

**COLLEGE OF PUBLIC AFFAIRS
POLICY AND PROCEDURES FOR PROMOTION AND TENURE**

Approved by CPA Faculty Senate 2/27/14

Approved by AG's Office 10/15/14

Approved by President 2/27/15

Approved by Chancellor 4/12/15

The College of Public Affairs (hereafter referred to as “the College”), will adhere to all University System of Maryland (USM) guidelines or regulations relating to appointment, tenure, and promotion. The following policies and procedures supplement and are affixed to the “Policy on Appointment, Rank, and Tenure of the Faculty” approved by the University System of Maryland Board of Regents. These guidelines are meant to inform faculty and the respective committees of the standards to be used in considering appointment, promotion, and tenure. All faculty members shall be appointed to an appropriate rank as described in the USM and University of Baltimore (UB) guidelines.

I. APPOINTMENTS

All faculty members shall be appointed to an appropriate rank as described in the USM and University of Baltimore (UB) guidelines.

Tenure Track Appointments. In general, to be considered for a tenure-track appointment the candidate must possess, at a minimum, the qualifications listed for that rank (See II. Below). Faculty of all ranks are responsible for teaching, scholarship, and service to their department/division, the College, and the University. The weight accorded to each of the elements of faculty achievement may vary by individual faculty member. However, in all cases, clear evidence of potential for excellence in teaching must be a primary consideration for appointment.

Appointment with Tenure. When authorized by the dean to hire at the senior rank, all appointments with tenure shall be reviewed by the School Promotion & Tenure Committee, the College Promotion & Tenure Committee, the dean, the provost and the president consistent with the guidelines articulated below.

II. QUALIFICATIONS BY RANK

Faculty of all ranks are responsible for teaching, scholarship, and service to their school, the College, and the University. Faculty members are expected to perform those administrative, supervisory, and other duties as may be assigned to them by the College or University authorities. Faculty shall have the responsibility for maintaining the academic vitality of the academic programs in which they teach.

Principal means of exercising this responsibility shall include on-going program assessment and peer evaluation of teaching, and professional growth of all faculty. Senior faculty shall make themselves available for such consultation and mentoring in the areas of teaching, scholarship, and professional development as the junior faculty may reasonably request.

The only faculty ranks which may involve a tenure commitment at the University of Baltimore are: Professor, Associate Professor, and such other ranks as the Board of Regents may approve and the University of Baltimore adopts.

The following shall be the minimum qualifications for appointment or promotion to the academic ranks in use by the University of Baltimore. Exceptions to the following criteria may be recommended by the provost and approved by the president of the University.

A. Instructor

The appointee shall hold the master's degree in his or her field of instruction. If the master's degree is not the terminal degree, evidence of pursuit of the doctoral degree or comparable professional achievement or recognition by a professional peer group is preferred. There shall be evidence also of potential for excellence in teaching. The rank of Instructor does not carry tenure.

B. Assistant Professor

The appointee shall hold the doctorate or recognized terminal degree in the field of specialization. The appointee should also show potential for a high level of teaching ability, and shall provide evidence of potential for superior research and scholarship. He or she must also demonstrate a willingness to cooperate with others for the good of the institution.

C. Associate Professor

In addition to having the qualifications of an Assistant Professor, the appointee shall have a record of effective teaching and shall have demonstrated academic leadership, significant research and scholarship in the field, recognized by his or her peers outside the College, and shall have shown promise of continued productivity. He or she must also demonstrate a willingness to cooperate with others for the good of the institution.

D. Professor

In addition to having the qualifications of an Associate Professor, the appointee shall have established reputation for outstanding research and scholarship and a distinguished record of teaching and a record of leadership in service. He or she must also demonstrate a willingness to cooperate with others for the good of the institution.

III. PROMOTION AND TENURE CRITERIA

The criteria to be followed in all promotion and tenure decisions include teaching effectiveness, scholarship, and service. The initial hiring contract of each Assistant Professor, Associate Professor, and Professor shall state the year for tenure consideration and the number of years' credit for prior experience given toward promotion and tenure, if any. Upon appointment, each new tenure track faculty shall be provided the applicable criteria for tenure and promotion.

Candidates seeking promotion to the rank of Professor should demonstrate achievements in scholarship, teaching and service that significantly exceed the performances demonstrated by most of the School's successful candidates for promotion to Associate Professor, and surpass the candidate's own performance at the time of promotion to Associate Professor.

