

**POLICIES OF THE PROMOTION AND TENURE COMMITTEE**

**FOR EVALUATION**

**OF**

**FACULTY SEEKING ADVANCEMENT AND / OR TENURE**

**SCHOOL OF PHARMACY**

**UNIVERSITY OF MISSOURI, KANSAS CITY**



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## **I. Composition and Voting Privileges**

The composition of the Promotion and Tenure (P&T) Committee is stipulated in the bylaws of the School of Pharmacy. The committee is composed of two members elected by each of the three divisions of the School: Pharmaceutical Sciences, Pharmacology and Toxicology, and Pharmacy Practice. The chair of the committee is a full professor, or associate professor with a minimum of three years at this rank and tenured, elected by the voting faculty of the School. The dean appoints a full professor from one of the divisions as the School representative to the campus Committee on Promotion and Continuous Appointment. This person serves as an *ex officio* member of the committee, may participate in discussions, but does not have a vote on the school committee. The chair of the committee does not vote except in the event of a tie vote by the members present. The quorum for meetings of the committee is four voting members and the chair. Per Chancellor's Memorandum 35, no member of the committee may vote on promotion of a candidate to a higher rank than that member holds.

## **II. Functions of the Promotion and Tenure Committee**

The P&T Committee is responsible for making recommendations on tenure and promotion of both regular and nonregular faculty within the School of Pharmacy. The recommendations of the P&T Committee are to be included in the faculty member's file for promotion and/or tenure (referred to here after as the advancement portfolio). Notwithstanding negative decisions on promotion and/or tenure at the administrative level, a positive recommendation by the P&T Committee must be made available in the advancement portfolio for all subsequent levels of consideration. Faculty under consideration for tenure or promotion are classified as candidates and the committee proceeds in its deliberations regarding the candidacy as stipulated in Section VII.

### **A. Regular Appointment (Tenure Track)**

#### **1. Promotion into Tenure Track Ranks**

Upon request from the dean, the committee recommends whether or not non-tenure track faculty are eligible for conversion to tenure track. The committee considers the merits of the application of

such candidates in light of their potential for life time contribution to the missions of the School and University and their potential to achieve promotion from the appointed tenure rank to the next level in the allotted time frame.

2. Evaluation of Tenure Track Faculty Prior to Promotion and Tenure

The P&T Committee review the progress of faculty hired into tenure track as assistant professor or associate professor each year until the time for final review that may lead to award of promotion and tenure. This yearly process is referred to as “Annual Mandatory Review.” On completion of this annual review, the chair of P&T, with concurrence of the members, notifies the candidate in writing of its judgment on whether progress is satisfactory or if deficiencies exist. In the latter event, the deficiencies are identified and recommendations for eliminating them are made.

3. Recommendation on Promotion and Tenure of Eligible Assistant Professors

The committee makes recommendations on the promotion of assistant professors to associate professor based on the criteria given in Section IV (criteria for tenure) and Section VI.A.2 (specific criteria for promotion to associate professor).

4. Recommendation on Promotion of Associate Professors to Professor

The committee makes recommendations on the promotion of associate professors to full professor. The committee provides its recommendations based on the criteria given in Sections IV and VI.A.3.

5. Recommendations in Special Circumstances

a. The committee provides recommendations on promotion of assistant professors to associate professor while deferring decision on tenure. The P&T Committee makes such recommendations at the request of the dean; however, this

will be considered only on circumstances of exceptional achievement.

- b. The committee acts as the advisory body in actions for early termination of regular, non-tenured assistant professors and of termination for cause of tenured faculty pursuant to Chancellor's Memorandum 77. Upon appropriate request the committee will evaluate to support or deny support in such actions initiated by the dean or division chair. These judgments of the P&T Committee are case specific; i.e., they are made after evaluating the detailed charges and circumstances presented by both faculty member and administrative party concerned.

B. Nonregular Appointment (Nontenure Track)

1. Evaluation of Nontenure Track Faculty Prior to Promotion

Upon written request of the faculty member, the P&T Committee will review the progress of that nontenure track faculty member toward promotion based upon the stated criteria for promotion (see paragraph 3 or 4 below depending on the level of the faculty member). On completion of the review, the Chair of THE P&T Committee, with concurrence of the members, notifies the candidate in writing of its assessment of progress toward promotion.

