

**Belk College of Business**  
**Standardized External Review Letters**

**A. Policies and Procedures on External Reviews for Promotion and Conferral of Permanent Tenure**

While the University's tenure document (Tenure Policies, Regulations, and Procedures dated October 5, 2009, hereafter TPRP-09) contains no reference to external reviews, the requirement and general guidelines for external reviews are explicitly stated in the Academic Personnel Procedures Handbook (hereafter APPH):

For cases involving consideration for promotion or conferral of permanent tenure, letters from three or more external reviewers are required. It is the responsibility of the Department Chair, Department Review Committee, or Dean – depending upon established procedures of the department and college – to consult with the candidate to identify a pool of qualified external reviewers to assist with assessment of the quality and significance of the scholarly activity of the candidate. External reviewers also may be asked to comment upon a candidate's teaching or professional service where they have been able to make direct and meaningful observations of the candidate's performance in these areas. It is the responsibility of the candidate only to assist with the identification of a pool of persons appropriately qualified to serve as reviewers. The Department Chair, Department Review Committee, or Dean must select and contact the reviewers, provide 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. The review file should include a description of the process for selecting the external reviewers, a brief explanation of why each was selected and the nature and extent of any prior personal or professional relationship between the candidate and the reviewer, and the guidelines provided them. (Academic Personnel Procedures Handbook, Section VI, Academic Personnel Review Process, under The Review File.)

The current College Reappointment, Promotion, and Tenure document (approved April 24, 2009, hereafter RPT-09) provides identical guidance on the conduct of external reviews (see section titled Procedures for External Reviews within Section 7.2.2, Intellectual Contributions):

Procedures for external reviews:

- a. External reviews must be used for promotion to Associate Professor, promotion to Professor, and conferral of permanent tenure.
- b. In addition to external review from faculty and/or administrators, external reviews may also be requested from persons employed by businesses, governmental units, or other organizations.

- c. The letters requesting external reviews for a non-administrative faculty member should be sent by the chairperson of the department. For administrative faculty members, the letters requesting external reviews should be sent by the Dean.
- d. The pool of external reviewers should be developed by the faculty member in cooperation with the department Chair. The faculty member should have a reasonable opportunity to strike names of potential external reviewers. The selection of external reviewers should be guided by the goal of obtaining independent and objective confirmation of a candidate's contributions and accomplishments. For example, reviews by co-authors or prior department heads would not normally be acceptable. The scholarly record and curriculum vitae of the faculty member should be sent to the external reviewers. Candidates may also request external reviews of teaching or service. The selection of external reviewers should be completed by July 1. Candidates should submit the material to be sent to the external reviewers to the Department Chair by July 10.
- f. The letters requesting the external reviews should state what is being requested of the external reviewer. The letters should be standardized across departments and should clearly indicate the nature of the personnel action being considered, such as promotion to the rank of Professor and the evaluation task to be performed by the reviewer. A copy of the signed letter sent to each external reviewer and a brief biography for the reviewer should be included in the candidate's packet.
- g. At least three external reviews of the faculty member's scholarly activity must be included as a part of the faculty member's promotion and/or tenure materials. These external reviewers shall all receive the same package of information and material.
- h. All external review letters received must be included in the candidate's packet at each level of the review process, including the DRC, the department Chair, the BCRC, and the Dean. The Dean will forward the external reviews to the Provost.

## **B. What the Standardized External Reviewer Letter/Package Should Contain**

Based on the documents cited above, the standardized letter and package of materials sent to external reviewers of a candidate for promotion and/or conferral of permanent tenure should contain:

- A clear indication of the nature of the personnel action being considered, such as promotion to a specific rank and/or the conferral of permanent tenure (RPT-09).
- Specific guidelines for the assessment the external reviewer is being asked to perform (APPH and RPT-09). Unless requested by the candidate, the external reviewer is asked to assess only the quality and significance of the scholarly activity of the candidate (APPH).
- To assist the external reviewer, the scholarly record and the curriculum vitae of the candidate should be sent to each external reviewer (RPT-09).
- If requested by the candidate, the external reviewer may be asked to assess the candidate's teaching and service accomplishments (RPT-09). However, such a review should only occur when the external reviewer has been able to make "direct and meaningful observations of the candidate's performance in these areas" (APPH).
- All external reviewers should receive the same package and material (RPT-09).
- A statement informing the external reviewer that their review will be available to the candidate (APPH).

