

Faculty Policy 104 - Awarding Promotion, Tenure, and Multi-year Appointments Approvals: Faculty Senate, President, Board of Trustees

Effective: June 15, 2023

Introduction

NLU's ability to accomplish its mission depends on the quality of the teaching it delivers to students and on the research and other contributions it makes to the disciplines, professions, and communities with which it engages. This quality of performance depends in turn on the quality of the University's faculty. This Policy is intended to support the recruitment and development of a University full-time faculty that will accomplish the institution's goals and will distinguish NLU in the 21st century.

The policy defines the criteria and procedures for the initial assignment of rank, for promotion in rank, for the awarding of tenure, and for awarding multi-year contracts. Every member of the University's full-time faculty receives both rank and appointment to either a Professional Practice track, Teaching track, and Tenure track position. All full-time faculty members, regardless of track, are eligible for promotion in rank according to the criteria and processes described in this policy. In addition to being eligible for promotion in rank, Tenure track faculty may be awarded tenure (continuing full-time employment with the University, subject to the University's terms and conditions) and Professional Practice and Teaching track faculty may be eligible for multi-year appointments, according to criteria described and processes outlined in this policy.

Although the promotion and tenure processes and faculty performance evaluation process are aligned, satisfactory performance evaluations and annual continuation of appointments are no guarantee that tenure, promotion, and/or multi-year appointments will be awarded.

Faculty Classifications

This section defines faculty appointment classifications and the terms and conditions associated with different types of faculty appointments.

Full-Time Faculty Track Appointment

National Louis University (NLU) hires full-time faculty into three types of appointments: Tenure, Professional Practice, and Teaching. From an institutional perspective and an equity lens, the tracks are parallel, and neither of them is superior to the other. The tracks offer faculty the same opportunities for advancement in rank, earnings, eligibility for sabbatical, emeritus, and professional development. This philosophy should be reflected in NLU policies and committee structures.

Since NLU is a teaching-focused institution, outstanding teaching is the main expectation of all faculty regardless of their appointment. Full-time faculty in each of the three types of appointments are expected to make crucial contributions to advancing the university's mission/strategic plan in three distinct areas. The areas may overlap in some ways, but each of the appointments is intended to provide unique contributions that are vital to the university.

Professional Practice Track. Professional Practice track faculty engage in teaching excellence; service; and thought leadership (leadership and demonstrated expertise in one's professional practice and/or clinical practice). Once faculty demonstrate ongoing and consistent contributions in all areas of performance, faculty may be promoted in rank and also awarded multi-year appointments (this track does not award continuous employment).

Teaching Track. Teaching track faculty engage in teaching excellence and service to the University. In some circumstances, they have the opportunity to contribute to thought leadership. Once faculty demonstrate ongoing and consistent contributions in all areas of performance, faculty may be promoted in rank and also awarded multi-year appointments (this track does not award continuous employment).

Tenure Track. Tenure track faculty engage in teaching excellence; service; and thought leadership that advances the body of knowledge in their discipline and for which both they and NLU are recognized. Once tenured, faculty in this track are granted continuous employment subject to meeting performance expectations and other conditions described within NLU faculty and employee policies. Tenure track faculty are eligible for rank promotion.

Movement Between Tracks

Once appointed to a track, it is expected that the faculty member will maintain their appointment to the track. In special circumstances, a faculty member may request an appointment to a different track.

For a change in appointment to the Professional Practice or Teaching track, the faculty member, in collaboration with their Academic Unit leader, will request an appointment change to the Provost. The request must be accompanied by a written rationale with supporting evidence. The Provost has approval authority of appointment changes. If the appointment change is approved, a letter of appointment documenting the new appointment will be issued. FP111 guides the faculty member the right to appeal the Provost's decision.

For a Tenure track appointment, the University will administer a rigorous application process which will be open to internal only, or internal and external applicants. A faculty member will not be able to move to the Tenure track without a rigorous application process.

Non-ranked Faculty Classifications

Distinguished Professor of Practice. This non-ranked specialty appointment is intended to provide a distinguished role for individuals with many years of experience in their professional field, a particularly strong record of professional accomplishment, are revered in their professional communities, and bring to NLU a level of distinction by virtue of these accomplishments. Appointments to this classification are made mutually by the Provost and the President, and ratified by the Board of Trustees. The purpose of these appointments is to enhance the reputation of the institution, and responsibilities are designed and evaluations provided accordingly. Individuals hold one-year appointments that may be renewed from year to year, based on faculty performance and the University's needs.