Candidates are to be evaluated by their school on the basis of both their professional accomplishments and their potential contributions to the future evolution of the school's curriculum and mission.

Candidates shall be evaluated by an in-depth evaluation of strengths and weaknesses, so that a decision on a positive or negative recommendation can be made that takes into account all aspects of the candidate's abilities as well as current and anticipated accomplishments.

A. Teaching Effectiveness.

Tenure appointments and promotions shall be made only when there is clear evidence of the individual's ability and commitment as a teacher. Evidence of effectiveness may include information from:

- 1) Classroom performance, as evidenced by:
 - a) course materials including syllabi and other course content;
 - b) student evaluations;
 - c) peer observation; and
 - d) Course assessments and development of new pedagogies (e.g., online, adult learning).

- 2) Evidence of Teaching Efforts and Commitment
 - a) academic advisement;
 - b) curriculum development;
 - c) program management and assessment including student learning outcomes assessment;
 - d) supervision of independent study, capstone projects, and honors projects;
 - e) supervision of internships;
 - f) supervision of master's and doctoral theses;
 - g) professional development and training; and
 - h) awards and recognition for teaching.

B. Evidence of Scholarly Work

A scholar has a professional obligation to publish and to subject ideas to the critical eyes of fellow scholars and others.

The portfolio of scholarly work submitted by the candidate in his or her promotion dossier may include research published in scholarly publications, research grants and awards, and applied research products as outlined below. In all cases, candidates shall demonstrate substantial evidence of publication in scholarly outlets such as peer reviewed journals.

Quantity of publication by itself is no sure index of quality. Indicators of quality should include the following: refereed journal articles, published quality rankings of the journals, the acceptance rates and prestige of the journals, authored books, a list of citations of the candidate's works and assessments provided by external reviewers. Other indicators of quality may include invited articles, articles in books, monographs and edited volumes.

Scholarship may include research grants and awards indicating recognition of the individual's scholarly contribution by the profession, application of academic expertise, and effort to grow extramural funding.

Scholarship may include applied and/or community-based research that utilizes the academic knowledge and expertise of faculty but is not typically published in academic journals. This would include research reports, evaluation studies, reports issued by the Schaefer Center for Public Policy, and policy briefs issued by the college.

In the documentation of scholarly work (e.g., papers, chapters, reports, monographs, books, edited volumes, grants, awards,) the following should be provided:

- 1) In the case of co- or multiple authorship, a clear and explicit description indicating the candidate's contribution to the work, and the rationale for the candidate's place in the sequence of authors. Schools are encouraged to obtain statements from co-authors explaining the candidate's contributions.
- 2) A clear and explicit description of when the candidate's creative or scholarly work was actually conducted (not when it was published) with respect to the candidate's most recent appointment, regardless whether that appointment was at UB or elsewhere. Promotion and tenure committees shall consider all scholarly work submitted by the candidate, including that which may have been written or prepared prior to appointment at UB. In all cases, however, candidates shall be expected to demonstrate scholarly achievement during their time at UB. Works accepted for publication but not published (whether identified as "in press" or "forthcoming") must be accompanied by documentation of their status (e.g., a letter of their acceptance from the editor or publisher.) Works submitted for publication, but not yet accepted, may be included.
- 3) Assessment of applied research and scholarly work may include feedback about the value and impact of this work by research sponsors, community partners, government officials, media reports and other sources.

C. Service

Tenure appointments shall consider service to the School, College, University and Community. To count toward tenure and promotion consideration, service should be directly related to a candidate's professional activity or academic expertise.

Internal service may include academic and other professional contributions to the mission and effectiveness of the school, the College, the University of Baltimore, or the University System of Maryland.

External service may include service to the community; to professional organizations, businesses, non-profit organizations, government agencies; or to the profession.

Evidence of candidate's impact in service may be provided in the form of letters from committee chairs, organizational officers or leaders in professional organizations indicating the level of participation in service activities.

IV. PERIODIC REVIEW OF FACULTY

- A. **Progress Toward Tenure Reviews.** The School Promotion and Tenure (SP&T) Committee shall conduct annual progress-toward-tenure reviews including a substantive three-year review of progress-toward-tenure of all untenured tenure-track faculty.

The progress toward tenure reviews serves many purposes. First, they are mentoring documents that provide untenured faculty with advice and guidance as they move through the tenure process. Second, from the third year forward to the tenure decision, they provide the basis on determining whether an untenured faculty member should be given annual contracts until such time as he or she is eligible to apply for tenure. Third, the reviews are part of the evidentiary record that tenured faculty use in making promotion and tenure recommendations.

