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Midwestern State University

Policies and Procedures Manual

Jump to...

Please select...



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Policy 3.120 ½ Provost and Vice President for Academic Affairs Faculty Tenure and Promotion Policy Date Adopted/Most Recent Revision: 05/09/2014

I. Introduction

The granting of tenure means that the faculty member is considered to be an asset to this academic community, especially to the discipline in which he or she teaches. Tenure is the assurance that an experienced faculty member may expect to continue in the present academic position unless financial exigency or adequate cause for dismissal is demonstrated in a fair hearing, following established procedures of due process (Policy 3.125). A major tenet of the tenure system is the assurance of academic freedom within the context of academic responsibility. It signifies not only the entitlement to continuing appointment as a member of the faculty but also presumes a reciprocal commitment by the faculty member to the goals and mission of the university.

Promotion in rank is recognition of the achievements of the individual being considered for promotion. In addition, advancement in rank signifies expectation of continuing professional growth, greater achievement, and assumption of increasing responsibility on the part of the individuals thus distinguished.

Candidates for tenure and promotion must meet a set of objective requirements to be eligible to apply and a set of criteria to be successful in their application.

II. Periodic Review of Tenure and Promotion Policies

These Tenure and Promotion Policies will be comprehensively reviewed (1) at the end of the second year after the implementation of this tenure and promotion process (fall 2006), (2) again at the end of another three-year period (fall 2009), and (3) once every five years after that. The review will be undertaken by a representative Tenure and Promotion Policies and Procedures Review Committee, which will be an ad-hoc committee in the university whose members are appointed by the President of the university following nomination by the Provost and Vice President for Academic Affairs in consultation with academic deans and the Chair of the Faculty Senate during the spring prior to the committee's review. The Tenure and Promotion Policies and Procedures Review Committee will elect its chair and review current guidelines to determine if changes are needed. During the review process it will solicit opinions concerning possible revisions from the University Tenure and Promotion Committee, the Faculty Senate, College Deans, Department Chairs, and College Tenure and Promotion Committees. Assessing information from these sources in the context of its own views, the Tenure and Promotion Policies and Procedures Review Committee will, if necessary, draft recommendations for change. The Tenure and Promotion Policies and Procedures Review Committee will report to the Provost and Vice President for Academic Affairs. Committee recommendations will be discussed by the Senate and the Academic Council before being submitted to the President and Board of Regents.

III. Tenure and Promotion Eligibility Requirements and Criteria

A. Definition of Terminal Degree

Deans will initiate discussions in their college on which degrees will be considered terminal and forward their recommendations to the Provost and Vice President for Academic Affairs. The Provost and Vice President for Academic Affairs will forward these recommendations to the President who will rule on the recommendations. The list will be maintained in the Office of the Provost and Vice President for Academic Affairs.

B. Tenure

Eligibility Requirements

1. The faculty member must have completed a minimum of four (4) years of full-time academic experience in higher education at the rank of Assistant Professor or above before being eligible for application for tenure. Two of the four years may be awarded for experience at another institution. The award will be decided at the time of employment and included in the contract. Two of the four years may be awarded for experience at Midwestern State University in a full-time non tenure-track position at the rank of assistant professor or above. NOTE: If the contract for a faculty member hired prior to the implementation of this policy reads that he/she may choose to apply for tenure during his/her fourth year, that agreement will be honored under the new policies and procedures.

Faculty members may apply for tenure during their fifth and/or sixth year. Faculty members who are not awarded tenure at the beginning of their seventh year will be given a terminal contract for the seventh year.

In the presence of extenuating circumstances not under the control of the faculty member, the president, after consulting the relevant chair and dean, and the provost and Vice President for Academic Affairs, may extend the probationary period.

2. The faculty member must have completed the highest degree available in the discipline of his/her primary teaching responsibility (ordinarily the doctoral degree but possibly a master's degree if it is acknowledged to be the terminal degree in the particular field). A related doctoral degree may be substituted if approved in writing by the College Dean, Provost and Vice President for Academic Affairs, and President. If a bachelor's degree is the highest degree available in the discipline, a faculty member must have completed a related master's degree approved in writing by the College Dean, Provost and Vice President for Academic Affairs, and President.

