

College of Health
Promotion and Tenure Document

EFFECTIVE FOR
2019 - 2020

APPROVED BY COLLEGE P&T COMMITTEE: November 2, 2018
APPROVED BY UNIVERSITY P&T: February 6, 2019

PROMOTION AND TENURE DOCUMENT

COLLEGE OF HEALTH

2019-2020

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Approved by University P&T Committee: 2/6/2019

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Preamble

The College of Health values a teacher-scholar model that strives for excellence in the areas of teaching, scholarship, and professional service. The goal of the promotion and tenure (P&T) process is to support the advancement of teacher-scholars who will contribute to the university and their discipline, including interprofessional education and practice.

This document describes the procedural requirements and policies for P&T in the College of Health. All parties involved are encouraged to familiarize themselves with the rights, responsibilities and procedures that are outlined in the university, college, and department P&T documents. In cases where questions arise, the university document takes precedence over the college document, and the college over the department.

I. Guidelines for Promotion & Tenure

1. The evaluation of a faculty member's eligibility for promotion or tenure shall be based on evidence of a continuing pattern of achievement throughout the individual's professional career in the following areas:
 - 1.1 Teaching;
 - 1.2 Scholarship;
 - 1.3 Service in a professional capacity.
2. Promotion to Associate Professor and the tenure decision will be aligned and occur in year seven.
 - 2.1 A candidate may apply early for tenure and promotion to Associate Professor once in either year five or six. If approved, tenure and promotion to Associate Professor will be granted at the end of the academic year. If not approved, the faculty member will continue in the tenure and promotion process without penalty.
3. If an individual enters employment at the university at the rank of Associate Professor or above and is working toward tenure, the tenure process is followed. Promotion to Professor is not tied to the tenure process.
4. Any tenured faculty who holds the rank of Assistant Professor is eligible to apply for promotion to Associate Professor.

5. A request for consideration for promotion to Professor can be made any time after achieving the rank of Associate Professor.
6. Experiential learning in all its forms (internships, field trips, practica, student teaching, study abroad, immersive learning projects, etc.) is and has been a hallmark of a Ball State University education. Faculty who lead these types of activities should receive consideration for their involvement as they contribute to the established standards for Teaching, Scholarship and Service.
7. The following criteria are to be used to evaluate creative activities (e.g., video productions, interactive computer projects, digital products, design works, consulting with outside organizations, proprietary research, etc.) during the P&T process in the College of Health:
 - 7.1 The activity must be useful to others in the profession. There must be evidence that the end product is being used by others as opposed to just the creator.
 - 7.2 There must be a planned and disciplined approach to the activity's development, design and implementation. The activity must reflect contemporary content, strategies, design or media components.
 - 7.3 The completed activity must be publicly verifiable. The activity must be documented via product, pictures, programs, models or other appropriate means.
 - 7.4 The P&T Vita must indicate whether the activity is non-refereed, refereed, juried, competitive, invited, etc.
8. Publications, creative activities, and grants may be included in the evaluation for tenure, progress toward tenure, and promotion once they have been officially submitted, accepted, or completed. Departments/Schools shall determine the hierarchy for valuing submitted, accepted and published works and grants.
 - 8.1 Verification of submission, acceptance and published status must be included in the supplemental materials.
9. For personnel decisions, each department must regularly conduct evaluations of teaching which include student ratings.
 - 9.1 The student ratings will be conducted in accordance with the Official University Policy for the Evaluation of Teaching and the procedures to be followed in the Evaluation of Teaching as stated in the Faculty and Professional Personnel Handbook.
 - 9.2 Near the end of the semester, a rating form adopted by the department/school to evaluate teaching will be available to students enrolled in classes being taught during the semester.
 - 9.3 After data have been analyzed, summaries will be available for the department chairperson and for the faculty member. The summaries must be included in the faculty member's P&T materials.

10. In addition, each faculty member's teaching shall be evaluated by at least one of the following means, as directed by department/school policies:
 - 10.1 Peer review of teaching, such as classroom visitation, evaluation of syllabi, examinations and other classroom materials;
 - 10.2 Chairperson review of teaching, such as classroom visitation, evaluation of syllabi, or evaluation of examinations;
 - 10.3 Peer and chairperson review of the teaching portfolio;
 - 10.4 Other forms of formal evaluation consistent with department/school policies
11. Schools/Departments are encouraged to use as many other means of evaluation as they see fit. Examples may include evidence of significant involvement in curriculum development; significant contribution to the pedagogy of the field; personal statement describing teaching goals; peer evaluations; portfolio; etc.

