

**TEXAS TECH UNIVERSITY
COLLEGE OF MASS COMMUNICATIONS
POLICIES/PROCEDURES FOR TENURE TRACK FACULTY
Revised 10/30/06**

All policies and procedures relating to decisions affecting faculty in the College of Mass Communications conform to the statements regarding tenure and promotion set forth in the following university and college documents. In cases of conflict, the most recent edition of the documents listed below takes precedence.

- A. The Texas Tech University Operating Policy Manual (O.P. 32.01, most recent edition)
- B. The Faculty Handbook (Adopted by the Texas Tech University Board of Regents, most recent edition)
- C. Affirmative Action Plan, Texas Tech University (O.P. 73.01, most recent edition)

The following criteria and guidelines do not repeat all policies and procedures; they are intended to conform to all University and College criteria. This statement is supplemental to and subject to the above policies. Each faculty member has a responsibility to become familiar with the provisions for tenure and for each level of promotion.

The College of Mass Communications at Texas Tech University strives to excel in all three of its missions: teaching, research and service.

All faculty members in the College of Mass Communications are expected to have professional mass communications experience and a deep and sincere commitment to mass communications education.

Faculty members are responsible for maintaining objectivity, industry, and cooperation/collegiality with their associates within the College and the University, as described in the Faculty Handbook (see B above).

College procedures for reappointment, promotion and tenure follow University regulations. Each year the College's tenured faculty members are convened by the College's Associate Dean of Faculty to review all the College's faculty members who have met the requirements for reappointment, tenure and promotion. Tenure and promotion recommendations go from the College's tenured faculty to the Associate Dean of Faculty to the Dean of the College of Mass Communications, to the Provost, to the President of the University and then to the University's Board of Regents for final approval. Assistant professors who seek tenure should also meet the requirements for promotion to associate professor. It is not likely that a faculty member will be promoted to associate professor without tenure or that he or she will be awarded tenure without promotion.

The performance record of a person recommended for reappointment, promotion or tenure must be thoroughly documented, and the record scrutinized and evaluated by the College's tenured faculty. Because the College combines a professional undergraduate education with a strong tradition of research, teaching, service, and scholarship in the graduate program, and because the College also recognizes the valuable contributions professionals may make to the College, the College provides an opportunity for a faculty member without a terminal degree to achieve tenure and promotion. Appointments to tenure-track positions by faculty without a terminal degree should be rare.

A faculty member without a terminal degree should have significant national or regional (multi-state) professional experience in mass communications and significant teaching experience or the promise of excellence in teaching. Additionally, a faculty member without a terminal degree will teach, publish and participate actively in service activities that contribute to the reputation/recognition of the College.

During the search for a new faculty member, the expectations for the faculty member must be stated clearly in the job description that is circulated nationally in all advertisements and in all other communications about the position. The terms for appointment and for possible tenure and promotion must be included in correspondence from the College's Dean to the person chosen to be put forward for appointment to a tenure track position.

The College of Mass Communications utilizes two committees to review and evaluate tenure and promotion dossiers. These two committees are the Faculty Tenure and Promotion Committee (FT&P Committee), which is comprised of the tenured faculty of the College – and the College Tenure and Promotion Committee (CT&P Committee) which is comprised of the three associate deans and two full professors on campus representing other disciplines. Members of the CT&P Committee are selected by the Dean and the external members are approved by the tenured faculty members in the department of the individual being evaluated for tenure and/or promotion.

II. For Tenure – Any untenured full-time faculty member holding the rank of assistant professor or above who wishes to be considered for tenure must notify the Associate Dean of Faculty in writing of his/her intent to file for or seek tenure by January 15th in the same calendar year the applicant plans to file for tenure and/or promotion. Untenured full-time faculty members must be considered for tenure no later than their sixth year of tenure-track service. A faculty member has the option of appearing before the tenured faculty prior to the final vote. Separate ballots must be taken for tenure and promotion.