Postdoctoral Faculty Postdoctoral faculty advance NLU's research and scholarship, teaching and learning culture, and enhance their research capacity and/or other professional skills. Individuals appointed under this faculty classification must hold a recently-awarded doctoral degree, generally awarded within the last 5 years. Postdoctoral faculty positions are designed to support the needs of the programs and colleges in which they reside, and they may participate in scholarly projects and/or teaching and learning, depending on the specific role, and shall pursue publication and results of one's work during their NLU appointment. Postdoctoral faculty are temporary positions and generally do not have renewable contracts.

Adjunct Faculty This non-ranked, temporary faculty appointment is intended for professionals in the community who hold the academic credentials and expertise to augment and enhance instruction at the university. This appointment is renewed term to term and renewal is based on performance and university need. Adjunct faculty are not eligible for rank promotion.

Professional Adjunct Lecturer (PAL) The Professional Adjunct Lecturer (PAL) appointment, an adjunct faculty designation, are renewable, single academic year appointment within a respective Academic Unit. Unlike a typical adjunct position, PALs are guaranteed a teaching load, a minimum of 18 semester hours of primarily teaching, although exceptions can be made for other academic contracts.

Coterminous Faculty Title. An academic administrator may hold a *coterminous faculty title*. To qualify for a particular coterminous faculty title, the administrator must meet the criteria for the particular rank as outlined in this policy. See FP 106 for specific details.

Letters of Appointment (LOA)

Faculty are appointed into a classification (i.e. a track or terminal one-year appointment) at their time of hire. At that time, the faculty member receives a letter of appointment (LOA) which documents the terms of their appointment and their load allocation. LOAs for Teaching track and Professional Practice track faculty are renewed either annually, every three years, or every five years, depending on the faculty member's multi-year appointment status. Tenure track faculty renew their LOA every 5 years, and at that time, their load allocation is reviewed and renewed by the faculty member and their Academic Unit leader. Although a faculty member's load is documented in the faculty member's LOA, the load can be adjusted during a LOA cycle. More information about faculty workload is articulated in FP102.

Full-Time Faculty Ranks

The initial ranks for all tracks are determined based on the need, advertised position, and the candidate's qualifications, experience, and prior accomplishments. Faculty progress via promotion through their track appointment ranks in the order listed below and after following the promotion processes outlined in this policy.

Terminal Degree Definition - the University recognizes a terminal degree as a post-graduate degree that is the highest degree one can earn in the field. Typically, a terminal degree is a doctorate degree (e.g. PhD, EdD, PsyD) but some master's

degrees are considered terminal degrees in their field (e.g. MLIS). The Provost has the final determination of terminal degrees. Faculty earning a terminal degree while employed at the University are eligible for a salary increase.

Professional Practice Track

Instructor of Practice - The faculty member has earned the minimum credential(s) necessary to teach in the program where the faculty member resides. The faculty member demonstrates the potential to excel as an instructor in higher education and contribute as a thought leader in their discipline.

Assistant Professor of Practice - The faculty member will have earned at least a master's degree and has experience teaching in higher education or other contexts. The faculty also demonstrates the potential to contribute as a thought leader in their discipline. The faculty member demonstrates service contributions to the faculty's discipline and/or University.

Associate Professor of Practice - The faculty member will have earned a terminal degree. The individual should demonstrate the following outcomes that support an accredited institution of higher learning: a significant record of teaching accomplishments, a consistent record of thought leadership, and internal and external service contributions.

Professor of Practice - The faculty member will have earned a terminal degree. The individual should demonstrate the following outcomes: a significant long-term and consistent record of teaching accomplishments, significant and recognized thought leadership, and sustained service to the faculty's field/discipline and to the University. Achievement of the rank of Professor of Practice represents a record of outstanding performance, significant personal accomplishment, and commitment to the University and its students.

Teaching Track

Teaching Instructor - The faculty member has earned the minimum credential(s) necessary to teach in the program where the faculty member resides. The faculty member demonstrates the potential to excel as an instructor in higher education.

Assistant Teaching Professor - The faculty member has earned the minimum credential(s) necessary to teach in the program where the faculty member resides and has experience teaching in higher education or other contexts. The faculty member demonstrates service contributions to the faculty's discipline and/or University.