II. Definitions

1. Department/School refers to the individual departments and schools housed within the College of Health.
2. College or collegiate refers to the College of Health.
3. Reconsideration is the act whereby a candidate may request that an initial adverse decision by the department, college, or Provost be re-examined. Reconsideration provides an opportunity for the candidate to clarify content of materials. A decision in favor of the appellant does not guarantee tenure and/or promotion.
4. Appeal refers to the action taken by the candidate when the outcome of the department, college, or Provost reconsideration is the same as the original recommendation. An appeal may be filed without following the reconsideration process. Appeals examine the process followed and not the content of materials. A decision in favor of the appellant does not guarantee tenure and/or promotion.
5. Working days are those days when Ball State University administrative offices are open.
6. Calendar days are the days which appear on a calendar, including Saturday, Sunday and holidays. They do not relate to the Ball State academic schedule or calendar.
7. Tenure is a means to certain ends; specifically: (1) freedom of teaching and research, and of extramural activities and (2) a sufficient degree of economic security to make the profession attractive to all individuals of ability. (Faculty Handbook,

Appointment, Academic Freedom, and Tenure 2.4). Freedom and economic security, hence, tenure, are indispensable to the success of an institution in fulfilling its obligations to its students and to society.

8. Tenure-track faculty are those faculty who are currently in the probationary pre-tenure period.
9. Tenured faculty are those faculty who have been granted tenure.
10. Tenure-creditable year is defined as a time period from October 1 through September 30 of the following year.
11. An external reviewer is an individual from outside the university who has demonstrated expertise in the candidate's area.
12. Eligible professional personnel are those individuals who hold academic rank and/or tenure or who are eligible for tenure.
13. Scholarship is the process of attaining new knowledge, creating a new work, or re-creating/interpreting existing works, and disseminating the results. Generally, this takes the form of appropriate peer reviewed publications, presentations or exhibits, performances, other creative endeavors, and grant proposals. Collaborative and interprofessional scholarship is highly valued. Scholarship can occur in four areas: discovery, integration, application, and teaching. Faculty shall not be required to participate in each of the four areas of scholarship.
 - 13.1 The scholarship of discovery is traditional research and creative endeavors that pursue and contribute to new knowledge for its own sake.
 - 13.2 The scholarship of integration makes connections across disciplines bringing together isolated knowledge from two or more disciplines or fields to create new insights and understanding.
 - 13.3 The scholarship of application applies knowledge to address significant societal issues.
 - 13.4 The scholarship of teaching studies the development of knowledge, skill, mind, character, and/or ability of others.
14. Credentials. The accumulated body of work a candidate submits for consideration during promotion and/or tenure deliberations related to teaching, scholarship and service.

III. Policy Statements

1. Policy Statements for Promotion

- 1.1 Faculty and eligible professional personnel shall be evaluated in the context of the University Mission Statement.
- 1.2 Any tenure-track faculty member in the college has the right to present herself or himself to the Department/School P&T Committee for consideration for promotion to Associate Professor after the fourth tenure-creditable year. A request for consideration to Professor can be made any time after achieving the rank of Associate Professor.
- 1.3 Recommendations for promotion shall be initiated at the department/school level.
 - 1.3.1 Each department/school must have formal criteria, procedures, and policies for recommendations for promotion, which shall be reviewed annually.
 - 1.3.2 Recommendations shall be supported by ample documentary evidence demonstrating that the candidate for promotion satisfies established criteria. Documentation criteria shall include:
 - 1.3.2.1 Evaluation forms approved by the department/school.
 - 1.3.2.2 In the case of a candidate seeking promotion to Professor, a minimum of two letters from reviewers external to the University shall be included. Such letters shall provide a supplementary evaluative review of the candidate's scholarship, creative endeavors, and other scholarly productivity. These letters shall be acquired and presented in accordance with departmental and college policies and procedures. The candidate shall be fully involved in the selection of reviewers, with one-half of the contacted reviewers being from the candidate's list. Challenges to the list of reviewers will be handled according to the department/school and college policies. All letters received from external reviewers will be available to evaluators in the promotion review process.
- 1.4 Work accomplished before hiring at Ball State, as well as work accomplished while a faculty member at Ball State, will be considered in promotion deliberations. Greater attention and significance will be given to the work accomplished during the appointment at Ball State. The evidence must demonstrate a record of continuous activity.
- 1.5 Department policies and criteria must be approved by the College P&T Committee, the University P&T Committee and the Office of the Provost and

Executive Vice President for Academic Affairs and shall be on file with the college dean and the ex-officio member of the University P&T Committee.