Criteria To Be Met

3. Teaching Effectiveness -- The faculty member must meet criteria 1-4.

4. Research and Scholarly Activity -- The faculty member must demonstrate active research, including research beyond the institutional level. He/she must meet criteria 1, 2 and 7, and must meet at least two (2) of criteria 3-6.

5. Service

a. Service to the University -- The candidate must meet the criteria 1a-1d.

b. Service to the Profession/Community -- The faculty member must meet at least two (2) of criteria 2a-2e.

C. Promotion to the Rank of Assistant Professor

Eligibility Requirements

1. The faculty member must have completed a minimum of seven years of full-time academic experience in higher education (two of which may be awarded for experience at another institution) before being eligible for application for promotion to assistant professor.

2. The faculty member must have completed a master's degree (not the highest degree available in the discipline of his/her primary teaching responsibility).

NOTE: If a faculty member with the rank of instructor completes the highest degree in his/her discipline, promotion to assistant professor will be automatic at the beginning of the next semester following documented completion of all requirements.

Criteria To Be Met

1. Teaching Effectiveness - The faculty member must meet criteria 1-4.

2. Research and Scholarly Activity -- The faculty member must demonstrate active research, including research beyond the institutional level, and meet at least three (3) of criteria 1-6.

3. Service

a. Service to the University -- The faculty member must meet criteria 1a-1d.

b. Service to the Profession/Community -- none required.

D. Promotion to the Rank of Associate Professor

Eligibility Requirements

1. The faculty member must have completed a minimum of four (4) years of full-time academic experience in higher education at the rank of Assistant Professor or equivalent experience in the field before being eligible for application for promotion to associate professor. Two of the four years may be awarded for experience at another institution or equivalent experience in a non-academic setting. If credit for non-academic experience is awarded, the College Dean must provide documented evidence of equivalent experience in the field to the Provost and Vice President for Academic Affairs and the President for final approval. The award will be decided at the time of employment and included in the contract.

2. The faculty member must have completed the highest degree available in the discipline of his/her primary teaching responsibility (ordinarily the doctoral degree but possibly a master's degree if it is acknowledged to be the terminal degree in the particular field). A related doctoral degree may be substituted if approved in writing by the College Dean, Provost and Vice President for Academic Affairs, and President.

Faculty members on contract at MSU who earned tenure with a non-terminal master's degree under an earlier system of tenure and promotion may still invoke the following policy concerning promotion to associate professor:

NOTE: A faculty member holding a master's degree which is not the highest degree in the field of primary responsibility may be considered for promotion to associate professor if he/she

a. Has completed a minimum of thirty (30) hours of course work beyond the master's degree in the subject matter area that has been approved in writing by the College Dean, Provost and Vice President for Academic Affairs, and President.

And

b. Has a minimum of ten (10) years of full-time teaching experience in higher education.

And

c. Has exhibited significant evidence of continued scholarly and professional development. This development should demonstrate a professional competence equivalent to that required to earn the highest degree in the field.

Criteria To Be Met

1. Teaching Effectiveness -- The faculty member must meet criteria 1-4.

2. Research and Scholarly Activity - The faculty member must demonstrate active research, including research beyond the institutional level. He/she must meet criteria 1, 2 and 7, and must meet at least two (2) of criteria 3-6.

It is expected that, continually and progressively, the faculty member seeking promotion from assistant to associate professor will compile convincing evidence that he/she is establishing him/herself as a productive and active scholar/creative artist.

3. Service

a. Service to the University -- The faculty member must meet criteria 1a-1d.

b. Service to the Profession/Community -- The faculty member must meet two of criteria-2a-2e.

E. Promotion to the Rank of Professor

Eligibility Requirements

1. The faculty member must have completed a minimum of five (5) years of full-time academic experience in higher education at the rank of Associate Professor or equivalent experience in the field before being eligible for application for promotion to professor. Three of the five years may be awarded for experience at another institution or equivalent experience in a non-academic setting. If credit for non-academic experience is awarded, the College Dean must provide documented evidence of equivalent experience in the field to the Provost and Vice President for Academic Affairs and the President for final approval. The award will be decided at the time of employment and included in the contract.