Associate Teaching Professor - The faculty member has earned the minimum credential(s) necessary to teach in the program where the faculty member resides. The individual should demonstrate the following outcomes that support an accredited institution of higher learning: a significant record of teaching accomplishments and internal and external service contributions.

Teaching Professor - The faculty member has earned the minimum credential(s) necessary to teach in the program where the faculty member resides. The individual should demonstrate the following outcomes: a significant long-term and consistent record of teaching accomplishments and sustained service to the faculty's field/discipline and to the University. Achievement of the rank of Professor of Practice represents a record of outstanding performance, significant personal accomplishment, and commitment to the University and its students.

Tenure Track

Assistant Professor - The faculty member will have earned at least a master's degree and demonstrate effectiveness in teaching or other instructional activities. The faculty also demonstrates the potential to contribute as a researcher and scholar to the faculty's discipline and to the University.

Associate Professor - The faculty member will have earned a terminal degree. The individual should demonstrate the following outcomes that support an accredited institution of higher learning: a significant record of teaching accomplishments, a consistent record of research and scholarship accomplishment, and internal and external service contributions.

Professor - The faculty member will have earned a terminal degree. The individual should demonstrate the following outcomes that support an accredited institution of higher learning: a significant long-term and consistent record of teaching accomplishments, significant and recognized scholarly activity, and sustained service to the faculty's field/discipline and to the University. Achievement of the rank of Professor represents a record of outstanding performance, significant professional accomplishment, and commitment to the University and its students.

Dean's, Provost's, or President's Prerogative

The Dean, Provost, and/or President may jointly approve the awarding of tenure and/or the rank of Associate Professor or Professor, in conjunction with appointing a well-established professional to a key academic position on the faculty at the time of their appointment. The individual will be fully credentialed in the area in which they teach, and meets the requirements of the faculty member's new rank. The Dean, Provost, and/or President will confer with the Faculty Senate Chair or the chair of the

Institutional Promotion, Tenure, and Recognition Committee prior to award. Such awards will be ratified by the Board of Trustees.

Faculty Non-renewal & Termination

The University is committed to renewing faculty whose contributions to teaching excellence, service, and/or thought leadership advances the University's mission.

A faculty member might not be renewed an appointment or might be terminated by NLU before the conclusion of their appointment for reasons not limited to the following: violation of University policy or procedures; egregious or ongoing performance concerns; lack of enrollment, reorganization, or reduction-in-force; or financial or other exigencies experienced by the University. Termination of faculty appointments as the result of program or campus closure is addressed in FP114.

In the event of a non-renewal or termination not resulting from a program or campus closure, the faculty member will be given four-months notice if the faculty member has been at the University for two or fewer years, and six months notice if the faculty member has been at the University for more than two years, regardless of track, rank, or appointment duration.

Awarding Rank Promotion

The University's assignment of faculty workload, and accompanying expectations for promotion, may vary proportionately over time, according to faculty track and according to the demands on any specific faculty position. Faculty members with non-teaching primary assignments, such as Library faculty, will demonstrate excellence in their area of academic or professional practice and an appropriate balance of the criteria relevant to the demands of their faculty positions and assigned faculty loads.

In decisions on promotion, the individual faculty member's professional workload and achievements will be considered in light of evidence of accomplishment in the domains appropriate to their track. Each candidate is responsible for demonstrating how the professional work meets the criteria for the promotion applied for and must use multiple and appropriate forms of evidence for each criteria to do so. If promotion is not granted, the candidate may reapply for promotion in any subsequent year.

Timetable

An applicant must have completed the following number of years in rank (not track specific) within a week of September 1 to be eligible for promotion to the subsequent rank.

Professional Practice Track - Years in Rank Before Eligible for Next Rank
Instructor of Practice - 3 years
Assistant Professor of Practice - 4 years
Associate Professor of Practice - 5 years

Teaching Track - Years in Rank Before Eligible for Next Rank
Teaching Instructor - 3 years
Assistant Teaching Professor - 4 years
Associate Teaching Professor - 5 years

Tenure Track - Years in Rank Before Eligible for Next Rank
Assistant Professor- 4 years
Tenure Review- 5 years
Associate Professor - 5 years

Criteria

Teaching Excellence

NLU faculty demonstrate a dynamic pedagogical content knowledge informing and informed by their teaching. Dimensions include knowledge of students and the learning process, the creation of safe, inclusive, and equitable learning communities, effective instructional strategies, and current knowledge of the field they teach. Criteria guiding a faculty member's case for promotion are defined below.