- 1.6 The Department P&T Committee must include a minimum of three (3) eligible voting members. Departments/Schools shall develop specific provisions subject to the approval of the College and University P&T Committees when these conditions cannot be met.
 - 1.7 No person may serve as a member of a Department/School P&T Committee who is a candidate for promotion.
 - 1.7.1 Once an individual submits a written statement to the department/school chair indicating the intent to apply for promotion, that person is considered to be a candidate and can no longer serve on the committee. Each department/school shall establish a date in Spring Semester by which the written statement must be submitted.
 - 1.7.2 When the department/school chairperson is a candidate for promotion, he or she shall not participate in his or her ex-officio capacity during the deliberations of promotion to the same rank.
 - 1.8 All candidates for promotion will be informed of the department/school committee's recommendation by a letter written by the committee chair that will include an evaluation of strengths and weaknesses in the areas of teaching, scholarship, and service.
 - 1.8.1 The first committee or administrator not recommending a faculty member favorably for promotion shall provide the faculty member with a written statement delineating his or her strengths and weaknesses in each of the areas of 1) teaching; 2) scholarship; and 3) service in a professional capacity.
 - 1.9 Vote counts shall accompany any final recommendations.
2. Policy Statements for Tenure
 - 2.1 Faculty shall be evaluated in the context of the University Mission Statement.
 - 2.2 The department/school policies and criteria for tenure must be approved by the College and University P&T Committees and the Office of the Provost and Executive Vice President for Academic Affairs.
 - 2.3 A faculty member hired at the rank of Associate Professor without tenure, the tenure process is followed. Promotion to Professor is not tied to the tenure process.
 - 2.4 A faculty member must complete at least one semester of full-time service during any academic year in order to receive a full year's credit for purposes of tenure consideration.

- 2.5 Tenure for those who hold academic rank is earned in an academic department/school and held in the University.
 - 2.5.1 Tenure may be granted only to those who hold academic rank in an academic department/school. When a candidate is hired, academic rank must be recommended by an academic department/school chairperson in conjunction with the Department/School P&T Committee (or other faculty committee when unavailable), and approved by the college, administrators, and Board of Trustees.
- 2.6 Work accomplished before being hired at Ball State University, as well as work accomplished while a faculty member at Ball State, will be considered in tenure deliberations. Greater attention and significance will be given to the work accomplished during the appointment at Ball State. The evidence must demonstrate a record of continuing productivity.
- 2.7 When a faculty member is employed in a tenure-track position, a probationary period of seven years is ordinarily required before tenure is granted by the Board of Trustees. Generally, the probationary period will not exceed seven full-time years of tenure-creditable service as a faculty member at Ball State University. The exceptions are noted below.

When transferred from one academic or professional area to another, a tenure-track person, in addition to the normal probationary period, may request or be required to complete an additional probationary period not to exceed two years. The length of the extension of time must be established and stated in writing at the time of the new appointment. Ball State University is committed to providing a work environment that enable faculty to be successful.

The university also recognizes that faculty may encounter life circumstances which can impair or prevent progress toward professional and scholarly achievement. This is true for faculty working toward tenure within a limited and specific timeframe. A faculty member may request that certain years (normally not to exceed two years total) not be counted as tenure-creditable years if any of the following pertain:

- 2.7.1 Birth or adoption of a child;
- 2.7.2 The faculty member is seriously ill;
- 2.7.3 The faculty member is the principal care-giver for a dependent who is seriously ill or incapacitated;
- 2.7.4 The faculty member is the principal care-giver for a family member who is seriously ill;
- 2.7.5 The faculty member will be on leave for at least one semester of the academic year.

Within one year of the occurrence of the qualifying event, but before the affected annual Promotion and Tenure review, a request that a year not be counted as a tenure-creditable year shall be made to the department chair. The request shall include documentation of the circumstances involved. The request requires approval of the department chairperson, the appropriate dean, and the Provost and Executive Vice President for Academic Affairs.

Faculty who receive approval are not required to submit to Promotion and Tenure materials during the period approved by the Provost and Executive Vice President for Academic Affairs. The faculty member is also not expected to submit an extra year's worth of research when tenure review resumes.

- 2.8 The Department P&T Committee will make an annual recommendation to the Dean on progress toward tenure for tenure-track faculty members. After the department P&T Committee's determination, the following will happen:
 - 2.8.1 The Department P&T committee will write a recommendation letter that reviews the candidate's strengths and weaknesses and areas for improvement.
 - 2.8.2 The letter will be forwarded to the dean after all departmental deliberations are complete.
 - 2.8.3 The department chair may agree or disagree in writing with the department P&T committee's recommendation.
 - 2.8.4 Upon request from the faculty member, the department P&T chair will be meet with the faculty member to discuss and clarify the content of the letter.
- 2.9 Specific conditions of employment that must be fulfilled by a tenure-track faculty member (in addition to the general standards of performance) will be stated in writing by the University administration at the time of employment. The faculty member must meet these employment conditions in order to be eligible for a favorable tenure recommendation.
- 2.10 Tenure and promotion to Associate Professor will be aligned.
 - 2.10.1 The tenure and promotion to Associate Professor decision will be made in the seventh year. The recommendation subsequently must be approved by the Dean, Provost and Vice President for Academic Affairs, President and the Board of Trustees.
 - 2.10.2 A faculty member may request consideration for early tenure and promotion to Associate Professor one time, either in year five or six, without penalty of dismissal if not granted. If approved, tenure and promotion to Associate Professor will be granted at the end of the year. If not approved, the faculty member will continue in the tenure and promotion process.