2. The faculty member must have completed the highest degree available in the discipline of his/her primary teaching responsibility (ordinarily a doctoral degree but possibly a master's degree if it is acknowledged to be the highest degree in the particular field). A related doctoral degree may be substituted if approved in writing by the College Dean, Provost, and President. and Vice President for Academic Affairs

Criteria To Be Met

3. Teaching Effectiveness -- The faculty member must meet criteria 1-4.

4. Research and Scholarly Activity - The faculty member must demonstrate active research, including research beyond the institutional level. He/she must meet criteria 1-3, and 7, and one of criteria 4-6.

5. Service

a. Service to the University -- The faculty member must meet criteria 1a-1d in this category.

- b. Service to the Profession/Community -- The faculty member must meet three of criteria 2a-2e.

IV. EVALUATION CATEGORIES AND CRITERIA

Teaching Effectiveness

Quality and effectiveness in teaching as demonstrated through course design, instruction, continuing development, and collegiality, are expected for consideration in tenure and promotion decisions. Submitted materials *must* include: (a) a statement of the faculty member's teaching philosophy, (b) copies of the Annual Faculty Personal Report and Evaluation for the past five years or for every year on contract if the faculty member has served MSU for fewer than five years, including a copy of grade distributions and course evaluations, (c) representative copies of course syllabi, (d) a summary of student evaluations of the faculty member for the past five years or for every year on contract if the faculty member has served for fewer than five years, and (e) a summary and explanation of grade distributions for each course taught. Additional materials representative of teaching effectiveness beyond those suggested above, such as peer evaluations, *may* also be included.

All supporting documentation should be inserted in Section 4 of the portfolio.

1. Course Design

The faculty member must demonstrate the practical application of their teaching philosophy into course design. To this end, they must demonstrate the ability to develop and implement pertinent and applied course objectives; a coherent and appropriate series of class topics and exercises; instructional approaches that encourage independent and critical thinking; and properly rigorous course assignments/assessments. The faculty member should demonstrate how class activities or assignments promote critical thinking skills. Documentation may include examples of class assignments, field trips, debates, papers, bibliographies, case analyses, student performances, etc.

2. Instruction

Faculty members must demonstrate excellence in instruction. As evidence of this excellence, they may point to their ability to present topics in a clear, organized, and enthusiastic manner; to explain and apply abstract ideas and theories; to motivate students to work and participate in course activities; and/or to develop a balanced treatment of controversial issues. Faculty members must also demonstrate a favorable and supportive attitude towards students, by offering regular and meaningful feedback on student activities, providing effective out-of-class instruction/supervision, and by being available during office hours.

3. Continuing Development

Faculty members are expected to engage in continuous assessment and improvement of their teaching, using such resources as the Teaching and Learning Resource Center, new technologies, pedagogical workshops and institutes, and evaluative feedback from students, supervisors, and faculty peers. Also, they are encouraged to continuously develop their professional knowledge and, where appropriate, to incorporate this knowledge into their teaching. They should detail the means by which they continuously develop their professional knowledge (e.g., professional readings, conference attendance, participation in continuing education seminars, acquisition of professional certification, and successful completion of advanced coursework).

4. Demonstration of Collegiality in Teaching.

Collegiality may be demonstrated through team teaching; interdisciplinary teaching; willingness to teach at odd times and in a variety of formats (e.g. web and other distance courses, concurrent courses, and honors courses); volunteering to teach new classes; contributing to the development, maintenance, and teaching of multiple-section courses; presenting guest lectures when appropriate; substitute teaching for peers when the need arises; relating to others in a respectful and courteous manner inside and outside the classroom; cooperating in the preparation of course/teaching schedules; contribution to common syllabi; sharing resources; and willingly following prescribed curriculum.