1. Demonstrate the ability to remain current and connected in one's field or discipline and help students acquire the up-to-date knowledge, skills, and disposition to acclimate to the discipline's professional practice.
2. Design and facilitate learning experiences and environments to engage learners and personalize the learning to help learners achieve their educational outcomes.
3. Create a safe, inclusive, and equitable student-centered learning community where each individual student can succeed.
4. Employ diverse, creative, or innovative teaching strategies and methods of student support that enhance student learning.

Service

Service involves taking on roles and responsibilities vital to the operation and advancement of the institution and engaging in activities within a faculty member's field. The quality of a candidate's service should not only represent the work of the individual, but also contribute to the progress of NLU. Evidence of service must include documentation of active service during each of the years at NLU leading up to the application for promotion. Below are the criteria one should use to make their case for promotion.

1. Contribute and/or take leadership in the University's and/or College's shared-governance model.
2. Contribute to the advancement of the Program, College, and/or University through work on committees, councils, or task forces or strategic projects that are outside of shared governance\
3. Contribute to the advancement of the faculty member's Program, College, and/or University and its students through non-teaching efforts and projects.
4. Engage external stakeholders in activities within your area of expertise to represent NLU.

Thought Leadership

NLU places equal value on knowledge that comes from discovery and from practice expertise. The University expects faculty to demonstrate thought leadership, which is defined as the sharing of findings and expertise to inform thought and action within the University and/or local, regional, national, and global communities. There are two possible paths to demonstrating thought leadership. Faculty on the tenure track should provide evidence of the generation, evaluation, and application of knowledge in their field and their dissemination of knowledge both internally and externally (Criteria #1). Faculty on the professional practice track should provide a record of accomplishment as a practitioner (Criteria #2). Criteria guiding a faculty member's performance in this domain are below.

1. Generate, evaluate, and apply findings regarding new and existing knowledge within one's field.
 - a. Disseminate research, expertise-based knowledge, or creative outputs relative to one's field in multiple formats to various internal and external audiences.
 - b. Provide thought leadership at the University and/or local, regional, national, and global communities.
2. Demonstrate a significant record of accomplishment as a practitioner within one's field or discipline that contributes to the advancement of the program and student outcomes.
 - a. Disseminate research, expertise-based knowledge, or creative outputs relative to one's field in multiple formats to various internal and external audiences.
 - b. Provide thought leadership at the University and/or local, regional, national, and global communities.

Credit for Previous Higher Education Experience

Upon the request of the newly hired faculty member and the recommendation of the department chair and the appropriate Dean, the Provost may approve credit of up to two years of service toward promotion for faculty members with higher education experience at other institutions. The faculty member's initial letter of appointment must state the agreed upon credit for prior service.

Financial Impact

The salary increase for the faculty member will take effect upon the issue of the next letter of appointment on July 1. The salary schedule is as follows:

- Promotion to Assistant Professor of Practice, Assistant Teaching Professor, or Assistant Professor - not less than \$2000
- Promotion to Associate Professor of Practice, Associate Teaching Professor, or Associate Professor - not less than \$5000
- Promotion to Professor of Practice, Teaching Professor, or Professor - not less than \$7000.

Awarding Tenure

NLU's policy and practices recognize that the long-term institutional commitment that is inherent in the awarding of tenure reflects a mutual expectation between the University and its faculty. Tenure implies not only that a faculty member grounds their work in teaching expertise, but that they are committed to a formal agenda of research, scholarship, and inquiry. NLU embraces an expanded definition of scholarship that appropriately reflects the University's active engagement with the broader society. The University expects that this work will be expansive in scale, will continue over the length of an academic career, and will bring recognition to the faculty member and the institution. In addition, consistent with the values and mission of NLU, each faculty member is required to exemplify a commitment to professional engagement, which may include community---based work in the discipline or professional area in which they practice. This includes evidence of remaining current in one's profession and activities that reflect community engagement or practice in the profession.

Rank Requirement for Tenure: The candidate for tenure or early tenure will have achieved the rank of Associate Professor prior to or concurrent with the awarding of tenure.

Timetable: Candidates for tenure must apply for tenure at the completion of their fifth year of service at the University. If tenure is granted, the tenured faculty member shall thereafter have a continuous full-time appointment with the University, subject to the conditions prescribed in this and other applicable University policies. If the candidate applies for tenure on the normal tenure clock (not early) and tenure is denied, the candidate will receive a one-year terminal letter of appointment, at the end of which period their NLU employment will end. For consequences for not receiving tenure when applying early, see the section Early Tenure.