2. Evaluation of Nontenure Track Faculty for Promotion

Upon written request of the faculty member, the P&T Committee will provide a written recommendation to the dean concerning promotion of the candidate based upon the stated criteria for promotion (see paragraph 3 or 4 below depending on the level of the faculty member).

3. Recommendation of Promotion of Eligible Clinical Assistant professors to Clinical Associate Professor

The committee makes recommendations on the promotion of clinical assistant professors to clinical associate professor based on the criteria given in Section V (criteria for advancement) and Section VI.B.1 (specific criteria for promotion of clinical associate professor).

4. Recommendation on Promotion of Clinical Associate Professors to Clinical Professor

The committee makes recommendations on the promotion of clinical associate professors to full clinical professor based on the criteria given in Sections V and VI.B.2.

### **III. Documentation for Review**

The Promotion and Tenure Committee makes decisions on *all cases* concerning promotion and/or tenure on the basis of the candidate's advancement portfolio. The portfolio is prepared by the candidate to document achievements and progress in the areas of teaching, research, practice and service. The portfolio should be started upon appointment. The P&T Committee expect that the candidate will update the portfolio with each subsequent year of appointment so that it is ready for review when requested. The School also maintains a faculty file for each member of the faculty. The P&T Committee requires that the advancement portfolio be developed as a separate document file system to prevent loss of information in transferring between School's general file and the P&T specific file.

The completed portfolio should comprise a compilation of vitae, teaching evaluations, publications and scholarly achievements that document thoroughly the progress and contributions of the candidate. The portfolio should be comprehensive with documentation on specific achievements made fully evident in each of the files. Detailed vitae, teaching evaluations, publications, grant applications, records of community, school and university service and awards, honors and recognition are to be documented in the portfolio. The annual Faculty Activity Report and MBO (Management by Objective) document must be included because these describe workload in regard to administrative agreements.

The portfolio may be kept in a place of choice by the faculty member until the time for review designated by the P&T chair. During the time of P&T review the portfolio will be maintained in a repository which is specified by the P&T chair. This repository will be a secure place with access limited to members of the P&T Committee, dean and division chair.

Faculty members who are candidates as defined in this document are to obtain information on the expected university wide organization of the portfolio through the office of the dean at the time of appointment to the faculty. These expectations may change over time; hence, faculty candidates are expected to obtain the latest information on portfolio content from the office of the dean at the time of mandatory review.

The dean provides to the P&T Committee in a separate file letters of recommendation by external reviewers. This file is not included in the portfolio when open to the candidate but is included after review by the P&T Committee. Part II of a university form completed by the faculty's division chair is maintained in the office of the dean and is also not included in the portfolio until it is processed by the dean. These documents and Part II of the university form completed by the P&T Committee are privileged communications. To maintain the integrity and independence of the review process they are not available to the candidate.

In the following section the fundamental achievements are given that are expected by the P&T Committee in order for it to recommend promotion and/or tenure.

#### **IV. Criteria for Positive Recommendations Concerning Tenure (Regular Appointment)**

Academic tenure is an invaluable property right for a faculty member. Through tenure, faculty obtain academic freedom wherein they can exercise independent judgement on their scholarly contributions to the missions of the University and to society. Tenure is awarded only after a searching examination of qualifications and it cannot be rescinded except under termination for cause. To obtain academic tenure a faculty member meets certain fundamental requirements of both School and University. These are universal in that all faculty holding tenure will strive to achieve these standards.

At the School of Pharmacy the main accomplishment for award of tenure is demonstration of sustaining, meritorious, academic achievement. Teaching must be of the highest quality and this record demonstrated over the period of appointment. Research that yields high quality publication of scholarly work in nationally recognized peer-reviewed journals, books and other publications is essential. Achievement of extramural support leading to this scholarly record is strong evidence of sustaining potential. The relative importance of scholarly criteria may vary in different divisions; however, every decision by the P&T Committee will give consideration to teaching and research. Service, whether professional service, service to the University, or relevant public service, may be taken into consideration but will not be used as the sole basis for recommending tenure.

A. Teaching:

A teacher in pharmacy, worthy of tenure, demonstrates intellectual competence, integrity, independence, enthusiasm and a spirit of scholarly inquiry. It is anticipated that the record will reflect a continuous increase in knowledge of the subject taught, an ability to effectively transmit knowledge to students, an ability to arouse curiosity and stimulate creative thinking in beginning students and to stimulate advanced students to pursue and complete creative work.

