NOTE:

**Targeted hires** require submission of all paperwork listed below for either a tenure track or tenured new hire.

**Instructor with Special Provision** must be used for a new hire who will not have the Ph.D. conferred prior to the July 1 effective date of the appointment.

1. **INFOPORTE ROUTING**

- Your request route should indicate “A&S Dean’s Office HR” as the final stop for approval.
- Routing Assistance: Please contact Jocelyn Brooks at jocelyn_brooks@unc.edu.

2. **AP-2 FORM**

- Use most recent version of AP-2 form – currently dated 1/8/2016.
- Sections 4 and 5: Ensure that all dates (degrees awarded dates and prior employment dates) correspond with CV.
- Section 12: Initial tenure track appointments are for a probationary term of 4 yrs. Reappointments are for a probationary term of 3 yrs.
- Section 13: Select the correct box – Early, On-time, or Late.

3. **CURRICULUM VITAE (CV)**

- Contains the date of latest revision.
- Dates of degrees awarded and prior employments correspond with dates on AP-2 form.
- All pages of CV are numbered.
- Does not include any personal information, i.e., date of birth, marital status, citizenship, etc.
- APT format has been followed, in particular:
  - In every subhead, items should be in reverse chronological order, most recent first.
  - Refereed publications must be marked.
  - Include courses taught during the prior three year period (if applicable).
  - All grants should include the person’s role (PI or Co-PI), dollar amount (direct award amount only), period of grant, funding agency, and percentage of effort.
4. LETTERS OF RECOMMENDATION

☐ Tenured Appointment: A minimum of four letters are required and may come from individuals with whom the candidate has worked. All four should be from outside UNC, all from individuals independent of the candidate, two letters from a list provided by the candidate and two letters from the chair/personnel committee’s list. Ideally all of the letters should come from research universities (RU/VH) with very high research activity. All letters received must be made an official part of the dossier for the evaluation process and must be forwarded to the Dean’s Office. Letters must be labeled in the upper right-hand corner as to which list the reviewer was selected (department chair/personnel committee or candidate). Refer to the chart below for acceptable ranks.

<table>
<thead>
<tr>
<th>Rank of New Appointment</th>
<th>Letters are Acceptable From</th>
</tr>
</thead>
<tbody>
<tr>
<td>Instructor w/Special Provision</td>
<td>Tenure track Assistant Professor or higher</td>
</tr>
<tr>
<td>Assistant Professor</td>
<td>Tenure track Assistant Professor or higher</td>
</tr>
<tr>
<td>Associate Professor</td>
<td>Associate Professor with tenure or higher</td>
</tr>
<tr>
<td>Professor</td>
<td>Professor or higher</td>
</tr>
</tbody>
</table>

☐ Electronic Recommendation Letters: Currently we may accept scanned copies of actual letters, letters with a stamped electronic signature on letterhead and letters without a stamped signature on letterhead that have been emailed. Please include a copy of the email to provide documentation that the individual sent the letter. At this time, we are unable to accept electronic letters that are not on letterhead or recommendations typed into the body of an email.

☐ Chair’s solicitation letter written for external letters of recommendation has been included for a tenured appointment. A sample letter is attached.

5. CHAIR’S LETTER

☐ The first paragraph of the Chair’s letter includes the candidate’s name, the appointment rank and the effective date of the appointment. If this is a tenure track probationary term appointment provide the inclusive dates (July 1, XXXX – June 30, XXXX).

☐ Faculty votes are recorded by rank to include the number of Yes, No or Abstentions for each rank voting. Note: The College requires a vote of a minimum of four full professors. The Chair must explain “no” votes and abstentions in his/her letter. This information should also be included in the first paragraph of the Chair’s letter. Only faculty present at the meeting should be included in the formal vote. Those faculty providing a recommendation outside of the meeting should be listed separately.

Faculty votes should be recorded using the following format which is preferred by the Office of the Provost:

- Full Professors – XX Yes, XX No, XX Abstain
- Associate Professors – XX Yes, XX No, XX Abstain
- Assistant Professors – XX Yes, XX No, XX Abstain

☐ The Chair’s letter should: 1) clearly explain why recommendation letters are considered valid if received from referees who do not hold an academic appointment (or do not have academic credentials); 2) explain why referees are not from peer institutions; and 3) explain if there is any relationship between the candidate and the recommender. This applies to both tenured and tenure track appointments.

☐ The following information should not be included in the Chair’s letter: 1) names pertaining to spousal or target hires, and 2) names of other candidates who were interviewed for the position.