Extending the Tenure Timetable: Additionally, candidates may apply for a 1 year “family friendly” extension before the conclusion of the fifth year of service. Each request must be approved by the candidate’s Dean and the Provost.

Midway Review: The candidate for tenure or early tenure must complete a Midway Review during their third year. Midway Reviews are conducted by the dean's office and both the college promotion and tenure committee and the University promotion and tenure committee. Successful completion of this review results in a salary raise that will take effect in conjunction with the faculty member’s next letter of appointment on July 1.

Criteria: Tenure is earned through demonstration of consistent effectiveness in each of three areas of professional endeavor: teaching excellence; service; and thought leadership. The faculty member must consistently demonstrate a high level of performance in each of these domains during the probationary period, and must continue to do so after having received tenure. The criteria used to evaluate a tenure candidate will be the same criteria stated in the Promotion section of this policy. However, particular attention and scrutiny will be applied to the criteria related to the thought leadership domain; specifically, criteria for the faculty member’s generation, evaluation, and application of research findings in their field and their dissemination of knowledge both internally and externally will be strongly considered.

Early Tenure: Tenure track faculty interested in applying for early tenure must propose an early tenure application to their Dean and receive written approval to proceed. Tenure track faculty may propose to apply for early tenure at the conclusion of their third or fourth year on the Tenure track. Procedures for early tenure are identical to those governing normal application for tenure. Candidates for early tenure must demonstrate that they have produced teaching, scholarship, and service outcomes equivalent in scope and substance to those normally produced across the full five years of the pre-tenure cycle. This circumstance most typically exists when a faculty member served for more than one academic year as a Tenure track faculty member at another college or university or served in a leadership role in an institute or other research organization before being hired by NLU. See the next section Credit for Prior Higher Education Experience. If early tenure is granted, the tenured faculty member will thereafter have a continuous full-time appointment with the University, subject to the conditions prescribed in this and other applicable University policies. If early tenure is denied, the candidate’s employment with the University will continue, with the understanding that they must apply for tenure on schedule under the normal tenure timeline. A second denial of tenure under those circumstances will result in the faculty member receiving a one-year terminal letter of appointment, at the end of which period their NLU employment will end.

Credit for Prior Higher Education Experience

Upon the request of the newly hired faculty member and the recommendation of the department chair and the appropriate Dean, the Provost may approve credit of up to two years of service toward tenure probation for faculty members with prior higher education experience. The faculty member's initial letter of appointment must state the agreed upon credit for prior service.

Financial Impact

Tenure results in continuous employment and does not carry a financial award for its achievement. A financial award is given for promotion to subsequent ranks - see the promotion section for more details.

Confidentiality for People Involved in Awarding Promotion or Tenure

To maintain a fair and equitable promotion and tenure system, all candidate materials along with letters submitted by internal and external constituents included in the dossier are considered confidential by everyone involved at any stage of the process. College and institutional committee members participate with the understanding that all deliberations remain confidential and not shared during the review process or after the institutional promotion and tenure decisions are made. Additionally, promotion and tenure candidates will not contact committee members during the year of review or after the promotion and tenure decisions are made as this is considered inappropriate. After the promotion and tenure decisions have been communicated, candidates may submit a written request to the Provost Office to obtain the college committee, institutional committee, and dean's initial letters of recommendation. Confidentiality of the promotion and tenure process is expected to be observed indefinitely by everyone involved, subject to any legal obligation to turn over any and all said records.

Awarding Multi-year Appointments to Professional Practice and Teaching Track Faculty

Faculty on the Professional Practice and Teaching tracks are eligible for multi-year appointments. The intent of a multi-year appointment communicates employment commitment to the faculty member for the duration of the appointment length.

Eligibility Criteria for Multi-Year Appointments

The following criteria are used to determine eligibility for a multi-year appointment:

- Faculty does not have a Performance Improvement Plan (PIP) in place.

- Faculty member is eligible for a renewable appointment (i.e., is not serving in a one-year, terminal appointment).
- Program and college enrollments and margins justify the addition of a multi-year salary commitment (in the case of Library faculty, the overall financial sustainability of adding a multi-year appointment to the Library budget will be considered).
- New-hire faculty may receive multi-year appointments if recommended by the Academic Unit leader and approved by the Provost at the time of hire.