The Progress toward Tenure Policy reviews are a critical part of the Promotion and Tenure process. Therefore, members of an Executive Committee should adhere to the stipulated criteria for the College's Promotion to Associate Professor in providing guidance to untenured faculty members. In addition, when considering the application of an untenured faculty member for Promotion and Tenure, the Executive Committee should review carefully the Progress Towards Tenure Reports as part of the tenure and promotion package.

For year one, year two and year four of the tenure review process, the untenured faculty member should submit the following to the Executive Director of the School by April 15th:

- 1) A reflective statement addressing his or her accomplishments in the areas of teaching, research and service. In the reflective statement, untenured faculty should address accomplishments for the academic year in the areas by which faculty are judged for tenure: teaching, research and service.
 - a. In the area of teaching, new faculty members should comment on their philosophy of teaching, pedagogies, address student and peer evaluations, describe new course preparations or revisions, explain their role in curriculum and program development and/or planning initiatives, and discuss their work in the area of assessment.
 - b. In the area of research, untenured faculty members should detail new scholarly works published, submitted or in preparation, grant proposals, and research reports. For works submitted, the untenured faculty member should address the status of the work—e.g., under review or in a revise and resubmit status.
 - c. For service, the untenured faculty member should detail university, school, and program service activities, professional and community-based activities. The reflective statement should also contain information about applied research activities, including grant preparation and submission.

2) An up-to-date curriculum vitae.

The Executive Director of the respective school will in turn provide the aforementioned materials to members of the School's Promotion and Tenure Committee.

For the third year review untenured faculty members should submit by April 15 a brief dossier that reflects their accomplishments during the first three years as an untenured faculty member that will be counted toward tenure. This dossier should follow the requirements of the promotion and tenure policy of the College of Public Affairs. It should include:

- reflective statements on teaching, research and service;
- an up-to-date curriculum vitae;
- student and peer teaching evaluations;
- examples of course syllabi;
- evidence of scholarly activity in the form of refereed journal articles; and copies of applied research reports and/or grant applications.

Tenured Associate Professors shall have the option of requesting a similar progress toward promotion review in advance of applying for promotion to Professor. Materials for this review are due to the Executive Director of the School by April 15. This review shall be carried out by the school executive director and the school faculty who hold the rank of tenured Professor. Where there are fewer than three tenured Professors in a school, the dean, in consultation with the school executive director, shall appoint necessary additional Professors drawn from the College as a whole or, when appropriate, up to one Professor from another of the university's colleges/schools. This review shall consist of a review of the candidate's *curriculum vitae* and a recommendation to the candidate about proceeding forward in requesting a promotion to full professor.

- B. Post Tenure Reviews. Tenured faculty shall have a post tenure review every five years as defined in the USM, UB, and College Policies on Comprehensive Review of Tenured Faculty, which can be found online UB Policy Guide/Faculty Affairs/Review of Tenured Faculty.

V. PROCEDURES FOR PROMOTION AND TENURE: OVERVIEW

- A. All reviews begin at the school level. Each school shall have a School Promotion & Tenure (SP&T) Committee that performs the P&T functions described in this document. This committee will consist of eligible senior faculty (tenured Associate Professors and Professors) with the exception on one senior faculty member who will serve on the College Promotion and Tenure Committee (CP&T).
- B. The College shall have a college-wide Promotion & Tenure Committee (CP&T) consisting of three eligible senior faculty who have not served as voting members on the SP&T. The CP&T Committee shall make recommendations to the dean on matters of tenure and promotion, including initial appointments that carry tenure, and promotion.

The CP&T Committee can also review the reports of school committees for thoroughness, consistency, and conformity with the guidelines provided in this policy.

- C. A faculty member whose relationship with any candidate presents a conflict of interest is obliged to recuse himself/herself from the review of that candidate's application.
- D. The role of the dean is to consider not only the record of the candidate and its relationship to the school's mission and curriculum, but also the application of consistent standards to faculty selection, retention, and development. At the same time, the dean's responsibility extends to the broad range of institutional consideration that shapes the ongoing growth and direction of the College as a whole. The candidate has the right to respond in writing to the recommendations made by the SP&T, the CP&T and the Dean. The candidate will be given seven calendar days from the date of the recommendation at each level to submit a written response. These written responses will become part of the package as it moves to the next level of consideration.