- 2.11 The following are necessary prerequisites in order to be eligible for tenure:
 - 2.11.1 The faculty member must have satisfied any specific conditions of employment set forth in his or her letter of appointment;
 - 2.11.2 The faculty member must have received a positive tenure recommendation from his or her academic department; and
 - 2.11.3 There must be available significant evidence of excellent performance by the faculty member, and there must be the expectation for a continuance of such in the future.
 - 2.11.4 The faculty member meets qualifications to be promoted to Associate Professor.
- 2.12 The first committee or administrator not recommending satisfactory progress for a faculty member shall provide the faculty member with a written statement delineating his or her strengths and weaknesses in each of the areas of 1) teaching; 2) scholarship; and 3) service in a professional capacity.
- 2.13 Vote counts shall accompany any final recommendations.
- 3. Policy Statements for Materials Presented for Promotion & Tenure Purposes
 - 3.1 Faculty members shall present P&T materials in a format specified by college and departmental policies for tenure or promotion deliberations. Those materials shall contain a curriculum vitae and supporting documentation in accordance with guidelines established by the department and college.
 - 3.2 A personnel file for every faculty member shall be kept in the department chairperson's office. A P&T file will be part of the personnel file. This P&T file shall be open to the faculty member concerned and will contain information relevant to promotion and/or tenure. Appropriate materials shall be placed in the personnel file by the department chairperson in a timely manner. All information placed in an individual's personnel file shall immediately be brought to his or her attention in writing by the department chairperson. The faculty member shall have the opportunity to place materials in the file which may rebut or explain any detrimental information. Detrimental information that has not been brought to the attention of the faculty member cannot be used in promotion or tenure deliberations. Anonymous letters shall not be made a part of this file.
 - 3.3 Supplemental External Review Letters for Promotion to Professor. A minimum of two letters from reviewers external to the University shall be included when a candidate is seeking promotion to Professor. Such letters shall provide a supplementary evaluative review of the candidate's scholarship, creative endeavors, and other scholarly productivity. These letters shall be acquired and presented in accordance with departmental and college policies and procedures. The candidate shall be fully involved in the selection of reviewers, with one-half

of the contacted reviewers being from the candidate's list. Challenges to the list of reviewers will be handled according to department and college policies. All letters received from external reviewers will be available to evaluators in the promotion review process. External review letters shall be inserted and retained in the candidate's P&T file for use by the departmental, collegiate, and in the case of an appeal, University P&T committees, and by the Provost in promotion deliberations for the current year. The candidate has the right to examine all external review letters received. For the examination of the letters by the candidate, anonymity of the external evaluators must be protected in accordance with procedures established by departments and colleges. The candidate has the right to respond to information contained in the letters. At the conclusion of these deliberations, the letters shall be retained in a confidential file in the Office of the Dean of the College. Once letters are placed in this separate confidential file, they cannot be reopened for purposes of subsequent promotion deliberations at any level of consideration unless requested by the candidate.

IV. Promotion and Tenure Committee Structure

1. Membership

- 1.1 Each department/school shall be represented on the College P&T Committee. Consideration should be given to selection of the department representative to effectively represent people who are likely to be considered for promotion and/or tenure for the upcoming academic year.
 - 1.1.1 Each department/school shall have procedures in place for replacement should a member resign.
 - 1.1.2 Elections to the College Committee shall be conducted by each department during the spring semester with names of a department representative and alternate submitted to the Dean no later than the second week of Fall semester of each academic year.
- 1.2 The College P&T Committee shall consist of tenured faculty only.
- 1.3 The Dean and an Associate Dean responsible for academic affairs shall be an ex officio non-voting member.
- 1.4 A quorum is a simple majority except at deliberations of candidates' credentials. In those circumstances all committee members must vote.
- 1.5 The Committee will elect a chair and secretary annually.
- 1.6 The elected College representative to the University P&T Committee shall meet with the College Committee as a non-voting liaison.

