate is aware of

submission/ acceptance ratio at a particular journal or press, the information should be included on the curriculum vitae or in the personal commentary under the section devoted to scholarship.

- d. Reviews of a candidate's published work and citations in the research of other scholars may provide helpful testimony regarding the impact of that work.
- e. Substantial awards of externally sponsored funding, together with a record of successful grant-proposal writing, constitute important scholarly credentials and should be accurately documented on the curriculum vitae and described in the personal commentary. (Only funded grants count toward tenure and promotion.)
- f. Publication awards and prizes from presses, journals, or professional associations, along with other forms of recognition, provide helpful testimony of scholarly accomplishment and should be listed on the curriculum vitae and explained in the personal commentary.
- g. Invitations to present papers or keynote addresses at prestigious national or international gatherings argue for growing prominence in a field and should be noted in the personal commentary.
- h. The judgments of peers, including the referees who submit evaluations of the candidate in support of promotion and/or tenure review, should indicate that a candidate has achieved professional standing outside the Department to the degree that is appropriate for the rank the candidate is seeking.

D. Teaching

1. The Dance Department places high value on the quality of its teaching, and does not consider excellence in creative and/or scholarly research as a substitute for that quality.

Teaching Includes:

- a. Regularly assigned courses.
- b. Master classes, workshops, and residencies.
- c. Development of new programs, courses, or teaching methods.
- d. Peer assistance, teacher mentoring.
- e. Pedagogically-oriented consulting work.
- f. Team-taught and interdisciplinary courses.
- g. Curriculum development including grant support projects.
- h. Supervision of independent studies.
- i. Supervision of internships.
- j. Sponsorship of and participation in extracurricular events or activities that support student learning.
- k. Academic advising.
- l. Teaching honors/ awards.

2. Competencies

Candidates for reappointment, promotion, and conferral of permanent tenure will present as evidence of their competence a teaching portfolio that includes the following materials:

- a. A statement of teaching philosophy and general classroom practice, incorporated in the personal commentary.
- b. Syllabi, exams, and other course materials.
- c. In the case of tenure-track and tenured faculty, all student course evaluations, both written and numerical since the last mandatory reviews are provided by the Department.
- d. For tenure-track faculty, peer observations and evaluations as required by the **The Code of the Board of Governors of The University of North Carolina** are provided by the Department.

3. Evidences:

Competence in teaching may be demonstrated by but is not limited to the following benchmarks:

- a. Command of the appropriate disciplinary subject areas.
- b. Effective organization and presentation of course materials.
- c. Articulate philosophy of teaching, manifest in course design and classroom method.
- d. Evidence of clear assignments and careful assessments of student work.
- e. Performance at or near the Dance Department's norms, according to written student evaluations and peer evaluations.
- f. Performance at or near the Dance Department's means, according to OPSCAN student evaluations.

E. Service

1. Service activities contribute to the governance of the University, the support of the profession, and the flourishing of the community. They also testify to the collegiality of individual faculty. At a minimum, Dance faculty members are expected to attend Department meetings and to play responsible roles on committees to which they are assigned. Accomplishments in the area of service are less important for tenure track faculty than contributions in creative work, scholarship, and teaching, but they constitute a significant measure of the professional engagement and stature of senior faculty, including those seeking promotion to full professor.
2. Tenure Track faculty members are expected to assume meaningful but not burdensome service duties in elected or appointed committee assignments in the Department or, less typically, the College or University. Tenure Track faculty should exercise reasonable discretion in accepting professional or community service responsibilities that might negatively affect productivity in research and writing or effectiveness in teaching. Tenured faculty are expected to share the routine responsibilities of departmental administration and governance, to take leadership roles in the Department and the University, and to perform in those professional or community service capacities for which their interests, expertise, and experience may qualify them.
3. For both tenure track and senior faculty members, academic and community service activities must be documented in the individual's employment file. Documentation may include references in the CV and Personal Statement, references in annual faculty performance reviews, letters from committee or task force chairs, testimonials from community members or groups, and news reports. Examples of academic and community service activities include:

- Service on-campus may be academic or non-academic and includes:
- a. serving on Departmental, College, or University committees and taskforces;
 - b. chairing committees, or accepting special committee or subcommittee assignments;
 - c. creating, chairing, or serving on ad hoc committees;
 - d. administering academic or support programs;
 - e. helping to create new academic or support programs.