Research and Scholarly Activity

Consistent with its mission, Midwestern State University recognizes that scholarship may consist of traditional or applied research. Traditional endeavors include (1) ongoing research through continuing publication of books, textbooks, book contributions, and articles in refereed journals in the faculty member's field (printed or electronic), or refereed conference proceedings (2) presentations of papers at professional meetings, (3) work demonstrating continuing professional commitment to the visual, performing, or literary arts through creative performances and/or presentations, and (4) scholarly achievement in the professional disciplines. Applied endeavors include such activities as (1) basic research conducted for immediate practical application rather than for publication, (2) the integration of information across disciplines or research accomplished to assist organizations, (3) special pedagogical applications of existing or original research, (4) application of existing or original research to artistic pursuits and projects, (5) special applications of technology to scholarly or artistic endeavors, (6) development of educational materials and/or software, (7) primary responsibility for collection, analysis, and reporting of information or data in connection with assessment and accreditation self-studies (include a letter from chair/dean to document and support), and (8) performance or exhibition of artistic projects.

Departmental and college guidelines will define and clarify traditional and applied research more specifically for the faculty member's particular discipline performance or exhibition of artistic projects.

All supporting documentation should be inserted in Section 5 of the portfolio.

1. Productivity.

The faculty member shows consistent scholarly involvement through regular completion of traditional, or applied endeavors. Such involvement should demonstrate intellectual breadth or depth as well as originality and creativity. Intellectual breadth may be documented either by cross-disciplinary involvement or by research activity, artistic endeavor, or scholarship that demonstrates professional diversity. Intellectual depth may be documented by research activity, artistic endeavor, or scholarship in specialized areas that demonstrates continuing development of skills and knowledge. Applicants who have many peer-reviewed publications are urged to include in the portfolio a copy of only the first page or an abstract of each published work, with accompanying information containing the title of the publication in which the article appears, the precise date of publication, and the total number of pages. Published articles that have not been peer reviewed should be included in their entirety. If the applicant has accumulated a large number of such articles, a representative sample will suffice. NOTE: Documented publication of articles in *Midwestern State University Faculty Papers* may be counted as part of an applicant's productivity.

2. Professional and Scholarly Recognition

The faculty member's work receives recognition both inside and outside Midwestern State University. This recognition may take the form of invited papers, performances, or exhibitions; reprint requests; citations of the faculty member's work in the published literature; awards; and other accolades deemed meritorious by the department or college level. The quality, originality, and creativity of the faculty member's research and scholarly activity will be assessed at each level of review but must be addressed in detail by the College Tenure and Promotion Committee or a recognized group of scholars in the applicant's field.

3. Professional Involvement

The faculty member engages in such activities as reviewing papers for conferences and publications; adjudicating artistic presentations; serving on the editorial boards of professional or scientific journals; consulting in one's area of expertise; external evaluation of theses or grant proposals; or tenure and promotion applications at other institutions.

4. Grant Writing and Acquisition

The faculty member writes grants that support his/her individual research or benefits his/her department, college, or the university. This includes internal or external grants for the purpose of conducting research. Unsuccessful authoring of substantial grant requests may also be considered (include a copy of the unsuccessful grant in Section 5 of the portfolio). NOTE: External grants or outside contributions for scholarships, student activities, software, equipment, and other resources for professional/community use other than research are to be listed under Service.

5. Supervision of Research/Creative Endeavor

The faculty member supervises and mentors undergraduate or graduate students in the development, implementation, and completion of research or creative projects, especially projects that (1) earn publication, presentation, or other recognition or (2) benefit academic, civic, business, or cultural organizations.

6. Presentations

The faculty member consistently presents papers, posters, performances, exhibitions, or workshops at professional meetings. Creative performances or exhibitions should be listed here. Participation in the Midwestern State University Faculty Forum may be counted as part of an applicant's presentations.

7. Demonstration of Collegiality in Research/Creative Endeavor

Collegiality shall be demonstrated through research/creative accomplishments achieved by working respectfully and courteously with the faculty, staff, and administration of the university, and with others.

Service

Ongoing, meaningful, and collegial service is required of all full-time faculty members at Midwestern State University. Service may be demonstrated on a number of levels: contributions to the faculty member's department, contributions to his/her college, university-wide involvements, and professional/community efforts.