Assessment by the P&T Committee for effectiveness in teaching includes examination of teaching performance evaluations, curriculum materials, and educational development activities. Specifically, the committee will examine the portfolio for exemplified accomplishments as follows:

1. The candidate's overall teaching ability as perceived by students and documented by their responses on periodic student opinion surveys in a course in which the candidate is the major instructor.
2. The candidate's teaching competence as determined by teaching evaluation performed by peers and/or comments of other instructors of higher rank in team-taught courses.
3. The candidate's contributions to pharmacy education as demonstrated by a substantial compilation of the following:

- a. Developing a new course or major portion of a team-taught course.
- b. Revising with improvement an existing course.
- c. Developing a rotation or creating innovation in clerkships.
- d. Directing a residency program.
- e. Planning or assessing outcomes in clinical practice teaching.
- f. Publishing or presenting scholarly articles or posters on subjects relating to pharmacy education or publishing a review article in a professional journal.
- g. Receiving an educational development grant or directing an experimental educational program.
- h. Authoring or co-authoring a chapter in a textbook of pharmacy or medicine relating to teaching research or scholarship.
- i. Participating as an invited contributor in a national symposium or workshop on pharmacy education.
- j. Receiving a widely recognized or national teaching award.
- k. Participating as a member of a graduate student supervisory committee to extent of final thesis or dissertation.

Any of the candidate's contributions listed above must be judged by peer review as scholarly and of high quality and significance.

B. Clinical Competence:

Where clinical practice is a major component of the candidate's activity, the clinical competence of the candidate should be documented by faculty in the practice area. This evaluation should include but not be limited to the candidate's contributions in the following areas:

1. Innovative pharmacy practice.

2. Clinical competence in the detection, assessment, and resolution of drug therapy problems.
3. Provision of quality, patient care services.
4. Other documentary evidence of achievement of a professional nature as provided by the candidate (for example, development of a pharmaceutical-care-based model of clinical practice).

C. Research:

The purpose of this evaluation is to determine whether or not the candidate is an independent researcher who is capable of conducting research of high quality. The candidate will be evaluated to determine if s/he has achieved the following standards.

1. Publications:

For favorable recommendation by the P&T Committee, the candidate must be the primary author of a minimum of 40% of publications concerning original research published in peer-reviewed journals.

Primary authorship is defined as the author that is responsible for initiating, conducting supervising and reporting the research described in a publication. This may be documented as a citation as first, last or communicating author. It is fully documented when the faculty is the person who sends a manuscript to a journal editor and is responsible for responding to reviewers' comments. In many journals, this author's name is listed in a footnote as the author to whom correspondence on the paper should be directed. Where this is not the practice or where the responsibility is not immediately evident, the faculty candidate should include copies of correspondence accompanying manuscript submission that demonstrates their role in the publication. The P&T Committee anticipates explicit documentation on authorship. Thus, in multi-authored articles, the contribution of the candidate should be specifically described in the portfolio. If description on the vitae is not possible, alternate documentation should be provided in a

portfolio file stipulating the candidates' role in authorship.

Publications in which the candidate is an author such as peer reviewed case reports and drug reviews published in peer-reviewed journals will be considered as an effort but will not be the major basis for awarding tenure.

Letters to the editor and non-peer reviewed publications may be made evident on the candidates' vitae for consideration of career scholarly progress but they will not normally be the basis for recommending tenure at the School of Pharmacy.

2. Research Funding:

The candidate must have secured, at the time of candidacy, clear evidence of funding from sources outside the University to support his/her independent research efforts. The candidate should demonstrate this ability at a level clearly sufficient to sustain his/her research program. Support may be obtained for research funding from private sources, federal agencies, or foundations, or through competition at the state and national levels as are available in the scholarly area of the candidate faculty.

3. Training of Advanced Degree Professionals:

The candidate must demonstrate ability to train and support advanced degree professionals as evidenced by chairing graduate supervisory committees, active participation in such committees or by development of doctoral or post Pharm.D. training and/or fellowship programs.

4. Peer Recognition:

The candidate must demonstrate that s/he is recognized by peers as making significant contributions to their discipline. Examples of such evidence include invited presentations at national scientific and professional meetings, receiving recognition awards (e.g., career development, young investigator awards), serving on national review committees and editorial boards, election to

prestigious national organizations that recognize excellence in the discipline, and certification by national boards related to the candidate's discipline.