Service To The Profession Includes:

- a. serving and/or holding office in local, regional, national, or international professional associations;
- b. serving as a reader on an editorial board for journals or book publishers (including textbooks)
- c. performing external tenure/promotion reviews
- d. teaching or consulting, related to professional expertise, with universities, schools, dance companies, government agencies, business, or industry;
- e. service or volunteer work, related to professional expertise, in civic, cultural, educational, and/or religious organizations;
- f. performances, and presentations to civic, cultural, educational, and/or religious organizations;
- g. judging community competitions.

IV. CRITERIA FOR PROMOTION TO SPECIFIC RANKS AND CONFERRAL OF PERMANENT TENURE

A. Reappointment as Assistant Professor.

1. Terms of Appointment: Assistant Professors are normally appointed initially to a term of four years and reviewed in the third year for reappointment to a second term of three years as Assistant Professor.
2. Teaching Criteria: The candidate demonstrates teaching competence as evidenced by A teaching portfolio, and documented success as a teacher as evidenced by peer and student evaluations. The candidate shows promise of making significant contributions to teaching as broadly defined in both Part III pg. 12 of this document and in “The Work of Arts Faculties in Higher Education.” (attached)
3. Creative and/or Scholarly Research Criteria: The candidate shows evidence of success in creative and/or scholarly research as broadly defined in both Part III pgs. 8 - 12 of this document and in “The Work of Arts Faculties in Higher Education,” and promise of continuing development.
4. Service: The candidate has made satisfactory service contributions as broadly defined in both Part III pg 13, of this document and in “The Work of Arts Faculties in Higher Education.”

B. Promotion from the Rank of Assistant Professor to the Rank of Associate Professor with Conferral of Permanent Tenure.

1. Terms of Appointment: Assistant Professors are normally reviewed for promotion to Associate Professor with permanent tenure in their sixth year of employment (the second year of their second term of employment as Assistant Professor). However, the review for promotion and conferral of permanent tenure may occur before that time if it is deemed appropriate by the candidate's Department Chair in consultation with tenured Department faculty.
2. Teaching Criteria: The candidate's record demonstrates substantial commitment to and effectiveness in teaching, as defined in Part III, pg. 12 of this document and in "The Work of Arts Faculties in Higher Education."
3. Creative and/or Scholarly Research: The candidate's record shows evidence of creative and/or scholarly research, in accordance with the norms and expectations of a particular scholarly or creative field as broadly defined in both Part III pgs 8-12 of this document and in "The Works of Arts Faculties in Higher Education." High quality, originality, and significance of contribution are more important than either volume or the particular type of scholarship represented.
4. Service Criteria: The candidate demonstrates a commitment to Department, College, University and professional citizenship and has made satisfactory service contributions, as defined in Part II, pg. 13 of this document and in "The Works of Arts Faculties in Higher Education."

C. Promotion from the Rank of Associate Professor to the Rank of Professor.

1. Terms of Appointment: Individuals whose initial appointment has been as Associate Professor without permanent tenure are appointed from an initial term of five years and reviewed for conferral of permanent tenure and possible promotion to the rank of Professor before the end of the fourth year of appointment. Associate Professors may receive tenure without promotion. (According to the Tenure Policies, Regulations, and Procedures of the University of North Carolina at Charlotte, Section 3.2.2: "When a Faculty Member's initial appointment by the institution is to the rank of Associate Professor without Permanent Tenure, the appointment is to a term of three to five years. During and before the end of the penultimate year of the appointment as Associate Professor, the Faculty Member shall be reviewed for Permanent Tenure.")
2. If a faculty member is promoted to or reappointed to the rank of Associate Professor and has been awarded permanent tenure, review for promotion shall occur at least once every five years (Tenured Faculty Performance Review), at this time the faculty member may postpone consideration for promotion and simply complete the Tenured Faculty Performance Review.

3. Promotion to the rank of Professor is based upon achievement, distinction, and the impact of ones contributions, not duration of employment. An Associate Professor may be recommended for promotion at any time. 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 of them individually considered.
 - a. Teaching Criteria: The candidate’s record demonstrates continuous commitment to and effectiveness in teaching, as defined in Part III. pgs. 8-12 of this document and in “The Work of Arts Faculties in Higher Education.”
 - b. Creative and/or Scholarly Research Criteria: The candidate’s record shows clear and continuous evidence of excellence in scholarly or creative accomplishments as broadly defined in Part III. pg. 12 of this document and in “The Work of Arts Faculties in Higher Education.”
 - c. Service Criteria: The candidate has made important service contributions to the Department, College, University, scholarly profession, or community, as broadly defined in Part III. pg. 13 of this document and in “The Work of Arts Faculties in Higher Education” and has generally performed in a role of leadership.