☐ External Letters: For tenured appointments, the chair’s letter includes: 1) why each referee was selected and the standing of each referee in the field, especially those of rank other than professor or
from institutions that might be considered as lower rank than Carolina; 2) which referees were solicited from the candidate’s list and which were selected by the department chair/personnel committee without any suggestion from the candidate; 3) an explanation of any collaborations (on research grants or other projects) between the reviewer and candidate.

☐ Include a line for the Dean’s signature. Example -

Approved________________________Date__________

Kevin M. Guskiewicz, Dean

☐ Include Committee Report, if applicable. Do not reference other candidates who were interviewed for the position.

6. ADDITIONAL REQUIRED DOCUMENTS

- Copy of the signed offer/acceptance letter
- Copy of the People Admin approved hiring document
- Departments in the Business Center, submit a copy of the CAS Hire form
- Departments not in the Business Center, submit a copy of the ePAR

7. HARDCOPY OF DOSSIER

☐ Do not forward a hardcopy to the Dean’s Office until documents in Infoporte have been reviewed and approved.

☐ Insert tabs for Curriculum Vitae, Chair/Dean’s Letter, Committee Report (if applicable), and Letters of Recommendation.

☐ Hardcopies of dossiers can be dropped off at 205 South Building or sent via campus mail to Janet Farrell or Teresa Wilkinson, CAS Business Operations, CB# 3060, 100 Europa Drive, Suite 320.

This is only a quick reference checklist on formatting dossiers, for additional information please click here.

REVISED 08/09/2016
Sample Request for an External Letter of Recommendation for a Tenure Track Position

Dear _____________:

The School of/Department of ______________ at the University of North Carolina at Chapel Hill is reviewing the qualifications of ______________, for promotion from Assistant Professor to Associate Professor with tenure (or Associate to full Professor with tenure, or Associate without tenure to Associate with tenure). The School/Department will base its recommendation concerning ________ on the value of his/her research, teaching, and service. I write to seek your opinion about ______ worthiness for this promotion. To aid in your review of his/her qualifications and contributions, his/her curriculum vitae and most recent and (according to him/her) most important publications are enclosed.

We are particularly interested in placing ____________ scholarly work in a national context. We would value, therefore, your evaluation of the importance of his/her area of study and of the significance of his/her contributions to it. We are also interested in your opinion of his/her stature relative to his/her peers nationally.

Please refer to the following criteria of the School/Department Tenure and Promotion policy in giving your assessment of ____________. [List criteria here]

Appointments or promotion to the rank of Associate Professor must demonstrate outstanding ability. The candidate must demonstrate outstanding scholarly contributions, show independence and leadership in research or practice, and have a growing national reputation in his/her area of expertise. Please understand that, here at UNC-CH, promotion from Assistant to Associate Professor is tightly linked to a decision regarding the granting of tenure. Thus, either ____________ will be promoted and granted permanent tenure or he/she will have no choice but to leave the university. In this letter, we are asking for your opinion as to ____________ suitability for promotion and/or tenure according to the APT criteria described above that are in place here at UNC-CH. It would not be helpful, nor would it be relevant to state that: “Dr. ____________ would qualify for promotion at our institution, but would not yet be appropriate for tenure.”

For promotion to the rank of Full Professor the candidate must continue to demonstrate high quality teaching, make outstanding scholarly contributions, and have a national reputation in his/her area of expertise. There must be strong evidence that his/her scholarly work has stimulated the work of other researchers or practitioners, has provided "breakthroughs" in the field, and that, in general, other scholars are paying close attention to the candidate's work. In addition to the above, we appreciate any assessment you are able to make about the quality of ____________ teaching and professional service contributions. While we do recognize that these areas are often more difficult to assess than is scholarship, any evaluative comments that you can
provide to us will be valued. In addition, we will benefit from having your thoughts regarding __________ interpersonal skills, his/her organizational citizenship, as well as any other intangibles you might be able to share with us.

In preparing your response, we do ask that you provide us with the following information:

a. Your opinion as to whether or not you would recommend __________ for this promotion

b. A brief summary of your reasons for this opinion

c. A description of your relationship (if any) with __________

Under current policies of this institution, peer evaluations, such as that being requested from you, are regarded as confidential within limitations imposed by law. They are for limited use within the University. However, North Carolina state law provides that such written evaluations become part of the personnel file of the individual. As such, they become open by petition to the faculty member about whom they are written.

Thank you very much for your willingness to assist us with this important process. We do recognize the substantial amount of time and effort required to provide us with this assessment of __________. Please understand that time is of the essence in this process. Therefore, we ask that you notify Dr. Chair’s Name as soon as possible if you will not be able to provide us with your review by date. His/her e-mail address is: name@unc.edu. You can send either an electronic copy on official letterhead or a hard copy in the mail.

Sincerely,