5. Validation of Quality of Work and Potential for Tenure:

A favorable review of five of the candidate's peer reviewed publications of original research is required in order for the P&T Committee to recommend tenure and/or promotion. These publications are to have been developed to completion during the years on campus prior to consideration. The validating review must be documented by at least three tenured members of the Promotion and Tenure Committee who outrank the candidate and at least three academic peers with expertise in the same area at other universities. This review must conclude that the work is scholarly, creative, original, and of high quality and significance. The candidate will provide copies of the publications to the dean upon request. The dean establishes the external review, which is shared with the P&T Committee. The review described above is conducted such that the identity of reviewers and the reviews are not provided the candidate.

D. Service:

Recognition will be given to scholars who make significant service contributions to student welfare through service on student organizations, to the health professions, the community, the state and the nation in their special capacities as scholars. Service, while adding to contributions in teaching and research, will not replace, or in itself lead to credit toward award of academic tenure. However, a strong record of professional service at the national or international level will strengthen the recommendation for tenure.

**V. Criteria for Positive Recommendations Concerning Advancement (Nonregular Appointment)**

For faculty in the clinical track, the P&T Committee recognize that clinical faculty are required to achieve excellence in teaching and practice. Furthermore,

clinical faculty must demonstrate sustained scholarly activity.

A. Teaching:

A teacher in pharmacy, worthy of promotion, demonstrates intellectual competence, integrity, independence, enthusiasm and a spirit of scholarly inquiry. It is anticipated that the record will reflect a continuous increase in knowledge of the subject taught, an ability to effectively transmit knowledge to students, an ability to arouse curiosity and stimulate creative thinking in beginning students and to stimulate advanced students to pursue and complete creative work.

Assessment by the P&T Committee for effectiveness in teaching includes examination of teaching performance evaluations, curriculum materials, and educational development activities. Specifically, the committee will examine the portfolio for exemplified accomplishments as follows:

1. The candidate's overall teaching ability as perceived by students and documented by their responses on periodic student opinion surveys in a course in which the candidate is the major instructor.
2. The candidate's teaching competence as determined by teaching evaluation performed by peers and/or comments of other instructors of higher rank in team-taught courses.
3. The candidate's contributions to pharmacy education as demonstrated by a substantial compilation of the following:
  - a. Developing a new course or major portion of a team-taught course.
  - b. Revising with improvement an existing course.
  - c. Developing a rotation or creating innovation in clerkships.
  - d. Directing or coordinating a residency program.
  - e. Planning or assessing outcomes in clinical practice teaching.
  - f. Publishing or presenting scholarly articles or posters on subjects relating to pharmacy education or publishing a

review article in a professional journal.

- g. Receiving an educational development grant or directing an experimental educational program.
- h. Authoring or co-authoring a chapter in a textbook of pharmacy or medicine relating to teaching research or scholarship.
- i. Participating as an invited contributor in a national symposium or workshop on pharmacy education.
- j. Receiving a widely recognized or national teaching award.

Any of the candidate's contributions listed above must be judged by peer review as scholarly and of high quality and significance.

B. Clinical Competence:

Where clinical practice is a major component of the candidate's activity, the clinical competence of the candidate should be documented by faculty in the practice area. This evaluation should include but not be limited to the candidate's contributions in the following areas:

- 1. Innovative pharmacy practice.
- 2. Clinical competence through use of scientific principles in the detection, assessment, and resolution of drug therapy problems.
- 3. Provision of quality, patient care services with responsibility for outcomes.
- 4. Board certification in area appropriate for practice.
- 5. Other documentary evidence of achievement of a professional nature as provided by the candidate (for example, development of a pharmaceutical-care-based model of clinical practice).

C. Scholarly Activity:

The major responsibilities for the nontenure clinical faculty remains teaching and clinical practice. However, a level of scholarly activity is expected. Such activities could include the development, demonstration, documentation and evaluation of innovative methods for effective teaching, practice and professional service. Faculty must demonstrate mastery in the field of inquiry and document the process and outcomes of their work so that peers have the opportunity to evaluate their efforts and incorporate their findings.