V. TENURED FACULTY PERFORMANCE REVIEW

A. Purpose:

The purpose of tenured faculty performance review is to provide for the periodic and comprehensive review of the performance of all faculty members who have tenure and whose primary duties are teaching, creative and/or scholarly research and service. The goals of such a review are to promote faculty development and productivity and provide additional accountability. The review is applicable to all tenured members of the faculty who have been on a continuous contract for a period of five years or more since their last cumulative review.

B. Criteria:

Faculty are evaluated as being either a) satisfactory – the faculty member has no substantial and chronic performance deficiencies or b) seriously deficient – the faculty member has substantial and chronic performance deficiencies.

C. Procedures for Tenured Faculty Performance Review

1. The Dean, in conjunction with the Department Chair, will notify faculty, in

writing, of mandatory tenured faculty performance review including the materials to be reviewed and the due date for submission. The Department Chair shall provide the candidate with his/her annual reviews for the previous five years.

2. Tenured faculty being reviewed shall submit the following material by the announced deadline:
 - a. Current curriculum vitae with appropriate citation.
 - b. An optional statement describing his/her professional accomplishments in teaching, creative and/or scholarly research and service.
3. The Department Chair shall provide the DRC with the candidate's annual reviews for the previous five years.
4. Line of Review
 - a. The candidate submits material to the Department Chair who forwards the materials to the DRC.
 - b. The DRC provides its recommendation in writing to the Department Chair.
 - c. Department Chair forwards both his/her recommendation and that of the DRC to the Dean of the College of Arts + Architecture.
 - d. Chair provides the faculty member with a copy of the DRC report and the Chair's recommendation.

VI. ANNUAL REVIEW

A. Purpose:

Annual Review is conducted on a yearly basis for the period beginning April 1 – March 31, for purposes of encouraging faculty development and productivity as well as providing evaluation and recommendations to faculty members as they move toward reappointment, tenure and/or promotion.

B. Criteria:

The Review considers the quality and quantity of teaching, creative/scholarly research and service efforts as those efforts relate to the Department's Mission, Strategic Plan and the Criteria for the appropriate faculty rank.

C. Preparation

Tenured Faculty members submit an academic year vita update. The teaching portfolio and supporting documentation are optional.

Tenure Track faculty members and lecturers submit an academic year (April 1 – March 31) vita update, a self evaluation, teaching portfolio, and supporting documentation by April 1 each academic year.

The Department Office provides evaluations of teaching from the prior spring semester, summer, and fall as well as specific peer evaluations of professional creative work (as are applicable) and peer evaluations of teaching for each semester (as applicable).

D. Procedures for Annual Review

1. The Department Chair notifies all full time faculty, who expect to be employed by the Department during the next year, of the April 1 due date for submission of materials.
2. Faculty shall submit the following materials to the DRC by the announced deadline:
 - a. A curriculum vitae update for the review period only.
 - b. Documentation of activity listed on the curriculum vitae update.
 - c. Self-evaluation of teaching, creative and/or scholarly research and service.
 - d. A summary page highlighting areas of strength, areas in need of improvement, notable achievements and specifics as to how the work has advanced the Department's Academic Plan.
 - e. Those faculty not yet tenured are responsible for maintaining a teaching portfolio.
3. The Department Chair shall provide the DRC with the faculty member's numerical and any narrative student evaluations and peer teaching evaluations for the review period.
4. Line of Review
 - a. The faculty member submits material to the Department Chair who forwards it to the DRC.
 - b. The Department Chair and the DRC discuss each faculty member's annual review file.
 - c. By May 15, the DRC will provide annual review comments to the Chair.
 - d. By June 1, faculty annual evaluations are mailed to each faculty Member.
 - e. Each faculty member signs the review and sends a copy back to the Department Office to be placed in the faculty member's permanent file.
 - f. Faculty may meet with the Department Chair for clarification at any time after receiving the review.
 - g. Faculty has the option to write an optional response to any review that will also be forwarded to the Dean and placed in the permanent folder. Faculty have between June 1-June 30 (30 days to respond)

- h. Annual reviews are sent to the Dean by June 30.
- i. Contested annual reviews would be addressed through the formal University grievance process as described in Section IX of Tenure Policies, Regulations and Procedures of the University of North Carolina