Final appeal procedures may be found in the online UB Policy Guide/Faculty Affairs/Appointment, Rank, Tenure, Promotion, and Retention.

- E. It is the responsibility of the school executive directors to ensure that all new tenure-track faculty members are provided with written copies of these criteria, plus any changes that may be adopted during the probationary period.

VI. STRUCTURE OF THE PROMOTION AND TENURE REVIEW SYSTEM

- A. School Level. This is the first level of the promotion and tenure process. The SP&T Committee membership is restricted to faculty who have the sought after rank or higher. The chair of the committee shall be selected by its members. Each School will elect one senior faculty member to serve on the College Promotion and Tenure Committee. This person shall not vote at the School Level but may attend School Promotion and Tenure meeting.

In cases where there are fewer than three eligible senior faculty members (tenured Associate Professors or Professors) in the school, the dean, in consultation with the school executive director, shall appoint qualified additional faculty members drawn from the College as a whole or, when appropriate, up to one Professor from another of the university's colleges/schools.

- B. College Level. This is the second level of the review process. The CP&T Committee shall consist of one senior faculty member (Associate or Full Professor) designated by each school. The committee shall elect a chair and a secretary. Members are precluded from voting on School Promotion and Tenure decisions but may participate in School Promotion and Tenure Committee meetings. Members may not serve during the year in which they are candidates for promotion.

An application for promotion to Professor shall be considered only by those members of the CP&T Committee holding the rank of Professor. If a school's representative does not hold the rank of Professor, the executive director of that school, the CP&T Committee chair, and the dean shall together select a representative from the College's faculty who is a Professor and who will replace the school's representative for the purpose of considering that application to Professor. In the event that the CP&T Committee chair does not hold the rank of Professor, an acting chair shall be selected by

the CP&T Committee as constituted for considering that application for promotion to Professor.

VII. THE PROCESS FOR PROMOTION AND TENURE REVIEW

A. Stage One: Initiation of the Promotion and/or Tenure Process

- 1) Promotion and/or Tenure Review for Tenure Track Assistant Professors or other ranks when a tenure review is needed. By **April 15** of the academic year prior to a candidate's scheduled tenure review year (including any approved changes to the scheduled review year due to the candidate's eligibility under Tenure Clock Stoppage Policy provisions), the dean shall notify eligible candidates about the impending promotion and tenure review, and shall distribute the Promotion and Tenure Policy and Dossier format documents. The notification to candidates shall request that the candidate submit a written affirmation to their Executive Director that they wish to be considered for tenure and/or promotion.

By **May 15**, the executive directors shall inform the dean of the names of those faculty to be considered for tenure and/or promotion in the next academic year.

Early Review. A tenure-track faculty member may request an early review for tenure and promotion to Associate Professor. This is a review sooner than the customary six year timeline. A request for an early review must be submitted in writing through the candidate's school executive director and dean and approved by the provost. This request must be approved prior to May 1. An agreement to allow a candidate to be considered early is not an endorsement by the provost of the candidate's success in attainment of tenure and promotion.

- 2) Promotion to Full Professor. Candidates who are considering a formal request to move forward to the rank of Full Professor shall request a Progress Towards Promotion Review (described in Section IV.B.). Typically such requests should be made in the year prior to a formal request for promotion.

Any candidate formally requesting consideration for promotion to Full Professor shall forward a written letter of application to the school executive director no later than May 1. Within 2 weeks of the receipt of the request, the dean will send written notice to those candidates, including dossier guidelines, to the candidate's school executive director, and the CP&T Committee.

- B. Stage Two: Submission of Materials. By **June 1st**, the candidate shall submit to the SP&T Committee chair his/her list of potential external reviewers and his/her scholarly materials including personal statement regarding scholarship for external review. If scholarly materials have been accepted for publication but have not yet been published, candidates may include the works in pre-publication form for use by external reviewers and may include the published (exhibited) version if it becomes available by the time the completed dossier must be submitted.

By **September 15** (or the Monday following, should the date fall on a weekend), a candidate for tenure and/or promotion will submit his/her complete dossier for evaluation to the SP&T Committee chair. The documentation must adhere to the format

and criteria set out in the Dossier Guidelines. No new information or material may be added to the dossier by the candidate after **October 1**, except at the discretion of the SP&T chair.