Scholarship is defined as the advancement of knowledge through traditional research, critical analysis of existing knowledge, development and evaluation for new teaching methods, curricular development, evaluation and research, independent, creative efforts or through collaborative efforts with other scholars. The candidate must demonstrate that s/he is recognized by peers as making significant contributions to their discipline and disseminate knowledge stemming from scholarly activity to others through presentations at local, state and national conferences or through publication in archival, refereed and non-refereed journals. Quality, as determined by peers in the area of publication, of both the article and journal in which it is published should play into the evaluation process. Other methods for dissemination of knowledge include authoring or editing a book or book chapter.

Integration and impact of work in the faculty's respective field should be the most important determinate of value. Others familiar with the field of study should provide letters of support when evaluating faculty.

*Developing a new practice would not, in itself, be considered scholarly.*

The faculty member must take discovered information and gain new understanding during the process of application. A written proposal of activities with specific methods for assessment should be developed and documented. Information gained should be disbursed with results and conclusions written in formal manner.

D. Service:

Recognition will be given to scholars who make significant service contributions to student welfare through service on student organizations, to the health professions, the community, the state and the nation in their special capacities. A strong record of professional service at the national or international level will strengthen the recommendation for promotion.

**VI. Criteria for Positive Recommendation for Promotion by Rank**

The standards that the committee expects of candidates in order to be recommended for promotion to the next higher rank are as follows:

A. Regular Appointment (Tenure Track)

1. Assistant Professor:

Promotion to assistant professor requires that a candidate has clearly demonstrated capacity for teaching and independent research and, where appropriate, innovative pharmacy practice or development of a graduate program. This rank may also be accorded a person who has just completed the educational program characteristic of the discipline pertaining to the appointment when that person has given evidence of superior potential for professional growth and productivity. A demonstrated capacity for university and public service or for superior professional activity may be used as one parameter for promotion to this rank. The candidate for assistant professor, however, must have demonstrated the ability to participate in the training of research investigators or advanced degree professionals. The portfolio of the candidate must document achievements such that their potential to advance beyond assistant professor in the time allowed is evident.

2. Associate Professor:

Promotion to the rank of associate professor requires compelling evidence that the candidate, by independent effort, has developed a sustaining program of externally supported original research,

teaching, and service. The candidate should demonstrate national recognition of his/her research efforts and excellence in the provision of education to professional and graduate students. The candidate should have demonstrated the ability to supervise the training of research investigators and/or advanced degree professionals. Additionally, the candidate should demonstrate national professional recognition by peers through relevant participation in professional activities, for example, national officer and editorial board memberships.

3. Professor:

Promotion to the rank of professor implies compelling evidence that the candidate has achieved recognition as a national authority in his/her discipline through the development of a successful program of research, teaching and professional service. In research the candidate should have demonstrated through long term self support, research and scholarly accomplishments with ongoing potential. There should be evidence of significant contribution to the advanced research and educational resources of the School. In teaching the candidate should be clearly superior and there must be evidence of excellent performance by students whom he/she has prepared for careers in teaching and scholarship. The candidate's service activities must have obtained national recognition in the professional area if recognition toward promotion is to be given by the P&T Committee for service.

B. Nonregular Appointment (Nontenure Track)

1. Clinical Assistant Professor:

Promotion to clinical assistant professor requires that a candidate has clearly demonstrated capacity for teaching and, where appropriate, innovative pharmacy practice. This rank may also be accorded a person who has just completed the educational program characteristic of the discipline pertaining to the appointment when that person has given evidence of superior potential for professional growth and productivity. A demonstrated

capacity for university and public service or for superior professional activity may be used as one parameter for promotion to this rank. The candidate for clinical assistant professor, however, must demonstrate the ability to participate in the training of pharmacy residents, fellows or other advanced degree professionals.

2. Clinical Associate Professor:

Promotion to the rank of clinical associate professor requires compelling evidence that the candidate, by independent effort, has developed a sustaining program of teaching, practice, scholarly activity and service. The candidate should demonstrate national recognition in their area of expertise. Additionally, the candidate will demonstrate excellence in the provision of education to professional students and post graduate professionals. The candidate, when applicable, will demonstrate the ability to supervise the training of clinical practice in post-graduate professional programs when applicable. Additionally, the candidate should demonstrate national professional recognition by peers through relevant participation in professional activities, for example, national officer and editorial board memberships.