2. Responsibilities

- 2.1 The College Committee shall develop and implement collegiate P&T policies and procedures that must not conflict with University policies.
- 2.2 The committee shall implement University P&T policies and procedures.
- 2.3 The committee shall make recommendations for policy changes to the University Committee.
- 2.4 The committee shall review departmental compliance with policy implementation.
- 2.5 The committee shall review and evaluate the credentials of all collegiate candidates for promotion/tenure. It shall forward the credentials of those candidates being recommended favorably for promotion/tenure, with recommendations, to the Dean.
- 2.6 The committee shall review and evaluate the credentials of all collegiate tenure-track persons in year four and forward these credentials, with recommendations, to the Dean.
- 2.7 The committee shall hear appeals from individuals who feel aggrieved by the action of the Department Committee, and/or department chairperson.
- 2.8 Minutes of all committee actions must be maintained on file in the Dean's office.

3. Conflicts of Interest

- 3.1 No person may serve as a member of the College Committee who is related by family or by marriage/partnership or is a former spouse/partner of a faculty member being evaluated for promotion and/or tenure. The affected department would be informed and requested to select an appropriate person to fill the vacancy.
- 3.2 No one may serve as a member of the College Committee who has a demonstrated conflict of interest such as business involvement, health service involvement, or relationship to any of the candidates. Decisions regarding such conflicts shall be made by the committee chair.
- 3.3 No person may serve as a member of a Department P&T Committee who is a candidate for promotion. A person elected who later becomes a candidate for promotion must resign from the committee. The one exception to these provisions involves the Chair of the department when he or she is a candidate for

promotion. In that circumstance, he or she shall not participate in his or her ex-officio capacity during the deliberations of promotion to the same rank.

- 3.4 No one may serve to hear an appeal or reconsideration who has a demonstrated conflict of interest such as previous involvement with the case, assignment to the same academic department or administrative area as any of the principals in the case, business involvement, or relationship to any of the principals. Decisions regarding such conflicts shall be made by the committee chair.

V. Academic Rank

1. There are three academic ranks: Assistant Professor, Associate Professor, and Professor. Advancement in rank is based on a continuing pattern of documented achievement throughout the faculty member's professional career in teaching, scholarship, and professional service.
2. Qualifications for rank are set by the college and must be approved by the University P&T Committee. The qualifications to attain each rank are as follows.
 - 2.1 Assistant Professor
 - 2.1.1 Evidence of effective teaching performance or evidence of potential for excellence as a teacher
 - 2.1.2 Evidence of effective scholarship, or evidence of potential for excellence in scholarship
 - 2.1.3 Evidence of effective professional service, or evidence of potential for excellence in professional service
 - 2.2 Associate Professor
 - 2.2.1 Evidence of consistently excellent teaching
 - 2.2.2 Evidence of excellence in scholarship
 - 2.2.3 Evidence of excellence in professional service
 - 2.3 Professor
 - 2.3.1 Advancing contributions to the Department, College, University, and discipline
 - 2.3.1.1 Evidence of mentoring in teaching, scholarship, and service
 - 2.3.1.2 Evidence of continuing record of excellence in assigned duties (e.g., teaching, administration, etc.)
 - 2.3.1.3 Evidence of a continuing record of excellence in scholarship, including at least two external evaluative letters from external reviewers who have reviewed and commented upon the evidence of excellence.

2.3.1.4 Evidence of significant contribution and a continuing record of excellence in professional service.

3. Departmental P&T documents must specify the earned degrees, professional training, professional experiences and/or other appropriate certifications that the department requires for each academic rank. A department may require an appropriate earned doctorate for the ranks of associate professor or professor. A terminal degree in the faculty member's specialty area is usually required for either hiring at, or advancement to, associate or professor. However, certain kinds of expertise, experience and/or recognition may be accepted with the approval by the Department/School P&T Committee, department chairperson, Dean, and the Provost and Executive Vice President for Academic Affairs.
4. Departmental P&T documents may provide more specific articulations of the qualifications for academic rank as appropriate to the department's disciplines.
5. For new hires, academic rank will be recommended by the department and approved by the Dean of the College and the Provost and Vice President for Academic Affairs.

VI. Procedures for Promotion and Tenure

1. Procedures for Promotion
 - 1.1 The departmental/school policies and criteria must be approved by the Department/School, College, and University P&T Committees and shall be on file with the academic dean and the ex officio member of the University P&T Committee.
 - 1.2 Recommendations for promotion shall be initiated at the department level. After evaluating the candidate's qualifications, the Department/School P&T Committee must indicate whether the candidate is to be recommended for promotion.
 - 1.3 Credentials of those candidates favorably recommended for promotion by the department committee shall be forwarded to the academic dean. Included with the credentials will be the Department/School P&T Committee's evaluations and recommendations
 - 1.31 If in presenting evaluations, the department/school chairperson disagrees with the department/school committee concerning a faculty member's qualifications, the department chairperson shall inform the Department/School P&T Committee of the bases of the reservations. If the differences between the chairperson and the Department/School P&T Committee are not resolved, the department chairperson will forward to the Dean his or her evaluations and recommendations

concerning the faculty member's qualifications. The faculty member and Department/School P&T Committee will be provided a copy of the chairperson's letter to the Dean.