- C. Stage Three: External Reviews. A candidate's application for tenure or promotion shall be accompanied by a minimum of three external reviews evaluating the scholarship. External reviews should be received by October 15. The Executive Director chair shall request the external reviews. Fifty percent of the solicited reviewers shall be selected from a list provided by the candidate. The Executive Director in consultation with the other members of the Executive Committee shall select the remaining reviewers, none of whom may be on the candidate's list. The SP&T Committee chair shall confirm the list of external reviewers and the initiate the reviews. The school executive director will oversee the duplication and dissemination of each candidate's materials to the chosen external reviewers by July 1.

In submitting their list of reviewers, the candidate will write a brief account of his/her connections, if any, with each potential reviewer that they nominate. The candidate will not be privy to the names of the external reviewers from whom reviews are being solicited.

Reviewers will be provided with the candidate's CV and publications as appropriate. The SP&T Committee chair shall assist external reviewers in obtaining any additional materials they may request. External reviewers will also be asked to supply a professional biography or CV along with their letter of review, which shall be kept separately with the external review letters. All solicited external reviews that are received by the due date of October 1, shall be included in the SP&T Committee's review.

The identities of the reviewers and reviews are highly confidential and should not be shared with the candidate or others who will not be evaluating or voting on the candidate's case for tenure or promotion. The identity of the reviewers, their expertise relevant to the review, and the method of selection shall be submitted in a separate document to the CP&T Committee and the Dean.

The confidential external reviews and biographies or CVs shall be delivered separately by the SP&T Committee chair to the CP&T Committee chair along with the SP&T Committee report. All members of the CP&T Committee shall preserve the confidentiality of the external review materials in the same manner as the members of the SP&T Committee. When the CP&T Committee has completed its report, the external review materials shall be collected and returned to the Office of the Dean to be secured, who shall retain custody thereafter except as requested by the provost, the president, or the University Appeals Committee as part of this review process.

- D. Stage Four: Recommendation of the SP&T Committee.

- 1) Every candidate may make a request to the SP&T Chair to have a personal appearance before the SP&T Committee to present his/her case. The committee may also request that the candidate appear personally or provide additional information. Either request must be in writing.

- 2) The SP&T Committee shall consider the merits of the candidate with respect to teaching effectiveness, scholarship, and service (see Section III).
- 3) Following a rigorous evaluation, the SP&T Committee shall vote on whether to recommend the candidate for tenure and/or promotion. The vote must be taken by secret ballot. Only faculty members who are present for the discussion either in person or electronically may vote. Faculty members may vote yes (aye), no (nay), or abstain. An abstention does not count as a vote. The total number of yes and no votes and abstentions must be recorded. A recommendation for or against promotion and tenure shall be based on a simple majority of votes cast (excluding abstentions). Those faculty members participating remotely shall privately convey their vote to the SP&T chair who will fill out a ballot on their behalf.
- 4) Faculty members in the School Tenure and Promotion Committee shall vote on tenure and promotion decisions using a secret ballot as follows:
 - a. At the time of decision, each member of the SP&T committee shall receive a ballot, a small blank envelope and a large blank envelope. The ballot shall reference a motion concerning promotion and/or tenure decisions.
 - b. Faculty members shall cast their vote on the ballot, place the ballot in the smaller envelope, place it in the larger envelope and sign their name and date on the larger envelope and pass the envelope to the committee chair.
 - c. The committee chair shall open all of the larger envelopes, remove the smaller envelope and place them in a pile separate from the larger envelopes that contain ballots. The chair shall then open the smaller envelopes, remove the ballots and count the votes for or against the motion and abstentions. The vote count shall be announced in the meeting and reflected in the minutes of the meeting.
 - d. The ballots and signed envelopes will be gathered together, placed in a large envelope and saved in school files.
 - e. The minutes of the meeting shall be forwarded to the dean along with other documents associated with the tenure and promotion decision.
- 5) Any member or members of the SP&T Committee who do not support the Chair's report shall have the option of writing a separate minority report that shall detail his or her rationale for the dissent or abstention from the Chair's report. Authors of any minority report must sign the minority report.
- 6) Upon receipt of the school's recommendation report, the candidate has the option to submit written comments to the next level in the promotion and tenure process within seven calendar days from the date of the SP&T recommendation. The response shall be limited to clarification of information or factual data. These written comments become part of the promotion and tenure package.

- 7) By November 22, the candidate shall submit to the CP&T Committee chair his/her written response (if any) to the recommendation of the SP&T Committee.