All supporting documentation should be inserted in Section 6 of the portfolio.

1. Service to the University

a. Effective participation in and administration of department/college activities.

This category may include activities associated with undergraduate and graduate instructional programs; committees; student and faculty recruitment; curriculum development; preparation of government documents; and assistance with collection, analysis, and reporting of information or data in connection with assessment and accreditation self-studies.

b. Effective participation within the Midwestern State University academic community. This category may include university committee work; service on Faculty Senate; university-sponsored public service programs; and such activities as seminars, panel discussions and judging; sponsorship of professional or scholarly activities on campus, participation in the American Democracy Project, Constitution Day, Family Day, Mustangs Rally, Spirit Days, and Majors Fair.

c. Responsible and effective out-of-class career planning and academic advisement of students. This category may include personal counseling, sponsoring of non-academic organizations and activities, assisting in student job placement, assisting with graduate applications, etc.

d. Demonstration of Collegiality in Service. Collegiality shall be defined as a willingness to work with others respectfully and courteously. Collegiality in service may be demonstrated through the mentoring of other faculty; volunteering to participate in university activities; following through on assigned tasks; being willing to take on administrative responsibilities if needed; and

sharing in the preparation for and participation in campus events.

2. Service to the Profession/Community

- a. Ongoing and active involvement in professional organizations such as organizing and chairing sessions, serving as a regional representative, holding offices, and serving on regional, state, or national committees.
- b. Consulting in one's area of professional expertise or providing expertise to agencies, the community, or the university in an ongoing fashion.
- c. Conducting workshops, clinics, and performances, or hosting conferences or academic contests or other academic events.
- d. Obtaining external grants or outside contributions for scholarships, student activities, software, equipment, and other resources for professional / community use other than research.
- e. Participating in public service activities, which may include public talks, exhibitions, or training activities; public interviews; presentation of workshops; judging artistic performances; tutoring; participation on boards or in public organizations; consulting; etc.

V. Procedures for Tenure and Promotion Application

Each faculty member is responsible for initiating the process of applying for tenure or promotion in rank. Upon notification of eligibility, the applicant will prepare the portfolio as described below.

Once the application has been submitted, it will continue through the tiered tenure and promotion system to the President of the University and the Board of Regents unless withdrawn by the applicant or unless there are recommendations against advancement at any two of the first five levels.

The Tenure and Promotion Application Portfolio

The narrative and all supporting documentation should be contained in one (1) three-ring binder with tabs for each section identified below. The final Tenure and Promotion Application Portfolio must include all of the following sections:

1. Section 1:

- a. Letter of notification showing eligibility for tenure or promotion from the Provost and Vice President for Academic Affairs
- b. Letters of recommendation and checklists from the Chair of the Department, the College Tenure and Promotion Committee, the College Dean, and the University Tenure and Promotion Committee (to be added by the appropriate individual or committee).
- c. Departmental and college guidelines (to be added by the Department Chair and College Dean, respectively).

2. Section 2:

Up-to-date, detailed curriculum vitae showing degrees earned along with dates, teaching experience at various universities along with dates, positions held along with dates, published and unpublished research along with dates, and creative works along with dates.

3. Section 3:

Applicant's narrative covering all areas (teaching effectiveness, research/scholarly activity, and service).

4. Section 4:

Relevant information regarding achievements in teaching effectiveness including:

- a. The applicant's statement of teaching philosophy
- b. Copies of the applicant's Annual Faculty Personal Reports and Evaluations for the past five years or every year on contract at Midwestern State University if fewer than five years.
- c. Summaries of student evaluations for the past five years or every year on contract at Midwestern State University if fewer than five years and an explanation of the grade distribution.
- d. Summaries of grade distributions for the past five years or every year on contract at Midwestern State University if fewer than five years.

5. Section 5:

Relevant information regarding achievements in research/scholarly activity.

6. Section 6:

Relevant information regarding achievements in service.