- 1.4 The Dean shall forward credentials to the College P&T Committee and charge it with the responsibility for evaluating the credentials and determining whether candidates are to be recommended for promotion.
 - 1.41 Any recommendations from the college committee not receiving approval by the Dean shall be returned to the committee with reasons for the disapproval. A two-thirds vote of the college committee shall be required to override the disapproval, after which the Dean must forward the committee's recommendation.
- 1.5 When seeking promotion to Professor, a minimum of two supplemental evaluative letters from reviewers external to the University shall be included. Department Chairs shall ask external reviewers to describe their relationship, if any, to the candidate. The supplemental evaluative letter shall provide the reviewer's assessment of the quality of the candidate's scholarship, creative endeavors, and other scholarly productivity. The Department Chair shall include a copy of the letter soliciting external reviews.
 - 1.5.1 Tenured faculty intending to initiate application for promotion from Assistant to Associate Professor will so indicate in writing. This information will be given to the Chairperson of the unit's Promotion and Tenure Committee on or before the last working day in March.
 - 1.5.2 To select external reviewers, the candidate will provide the Department P&T Committee Chair the names of at least two external reviewers and explain in writing why each individual was proposed as a reviewer. The candidate will also describe the relationship, if any, between the candidate and each reviewer. The Department P&T Committee will select at least two additional external reviewers and record in writing why each individual was proposed as a reviewer. The candidate and the Department P&T Committee will jointly decide on the reviewers to be contacted for letters. One-half of the contacted reviewers must be from the candidate's list. If an agreement on the reviewers to be contacted cannot be reached, the dean will decide the issue.
 - 1.5.3 All supplemental evaluative letters received from external reviewers will be available to evaluators in the promotion review process. These supplemental evaluative letters shall be inserted and retained in the candidate's P&T file for use by the departmental, collegiate, and, in the case of an appeal, University P&T Committee, and by the Provost in promotion deliberations for the current year.
 - 1.5.4 Not later than one week prior to the beginning of the Departmental P&T Committee's consideration of the candidate's promotion to Professor, the

Chair of the committee shall make a copy of the set of external supplemental evaluative letters received available to the candidate for review. In the set of supplemental evaluative letters presented to the candidate, the anonymity of the external reviewers will be protected by blocking out all information in the letter that could be used to identify a reviewer (such as her/his name, position, letterhead identifying the location of employment, etc.). This set of supplemental evaluative letters shall be referred to as the redacted file. The candidate may respond in writing to information included in the redacted file for inclusion in the promotion file. Any written responses and all copies in the redacted file must be delivered by the candidate to the chair of the Departmental P&T Committee before the scheduled beginning of the committee's consideration of the candidate's promotion to Professor.

- 1.5.5 At the conclusion of promotion deliberations, the redacted file will be destroyed by the Office of the Dean. The original supplemental evaluative letters from external reviewers shall be retained in a confidential file in the Office of the Dean. Once supplemental evaluative letters are placed in this separate confidential file, they cannot be reopened for the purposes of subsequent promotion deliberations at any level of consideration unless requested by the candidate.

- 1.6 In accordance with the department's policies, procedures and criteria, the Department P&T Committee Chairperson and/or the Chairperson of the department will prepare recommendations on promotion to Professor. Recommendations for promotion will be submitted to the Dean of the College by the date established each year by the College Committee. The department Chairperson will forward to the Dean a list of candidates for promotion to Professor, recommended by the department P&T committee with appropriate supportive evidence and an indication of the department chairperson's endorsement or non-endorsement.

- 1.61 If in presenting evaluations, the Department Chairperson has serious reservations concerning a faculty member's qualifications, the Department Chairperson shall inform the Department Committee of the bases of the reservations. If the differences between the Chairperson and the Department Committee are not resolved, the Department Chairperson may forward to the Academic Dean his or her evaluations and recommendations concerning the faculty member's qualifications.

- 1.7 The Dean of the College will receive department recommendations and supporting documentation for promotion and check them for compliance with current college criteria. Any recommendations and documentation not meeting the criteria will be returned immediately to the department for review and resubmission.