E. Stage Five: Submission of Materials and Recommendations to the CP&T Committee Chair.

By November 15, the SP&T Committee chair shall submit all materials to the CP&T Committee chair and that shall include:

- Candidate's dossier.
- Confidential material related to external reviews.
- Recommendation letter of the SP&T Committee.
- Minority report of the SP&T Committee (if any).
- School Executive Director's Annual Reports (all years prior to application)

F. Stage Seven: Recommendation of the College Promotion & Tenure Committee.

- 1) The CP&T Committee shall consider the candidate's dossier, the external reviews, the SP&T report(s), the school executive director's annual report and any response written by the candidate.
- 2) The CP&T Committee has the option of requesting clarification from the candidate or other interested party. This may be in the form of a presentation or written testimony. The candidate may also request a personal appearance before the committee. All such requests must be in writing.
- 3) Following a rigorous evaluation, the CP&T Committee shall vote on whether to recommend the candidate for tenure and/or promotion. The vote must be taken by secret ballot. Faculty members may vote yes (aye), no (nay), or abstain. An abstention does not count as a vote. The total number of yes and no votes and abstentions must be recorded. A recommendation for or against promotion and tenure shall be based on a simple majority. The chair shall be responsible for writing a CP&T Chair report that summarizes the vote and addresses specifically, and in reasonable detail, the rationale for the recommendation.
- 4) Any member or members of the CP&T Committee who do not support the CP&T Chair's report shall have the option of writing a separate minority report that shall include the rationale for their dissent and shall be signed by those members.
- 5) The recommendation report signed by all CP&T Committee members, along with any minority report, shall be forwarded to the dean of the College, the candidate's school executive director, the SP&T Committee chair, and the candidate no later than January 15 of the academic year in which the candidate applies.
- 6) Upon receipt of the CP&T recommendation, the candidate has the option to submit written comments to the Dean within seven calendar days from the date of the recommendation. The response shall be limited to clarification of information or factual data. These written comments become part of the promotion and tenure package.

- 7) A candidate for *promotion only* has the option of withdrawing his/her application prior to the dean issuing his/her recommendation. A request for withdrawal shall be sent in writing to the dean. In the case of withdrawal, the recommendations preceding the withdrawal shall be destroyed and shall not be considered in future promotion applications.

G. Stage Eight: Recommendation of the Dean.

- 1) After receipt of all material submitted in the earlier stages (*e.g.* reports, recommendations), and responses, the dean shall consider the candidate's application. At his or her option, the dean may request clarification from the candidate or other interested party. This may be in the form of a presentation or written testimony.
- 2) The dean shall prepare a written recommendation either for or against promotion and/or tenure. In this recommendation, the dean shall set forth in reasonable detail the rationale for his or her recommendation, including but not limited to the candidate's record, the school's curriculum and mission, institutional considerations and any other relevant matters concerning the candidate's application.
- 3) The dean's recommendation, along with all material submitted in earlier stages, shall be forwarded to the provost. Copies of the report shall also be sent to the CP&T Committee chair, the candidate's school executive director, the SP&T Committee chair and the candidate no later than February 15.
- 4) Upon receipt of the dean's report, the candidate has the option to submit a written response to the Provost within seven calendar days from the date of the recommendation. The response shall be limited to clarification of information or factual data. These written comments become part of the promotion and tenure package.

H. Stage Nine: Recommendation of the Provost. The provost shall prepare a written recommendation for or against promotion and tenure. In this report, the provost shall set forth in reasonable detail the rationale for his or her recommendation.

The provost's recommendation, along with all material submitted in earlier stages, shall be forwarded to the president. Copies of the recommendation shall also be sent to the dean of the College, the CP&T Committee chair, the candidate's school executive director, the SP&T Committee chair and the candidate no later than March 7.

I. Stage Ten: Decision of the President. The candidate will be notified in writing by the president of the University by April 30 of his/her decision concerning candidacy for tenure and/or promotion.

VIII. TIMELINE FOR PROMOTION AND TENURE REVIEW DECISIONS

In order to facilitate this process, it is understood that the decisions will be rendered by the following dates:

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| November 15 | School Promotion & Tenure Committee |
| January 15 | College Promotion and Tenure Committee |
| February 15 | Dean |
| March 7 | Provost |
| April 30 | President |

If any of the above dates falls on a weekend, the due date will be the following Monday.