Three-Year Appointments

Based on the Academic Unit leader's discretion and with the approval of the Provost, three-year appointments may be offered to current full-time faculty on the Professional Practice and Teaching tracks. To receive a three-year appointment, the faculty member is expected to consistently receive satisfactory faculty performance evaluations in all domains or has made significant improvement as assessed by the annual performance appraisal.

Five-Year Appointments

Based on the Academic Unit leader's discretion and with the approval of the Provost, current faculty in the Professional Practice and Teaching tracks who achieve the rank of Associate Professor may receive a five-year appointment. To receive a five-year appointment, the faculty member is expected to consistently receive satisfactory faculty performance evaluations in all domains or has made significant improvement as assessed by the annual performance appraisal.

Multi-Year Appointment Process

Each academic year, the Provost's Office will provide Academic Unit leaders with lists of faculty who may be eligible or who need to be reviewed for renewal of a multi-year appointment. During the FPE process, faculty are reminded of their multi-year appointment status: eligibility, continuing, or upcoming renewal of a multi-year appointment. Multi-year appointments are not subject to automatic renewal.

During the faculty performance evaluation (FPE) process the faculty member may express interest in a multi-year appointment. The Academic Unit leader (e.g. Dean) in consultation with the faculty's supervisor will recommend faculty for multi-year appointments to the Provost based upon the criteria outlined above and the results of the faculty member's last faculty performance (FPE) evaluation.

If the multi-year appointment is not extended, the faculty member is eligible for an annual contract. They may request to their Academic Unit leader to be considered for a multi-year appointment during the faculty performance evaluation (FPE) process.

Guidelines

Timeline of the process for awarding promotion and / or tenure

Ongoing: The Provost maintains the official timetable for candidacy, which is reflected in the annual letter of appointment (LOA). The Office of the Provost will ensure that training and information are provided to faculty about the processes related to promotion or tenure. The Office of the Provost also maintains official records of all Dean and Committee letters of recommendation and other official documents related to the tenure process, and controls access to dossiers until the process is completed for each candidate.

Ongoing: During each academic year, the faculty member, department chair, and Dean or Dean's designee work together to ensure appropriate workload assignment, review, and mentoring. Deans have responsibility for ensuring that faculty are oriented to the promotion and tenure processes and also that they are mentored appropriately. The faculty evaluation process should be aligned to the promotion and tenure processes to encourage on-going documentation and evidence building for promotion and/or tenure.

Ongoing: During each academic year, a Midway Review is conducted for each faculty member in the third year.

April – May: The Provost notifies all candidates in the various stages of the promotion and tenure process of their status and eligibility, and works with the University promotion and tenure committee to offer informational workshops for candidates (their attendance is voluntary).

By June 1: All candidates who will apply in September for promotion, early tenure, and / or tenure submit a formal letter of intent to the Provost.

By June 15: The Provost advises the full faculty of the names of all candidates and invites submission of written comments, which must be received by the same deadline as that for receipt of dossiers.

By July 1: Each candidate will solicit external letters of reference, which must be received by the same deadline as that for receipt of dossiers.

By September 1: Candidates compile and submit dossiers to the Provost. (See the guidelines for notes on dossiers.)

By October 1: Deans submit initial letters of recommendation to the Provost, who makes the Dean's letter and all internal and external letters available to the College and Institutional Promotion Committee members for review.

By November 1: College committees (CPTC) complete their review of all candidate dossiers and submit formal written recommendations to the Provost, who makes them available to IPTRC.

By January 15: IPTRC completes its review of all candidate dossiers and college committee recommendations and submits its formal written recommendations to the Provost.

By February 15: The Provost reviews files and may consult the college dean and/or committees for clarification.

By March 1: The Provost submits their recommendation and brief rationale on each candidate to the President. The President reviews and, with the Provost, prepares their written recommendation for each candidate for the Board of Trustees.

By June 30: The Board of Trustees acts on the recommendations submitted.

Within 10 days of the June Board meeting, the Provost notifies each candidate via formal letter of the Board's action and of action to be taken the following year, pursuant to the granting or denial of promotion and / or tenure. The Provost then announces the names of successful candidates to the Faculty Senate and the University community.

Within 45 working days after Board of Trustees action: Any candidate wishing to appeal a Board decision must file such appeal, pursuant to Faculty Policy 112 on Promotion and Tenure Appeals.