- 1.7.1 The Dean of the College will distribute the department recommendations for promotion to Professor, the supporting vitae and the external review letters to the members of the College Committee. The Dean will make available to the members of the Committee other documentation that has been submitted with the recommendation for tenure/promotion.
- 1.7.2 The College Committee will study the recommendations with supportive materials from departments for compliance with policies and procedures established for the College. The Committee:
 - 1.7.2.1 Will request additional evidence to support recommendations if needed;
 - 1.7.2.2 Will meet with department P&T committees in those instances when in its judgment policies and/or procedures have not been adhered to or some other question exists and request that alterations in recommendations be made;
 - 1.7.2.3 May hold interviews with recommending officers or take whatever action is needed to discharge its above review function.
- 1.73 The College Committee will vote (by paper ballot) to promote or not to promote each candidate reviewed. The College Committee will submit its recommendations, along with the vote counts, to the Dean.
- 1.8 The Dean shall forward the recommendations, including his or her evaluations, to the Provost and Executive Vice President for Academic Affairs. If the recommendations are not acceptable, the Provost and Executive Vice President for Academic Affairs shall consult with the Dean about the differences.
- 1.9 The Provost and Executive Vice President for Academic Affairs, upon reviewing and being satisfied with the recommendations from the Dean, shall forward these recommendations to the President.
- 1.10 Final recommendations in all matters pertaining to promotion reside with the President who forwards these recommendations to the Board of Trustees.
- 2. Procedures for Tenure
 - 2.1 Departmental policies and criteria must be approved by the Department/School, College, and University P&T Committee and shall be on file with the academic dean and the ex officio member of the University P&T Committee.
 - 2.2 Submit tenure vita and support documentation to School or Department on determined date after last day of September.
 - 2.2.1 Annual evaluations for tenure shall focus on a faculty member's accumulated body of work, with particular attention given to accomplishments during the past year (defined as the 12 months ending on the last day of September of the current year).

- 2.2.2 Failure to submit materials by the established deadline will result in a letter indicating unsatisfactory progress toward tenure for the year in question.
- 2.2.3 Due to extenuating circumstances, such as a death or major illness in the family or another major unexpected event, the candidate may request an extension to the Department/School Chair. The request must be made in writing prior to the September deadline. The Department/School Chair in consultation with the chair of the department/school P&T Committee and the dean will determine if an extension is warranted and will establish a new deadline for the candidate. The decision including the appropriate deadline will be submitted in writing to the candidate within 5 business days of receiving a request for an extension.
- 2.3 Each department/school shall have a specific evaluation form for rating a faculty member in relation to tenure. This form shall be used when a faculty member is being considered for tenure. This rating form must be kept on file with the chairperson of the department and must be approved by the College P&T Committee and the University P&T Committee.
- 2.4 Recommendations concerning tenure shall be initiated at the department/school level.
- 2.5 Candidate's credentials and recommendations of the Department/School P&T Committee shall be forwarded to the Dean. If there is a difference of opinion, between the committee and the chairperson, the chairperson's recommendations will be included with the Department Committee's recommendations.
- 2.6 The Department P&T Committee will make an annual recommendation to the Dean of the college on progress toward tenure for tenure track faculty members. Standard letters, provided by the Provost's Office, will be used for stating a candidate's progress toward tenure. Lack of satisfactory progress toward tenure should be identified as early as possible in the standard probationary period of seven years.
 - 2.61 It is mandatory that departments record the nature of any problems along with the dates and the names of those present in meetings in which these problems related to tenure were discussed with the candidates and retain these notes in the department files. The names of regular faculty who are to be dismissed in the first year of their employment are to be sent to the Dean of the College by February 1 and those to be dismissed at the end of their second year by November 15. For those employed two or more years, notice of non-reappointment, or intention not to recommend reappointment, shall be given in writing at least twelve months before the expiration of the appointment.

- 2.7 Following completion of the standard letter provided by the Provost's Office by the Department P&T Committee and Department Chair, the following will happen:
- 2.7.1 The Department P&T Chair will write a recommendation letter that reviews the candidate's strengths and weaknesses and areas for improvement.
 - 2.7.2 The letter will be forwarded to the Dean of the college after all departmental deliberations are complete along with the candidate's P&T vita.
 - 2.7.3 The department chair may agree or disagree in writing with the Department P&T Committee's recommendation.
 - 2.7.4 Upon request from the faculty member, the Department P&T Chair will meet with the faculty member to discuss and clarify the content of the letter.
- 2.8 Candidate's credentials and all recommendations from the department/school committee and department chairperson regarding progress toward tenure shall be forwarded to the Dean's office. Credentials shall be reviewed and recommendations considered by the College P&T Committee for those faculty in the fourth and seventh years of the probationary period. During years reflected above, the College Committee shall review a faculty member's performance if a faculty member has appealed the departmental/school recommendations (see 35.8 regarding policies for appeal) or if faculty member has applied for early P&T. The College Committee's recommendation shall be submitted to the Dean.
- 2.8.1 During the tenure deliberations, the college committee shall review the conditions for appointment and/or the initial letter of appointment to assure compliance and shall request from the department/school committee any supporting evidence needed.
 - 2.8.2 The evaluation of the faculty member's eligibility shall comply with the criteria identified in the University P&T Document, the College P&T Document, and the Department/School P&T Document.
- 2.9 Dean of the College will review the departmental recommendations each year. The Dean of the College will review the college committee's recommendations and supporting materials during years when the committee completes a review of a candidate for tenure. The Dean may consult with and/or solicit additional supporting materials from the faculty member, the department chairperson, and/or other persons the Dean may deem to have relevant information.
- 2.9.1 Any recommendation from the College Committee not receiving approval by the Dean shall be returned to the college committee with reasons for the disapproval. A two-thirds vote of the college committee shall be required to override the Dean's decision, after which the Dean must forward the committee's recommendation, along with the recommendation