Process of Tenure or Promotion Application Consideration

A tiered system is used to evaluate the faculty member for promotion and/or tenure. The faculty member's application for promotion and/or tenure will be reviewed within the context of departmental and college guidelines at the following levels in the order indicated: (1) the Department Chair, (2) the College Tenure and Promotion Committee, (3) the College Dean, (4) the University Tenure and Promotion Committee, (5) the Provost and Vice President for Academic Affairs, (6) the President, and (7) the Board of Regents. A recommendation for or against advancement within the system will be made at each level. The accumulation of two recommendations against advancement as the application proceeds through the first five levels will terminate the process for that year.

The process will be established according to the following dates (or the first business day following these dates if they fall on a weekend or holiday):

May 15:	Notification of eligibility for promotion and/or tenure by the Provost and Vice President for Academic Affairs
October 1:	Portfolio due to the Department Chair
October 15:	Portfolio due to the Office of the College Dean for transfer to the College Tenure and Promotion Committee
November 15:	Portfolio due to the College Dean
January 10:	Portfolio due in the Office of the Provost and Vice President for Academic Affairs or transfer to the University Tenure and Promotion Committee
February 20:	Portfolio due to the Provost and Vice President for Academic Affairs
March 25:	Recommendation due to the President
May Board Mtg:	Recommendation due to the Board of Regents

Applicant

The applicant will verify that all essential materials are included in the portfolio by completing the portfolio check-off form and will submit the portfolio to the Department Chair.

Department Chair

The Department Chair will initiate the development and periodic review of department-wide guidelines for the evaluation of satisfactory performance and ensure that all departmental faculty members are aware of them. These guidelines shall be in accord with and further detail the relevant college guidelines.

After reviewing the candidate's portfolio, the Department Chair will prepare a separate written recommendation to accompany each evaluation form based on an assessment of the candidate within the context of the departmental and college guidelines, complete the appropriate evaluation forms and the portfolio check-off form, add these documents and a copy of the departmental guidelines to the candidate's portfolio, and send a copy of the evaluation forms and written recommendations to the applicant. The chair will forward the portfolio to the College Tenure and Promotion Committee.

If the department chair is the candidate, evaluation of his/her portfolio will begin with his/her College Tenure and Promotion Committee. The department chair will submit his/her portfolio to the dean by the October 1 deadline. The dean will transfer the portfolio to the College Tenure and Promotion Committee by the October 15 deadline. The department chair should supply the materials called for under 'Applicant' on the Portfolio Check-Off Form as well as the Tenure and Promotion Guidelines for his/her department. The department chair may also mark NA in the space on the Check-Off Form designated for the department chair's evaluation form and written recommendation.

College Tenure and Promotion Committee

The College Tenure and Promotion Committee will consist of at least three senior, tenured members of the faculty. Whatever the total, there must be an odd number of members on the College Tenure and Promotion Committee. At the discretion of the College Dean, the committee may be either elected by the college faculty or appointed by the College Dean based on recommendations from the College Council. Representatives will serve two-year staggered terms. The members must hold at least the rank of associate professor, be tenured, and have a record of continuing professional activity. In the event that one of those serving is being considered for promotion, an alternate will be selected to serve one year of the term. The College Dean may not serve on the committee. The Department Chair may not serve on the committee if a faculty member from that department is being considered for promotion and/or tenure. No member of the College Tenure and Promotion

Committee may serve concurrently on the University Tenure and Promotion Committee. The committee will elect a chair from among its members.

After reviewing the candidate's portfolio, the committee will prepare a separate written recommendation to accompany each evaluation form based on an assessment of the candidate within the context of the departmental and college guidelines, complete the appropriate evaluation forms and the portfolio check-off form, and add these documents to the candidate's portfolio. The committee will record the result of its votes, but will not indicate the number of yes and no votes. The chair will send a copy of the evaluation forms and written recommendations to the applicant and the Department Chair and forward the portfolio to the College Dean.

College Dean

The College Dean will initiate the development and periodic review of college-wide guidelines for the evaluation of satisfactory performance and ensure that all college faculty members in the respective college are aware of them. These guidelines shall be in accord with and further detail the criteria defined in this policy.