- Since the nature and extent of any prior personal or professional relationship between the candidate and the reviewer must be explained (APPH), the external review letter could usefully contain a request for the reviewer's disclosure of their relationship, if any, with the candidate.
- The external review letter should be standardized across Departments in the College (RPT-09).

### **C. Materials to be Included in the Candidate's Dossier Pertaining to the External Review**

Again, based on the documents cited above, the candidate's dossier should contain the following materials pertaining to the external review:

- A description of the process used for selecting external reviewers (APPH).
- A brief explanation of why each external reviewer was selected (APPH).
- A statement outlining the nature and extent of any prior personal or professional relationship between the candidate and the reviewer (APPH).
- A copy of the signed letter sent to each external reviewer (RPT-09).
- A brief biography of each external reviewer (RPT-09).
- All external reviews received must be included in the candidate's dossier (RPT-09).

### **D. Standardized External Review Letters**

RPT-09 requires that a standardized letter be sent to all external reviewers. Two standardized letters are attached to this document, one for promotion to Professor and one for promotion to Associate Professor and conferral of permanent tenure. For special cases such as candidates seeking only conferral of permanent tenure (following an initial appointment at the University as an Associate Professor) the appropriate letter should be modified accordingly.

In cases where the candidate requests that external reviewers evaluate the candidate's teaching and professional service record in addition to evaluating the research record (and the candidate establishes a case that the external reviewer has been able to make "direct and meaningful observations of the candidate's performance in these areas"), the external review letter should be modified accordingly.

### **E. Explanation of the July 9<sup>th</sup>, 2010 Revision of the External Reviewer Letters**

The standardized external reviewer letters are linked to the College's standards for promotion to associate professor and conferral of tenure and promotion to professor as outlined in the College's Reappointment, Promotion, and Tenure document. In April 2009, the College approved new standards for these ranks (see Sections 7.4.2 and 7.4.3 of RPT-09). These standards become effective in the 2010-2011 academic year. As a result, the standardized external review letters have been revised.

In each external reviewer letter, the new standards (identified in quotation marks) replace the prior standards in the second bulleted question. In addition, because the new standard for

professor explicitly lists “department and college missions” and the new standard for associate professor is linked to the new standard for professor by the phrase “consistent with a trajectory leading to promotion to Professor,” the end of the second paragraph in each letter now lists the College mission and vision statements as included in the package. Because the Accounting Department is separately accredited, Accounting’s mission statement will be included for candidates from Accounting. The letters for candidates from all other departments will contain a sentence noting that the department’s mission statement is the same as that of the College.

Calvin W. Sealey  
Associate Dean for Faculty and Research

Original version: 07/18/05  
Revised: 05/18/06  
Revised: 07/09/10

## Standard Letter for Promotion to Professor

DATE

INSIDE ADDRESS

Dear Professor (EXTERNAL REVIEWER'S NAME):

Thank you for agreeing to be an external reviewer for Dr. (CANDIDATE'S NAME), who is being considered for promotion to professor at the University of North Carolina at Charlotte this academic year. A component of the University's review process mandates that external reviews of the candidate's research and scholarly productivity be conducted. Your name was submitted as someone who, as a nationally recognized scholar in an area related to the candidate's fields of interest, is qualified to provide this important evaluation. We are grateful that you have agreed to participate in this review process.

As is the case at most universities, the UNC Charlotte criteria for promotion and tenure are based on performance in the areas of research, teaching, and service. Copies of the Belk College of Business promotion and tenure criteria and College mission and vision statements are included as a guide for your assessment. Please note that the mission statement for the Department of X is the same as that of the Belk College. (For the Department of Accounting only: the sentence "The mission statement for the Department of Accounting is also included" will replace the sentence "Please note that the mission statement for the Department of X is the same as that of the Belk College.")