3. Clinical Professor:

Promotion to the rank of clinical professor implies compelling evidence that the candidate has achieved recognition as a national authority in his/her discipline through the development of a successful program of teaching, professional practice, scholarly activity and service. In teaching the candidate should be clearly superior and there must be evidence of excellent performance by students whom he/she has prepared for careers in pharmacy. The candidate's service activities must have obtained national recognition in their respective professional area if recognition toward promotion is to be given by the P&T Committee for service.

## **VII. Steps of Procedure in Consideration for Promotion or Tenure**

The Promotion and Tenure Committee of the School of Pharmacy derives its decisions independently. The committee's recommendations on promotion and tenure represent solely those of the faculty who have their own unique level of review with beginning and end established by and maintained by the faculty of the committee. The following steps of procedure maintain this autonomy insuring fairness in the process for each candidate under consideration at the time of mandatory final review.

- A. The committee reviews a faculty for promotion or tenure and all matters related to promotion and/or tenure only after written request is received. Normally, this request is received from the dean who indicates that a member of the faculty is in the cycle to be considered for promotion and/or tenure. Faculty who wish review for special reasons, such as consideration for early promotion, must also proceed through written request. Such request should be addressed to the dean and copied to the P&T Committee chair.
- B. After appropriate notifications the following is the method of procedure:
  1. The chair of the committee sends a request to the candidate to complete preparation of the advancement portfolio.
  2. The chair of the committee then calls a meeting of the committee to review procedures and policies and the committee establishes a calendar for evaluation of the candidate's portfolio.
  3. Before a vote, the committee will ascertain that the candidate is
    - a. notified of deadlines under which the committee is operating,
    - b. notified when the evaluation procedure has begun,
    - c. given a minimum of two weeks in which to update the advancement portfolio,
    - d. informed of the date and time that the portfolio must be completed,

- e. informed of the expected contents of the portfolio,
  - f. informed as to the expected location of the portfolio,
  - g. given option to improve the portfolio as desired up to the date of first consideration by the committee,
  - h. provided a copy of School and University criteria for promotion and/or tenure.
- C. Privileged communication for committee discussions and recommendations will be established.
- D. Each committee member reviewing the portfolio will sign for it upon removing from the repository. The order and content of the portfolio will be restored before returning it to storage.
- E. Consideration of a candidate for promotion or tenure or any matter relating to it, will not be voted upon unless a quorum of the Promotion and Tenure Committee is present.
- F. Quorum is defined as one more member than 50% of the voting membership.
- G. Each member of the committee will be given opportunity to comment regarding the degree to which the candidate meets expectations toward earning promotion and/or tenure.
- H. In accordance with Chancellor's Memorandum 35, May 27, 1986, only those committee members who are tenured may vote on a candidate seeking tenure. Members must be at rank to which they are making recommendation in order to vote on promotion to that rank.
- I. Vote on the recommendation of the committee will be by secret ballot.
- J. The decision of the committee with vote tally and a list of deficiencies, should they be noted, will be sent to the candidate within three working days.
- K. In the event of a negative decision by the committee, i.e. a vote of less than majority for promotion, the candidate will be given 10 working days to

address deficiencies. The candidate may address deficiencies either in writing or by appearance before the committee.

- L. After receiving a response on apparent deficiencies from the candidate, the committee will vote by written ballot a second time. The result of this vote will be sent to the candidate by registered return receipt letter and the results of the evaluation deposited in the advancement portfolio on Part II of University Form “Recommendation for Tenure and / or Promotion Beyond Assistant Professor.” The same form will also be used when considering promotion for all nonregular (nontenure track) faculty beyond clinical assistant professor. In the event that the committee is unable to agree on a recommendation, the chair of the committee will state the basis of the disagreement on the form.
- M. In the event of a “Tentative Negative” decision by division chair or dean, the committee will reconvene to note on Part II areas where they disagree with the decision.
- N. The chair of the committee will enter evaluations requested on University Form Part II in any of the above processes as recommended by the members of the Promotion and Tenure Committee. Differences between the decision by the majority of the Promotion and Tenure Committee, the minority of the committee and the chair of the candidate’s Division must be noted on the form.
- O. The chair will review the completed form with the committee before securing it in the advancement portfolio to ascertain the completeness and accuracy of the entries.
- P. After the steps listed above have been completed the Promotion and Tenure Committee’s action on the matter is final for the current promotion cycle unless the committee is called upon to address subsequent appeals which the candidate may make through the office of the Chancellor.