of the Dean, to the Provost and Vice President for Academic Affairs. The faculty member will be provided a copy of the Dean's letter to the Provost and Vice President for Academic Affairs.

- 2.10 For persons in their fifth or sixth year not being recommended favorably for tenure and/or promotion by the College Committee and/or the College Dean, the letter must include written statements delineating the person's strengths and weaknesses in each of the areas of 1) teaching, 2) scholarship, and 3) service in a professional capacity. The College Committee and/or the College Dean may also suggest areas for improvement.
- 2.11 The Dean shall forward recommendations concerning the tenure credentials, including his or her evaluations, to the Provost and Executive Vice President for Academic Affairs. If the recommendations are not acceptable, the Provost and Executive Vice President for Academic Affairs shall consult with the Dean about the differences.

VII. Reconsideration

1. Reconsideration is the act whereby a candidate may request that an initial adverse decision by the department, college, or Provost be reexamined. Reconsideration can take place before an appeal. Reconsideration provides an opportunity for a candidate to clarify content of material. Refer to the University P&T document in the Faculty and Professional Personnel Handbook for procedures if the initial adverse recommendation has been made by the Provost.

Any faculty member may ask for reconsideration of an adverse recommendation given by the Department/School P&T Committee, the College Dean or College P&T Committee. The candidate must ask, in writing, for the reconsideration within ten (10) calendar days following the date of the faculty member's receipt of the written recommendation adversely affecting him or her. However, an appeal may be filed without following the reconsideration process.

- 1.1 The request for reconsideration is made to the College committee or dean where the initial adverse recommendation originated and filed within that office.
- 1.2 After receiving a request for reconsideration, the Committee must meet to reconsider the adverse recommendation, or in cases when only the college dean reviews the candidate, the Dean must reconsider the initial adverse recommendation. The Committee or Dean must meet with the candidate if he or she so requests. The candidate may provide an oral presentation of the request for promotion or tenure. No additional materials may be introduced or added to the document or the process.

After meeting to reconsider the candidate's materials, the committee shall vote to overturn or affirm the previous decision. This vote supersedes the previous vote. In instances where the Dean makes the decision, the Dean will inform the candidate of his or her decision following reconsideration.

- 1.3 For specific details related to reconsideration at the department level and/or college level, refer to the Right of Reconsideration described in the University P&T document, 35.7.

VIII. Appeal

1. An appellant may appeal adverse decisions of the department/school, college, Dean, University P&T Committee, or Provost. Appeal refers to actions taken by the appellant when the outcome of the department/school, college, or Provost reconsideration is the same as the original recommendation. Appeals examine the process not the content. An appeal may be filed without following the reconsideration process.
 - 1.1 Faculty may appeal an adverse recommendation made by the Department/School P&T Committee to the College P&T Committee. The request must be made within ten (10) calendar days following the appellant's receipt of the Department/School Committee's decision and must be filed in the Office of the Academic Dean.
 - 1.2 An appeal of the College P&T Committee or Dean is made to the University P&T Committee and must be submitted in writing within ten (10) calendar days following the date of the receipt of the college's decision. The appeal must be filed in the Office of the Provost and Vice President for Academic Affairs. Appeals regarding promotion or tenure will be based upon:
 - 1.2.1 Allegation of violation of approved departmental, collegiate, and/or University Policies, including those set forth in 35.8, Right of Appeal, University P&T document in the Faculty and Professional Personnel Handbook;
 - 1.2.2 Allegation of unfair treatment on the part of the decision makers;
 - 1.2.3 Allegation of discriminatory treatment on the part of the decision makers. The letter must provide detail about what the specific allegations are. The Appeals Subcommittee will adhere to the University P&T Committee Policies.
 - 1.3 For specific details related to appeal at the college or university level, refer to the Right of Appeal described in the University P&T document, 35.8.