After reviewing the candidate's portfolio, the College Dean will prepare a separate written recommendation to accompany each evaluation form based on an assessment of the candidate within the context of the departmental and college guidelines, complete the appropriate evaluation forms and the portfolio check-off form, add these documents and a copy of the college guidelines to the candidate's portfolio, and send a copy of the evaluation forms and written recommendations to the applicant and the Department Chair. The Dean will forward the portfolio to the University Tenure and Promotion Committee unless there are two negative recommendations within the first three evaluations (Department Chair, College Tenure and Promotion Committee, and College Dean), in which case the College Dean will send the portfolio directly to the Provost and Vice President for Academic Affairs.

If the dean is the candidate, his/her portfolio will be transferred from the College Tenure and Promotion Committee to the provost and Vice President for Academic Affairs by the November 15 deadline. The provost and Vice President for Academic Affairs will transfer the dean's portfolio to the University Tenure and Promotion Committee by the January 10 deadline. As part of his/her initial preparation of his/her portfolio, the dean should supply the materials called for under 'Applicant' on the Portfolio Check-Off Form as well as the Tenure and Promotion guidelines for his/her college. The dean may also mark NA in the space on the Check-Off Form designated for the dean's evaluation form and written recommendation.

University Tenure and Promotion Committee

The University Tenure and Promotion Committee will consist of senior, tenured members of the faculty. Each college shall be represented by one tenured committee member for each twenty line-item, full-time positions, or major fraction thereof. All members of the committee are elected within their college for two-year staggered terms. In a college with two or more representatives, the terms of college representatives will be staggered. No academic department may have more than one elected representative. The members must hold at least the rank of associate professor, be tenured, and have a record of continuing professional activity. In the event that one of those elected is being considered for promotion, an alternate will be elected from that college to serve one year of the term. No faculty member can serve more than two consecutive terms. College Deans, the Provost and Vice President for Academic Affairs or the University President may not serve on the committee. A Department Chair may serve on the committee, provided that no faculty member from that chair's department is being considered for tenure and/or promotion. No member of the University Tenure and Promotion Committee may serve concurrently on the College Tenure and Promotion Committee. As it concludes its work, the committee will annually elect a chair for the next year from those members who are not serving the final year of a two-year term and who are not likely to apply for promotion during the subsequent year.

A candidate's application may be considered only if a representative of the candidate's college is present. After reviewing the candidate's portfolio, the committee will prepare a separate written recommendation to accompany each evaluation form based on an assessment of the candidate within the context of the departmental and college guidelines, complete the appropriate evaluation forms and the portfolio check-off form, and add these documents to the candidate's portfolio. The committee will record the result of its votes, but will not indicate the number of yes and no votes. The chair will send a copy of the evaluation forms and written recommendations to the applicant, the Department Chair, and the College Dean, and forward the portfolio to the Provost and Vice President for Academic Affairs.

Provost and Vice President for Academic Affairs, President, and Board of Regents

The Provost and Vice President for Academic Affairs will inform those candidates whose portfolios contain two negative recommendations in writing that the application process has been terminated and send a copy to the Department Chair and the College Dean.

Unless the portfolio contains two negative recommendations, the Provost and Vice President for Academic Affairs, after reviewing the candidate's portfolio, will evaluate the applicant's performance within the context of the departmental and college guidelines, and make a recommendation to the President. The president has the right to review an application that has received two negative votes, reject that recommendation, and submit a positive recommendation to the Board of Regents. Once the President has decided whether or not to forward the application to the Board of Regents, the Provost and Vice President for Academic Affairs will so inform the candidate in writing, with copies to the Department Chair and College Dean. After the Board of Regents has made the final decision, the President will inform the applicant of the Board's decision in writing, with copies to the Department Chair, the College Dean, and the Provost and Vice President for Academic Affairs.

Disposition of the Tenure and Promotion Application Portfolio

The portfolio, exclusive of support materials, will be maintained in a permanent archive, in hard copy or on a magnetic medium, as part of the faculty member's permanent personnel file. Supporting material will be returned to the faculty member

when the process has been completed.