The enclosed package consists of material related to Dr. (CANDIDATE'S NAME) performance in the area of research along with a curriculum vita. Included in the package are copies of all the candidate's published journal articles, papers under review and working papers along with the candidate's self-evaluation of (HIS/HER) performance in this area of activity.

Our principal interest lies in your judgment of Dr. (CANDIDATE'S NAME) research record. We are asking you to examine and comment upon the quantity and quality of Dr. (CANDIDATE'S NAME) research record. Specifically, we are asking you to answer the following questions:

- Has Dr. (CANDIDATE'S NAME) research made a major contribution to research in (HIS/HER) academic field?
- Does Dr. (CANDIDATE'S NAME) meet the standard of a "national or international reputation within the discipline established by the sustained publication of high quality articles in leading journals consistent with the department and college missions" required for promotion to professor?

In making this review, please bear in mind two additional points:

- University and College promotion and tenure documents require me to inform you that your external review will be made available to the candidate.

- University and College promotion and tenure documents require me to ask that you specify your relationship, if any, with the candidate.

Finally, in order to facilitate the review process, we will need to receive your written evaluation by (LIST DEADLINE HERE).

Again, thank you for agreeing to serve as an external reviewer for Dr. (CANDIDATE'S NAME). I know from personal experience that this task can require a significant amount of time, but it is one that is crucial to the well being of our profession.

Sincerely  
(NAME OF DEPARTMENT CHAIR  
CHAIR'S RANK  
NAME OF DEPARTMENT)

## **Standard Letter for Promotion to Associate Professor and Conferral of Permanent Tenure**

DATE

INSIDE ADDRESS

Dear Professor (EXTERNAL REVIEWER'S NAME):

Thank you for agreeing to be an external reviewer for Dr. (CANDIDATE'S NAME), who is being considered for promotion to associate professor and conferral of permanent tenure at the University of North Carolina at Charlotte this academic year. A component of the University's review process mandates that external reviews of the candidate's research and scholarly productivity be conducted. Your name was submitted as someone who, as a nationally recognized scholar in an area related to the candidate's fields of interest, is qualified to provide this important evaluation. We are grateful that you have agreed to participate in this review process.

As is the case at most universities, the UNC Charlotte criteria for promotion and tenure are based on performance in the areas of research, teaching, and service. Copies of the Belk College of Business promotion and tenure criteria and College mission and vision statements are included as a guide for your assessment. Please note that the mission statement for the Department of X is the same as that of the Belk College. (For the Department of Accounting only: the sentence "The mission statement for the Department of Accounting is also included" will replace the sentence "Please note that the mission statement for the Department of X is the same as that of the Belk College.")

The enclosed package consists of material related to Dr. (CANDIDATE'S NAME) performance in the area of research along with a curriculum vita. Included in the package are copies of all the candidate's published journal articles, papers under review and working papers along with the candidate's self-evaluation of (HIS/HER) performance in this area of activity.

Our principal interest lies in your judgment of Dr. (CANDIDATE'S NAME) research record. We are asking you to examine and comment upon the quantity and quality of Dr. (CANDIDATE'S NAME) research record. Specifically, we are asking you to answer the following questions:

- Has Dr. (CANDIDATE'S NAME) research made a contribution to research in (HIS/HER) academic field?
- Does Dr. (CANDIDATE'S NAME) meet the standard of "publications of high quality articles in leading academic journals consistent with a trajectory leading to promotion to Professor" required for promotion to associate professor and the conferral of permanent tenure?

In making this review, please bear in mind two additional points:

- University and College promotion and tenure documents require me to inform you that your external review will be made available to the candidate.

- University and College promotion and tenure documents require me to ask that you specify your relationship, if any, with the candidate.

Finally, in order to facilitate the review process, we will need to receive your written evaluation by (LIST DEADLINE HERE).

Again, thank you for agreeing to serve as an external reviewer for Dr. (CANDIDATE'S NAME). I know from personal experience that this task can require a significant amount of time, but it is one that is crucial to the well being of our profession.

Sincerely  
(NAME OF DEPARTMENT CHAIR  
CHAIR'S RANK  
NAME OF DEPARTMENT)