III. For Promotion – Any full-time assistant or associate professor who wishes to be considered for promotion must notify the Associate Dean of Faculty in writing of his/her intent to file for or seek promotion by January 15th in the same calendar year the applicant plans to file for tenure and/or promotion. A recommendation for promotion to the rank of associate professor is normally considered at the same time an assistant professor applies for tenure. A tenured assistant professor may apply for promotion to associate professor at any time within the guidelines listed in O.P.32.01. However, it is highly recommended that applications for tenure and promotion should not be filed before the faculty member's third-year review. A recommendation for promotion to the rank of professor is normally considered only after the individual has served in the rank of associate professor for at least five years during his/her academic career in the College of Mass Communications and/or other institutions of higher education. Recommendations for promotion may be made with shorter terms of service when there is evidence of exceptional performance. A full professor is usually seen as someone who advises graduate students and conducts theoretical and methodological research, which almost always makes it necessary that the faculty member hold an earned terminal degree. However, in exceptional circumstances, faculty members without the earned terminal degree may attain the rank of full professor. Faculty members who expect to be promoted to professor should have positive national and/or international reputations.

IV. Balloting – Tenure recommendations will be made only by tenured faculty. Promotion recommendations will be made by faculty who are at a professorial rank equal to or higher than that of the professorial rank of the candidate. Members of the Faculty Tenure and Promotion Committee and members of the College Tenure and Promotion Committee cast separate secret ballots for tenure and promotion. The ballots are not signed.

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A candidate receives an affirmative vote from each of the Faculty and the College Tenure and Promotion committees by garnering a positive majority of the total votes (“for” or “against” the candidate’s application) by the committee members eligible to vote on the particular candidate. Abstention votes are valid, but will not affect the determination of a positive or negative vote. Faculty who are eligible to vote on a particular candidate but who are on leave shall be invited in writing to participate in the tenure and promotion process. Voting members of the committees write unsigned comments about the candidate’s qualifications and forward them to the Associate Dean of Faculty. Comments are forwarded by the College’s Associate Dean of Faculty to the Dean.

Faculty members who apply for tenure and/or promotion must be told of the voting results. After the committee votes, the candidate’s file will be forwarded to the Dean, unless the candidate withdraws his/her file from consideration. Candidates receiving a negative vote will be notified by the Associate Dean of Faculty within five working days of the vote, and be given an indication of the strength of the vote of the Faculty and College Tenure and Promotion committees. As per OP 32.01, candidates can withdraw their applications at this point, if they wish to do so and if they request this in writing to the Dean.

TENURE

V. Tenure and Promotion to Assistant Professor

All tenure-track faculty members will be hired at the rank of assistant professor or above. Therefore, there are no minimum criteria listed for promotion and tenure at the assistant professor rank. In reviewing candidates for promotion and/or tenure, the College’s voting members will use the following evaluation standards for the professorial ranks of associate and full professors.

VI. Tenure at all Professorial Ranks

The College of Mass Communications expects successful candidates for tenure to evidence at least satisfactory performance in all domains that are evaluated: teaching, research/creative activity, and service. In addition, successful candidates for tenure should maintain acceptable professional relations with colleagues, staff, and students in teaching, research, and service. Candidates must also demonstrate a record of significant contributions to the university’s graduate programs through such activities as teaching of graduate courses, service on thesis or dissertation committees, or supervising graduate students.

A. Tenure Evaluation Criteria for Teaching

A principal consideration in awarding tenure is instructional excellence. The College prides itself on the quality of its teaching and places a high priority on it. Teaching performance is a primary criterion in all tenure decisions.

An important documentation of teaching quality is the College’s required student course evaluations. The results of the evaluations are quantifiable and are reported with an explanation of the faculty member’s teaching performance over time. Subjective evaluations obtained in interviews with students and alumni or in letters solicited from them may be included if appropriate. Evaluations from colleagues, Department Chair, the College’s peer review committee and the Associate Dean of Faculty may also be included.

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Evidence of teaching effectiveness for tenure may include, but is not limited to some combination of the activities/accomplishments listed the College Policy Manual. This evidence encompasses evaluation of a candidate's performance by students, peers, supervisors, or other appropriate judges.

B. Tenure Evaluation Criteria for Research and Publication/Creative Work

Faculty members are expected to contribute to the knowledge base from which they teach, and their research/creative activity must be disseminated in order to have impact. Faculty members' research/creative contributions will be a primary criterion along with teaching effectiveness in all tenure decisions.

Evidence of research for tenure may include, but is not limited to some combination of the activities/accomplishments listed the College Policy Manual. The list of publication included in the Policy Manual is not exhaustive.

Research paper presentations, alone are not sufficient to achieve tenure. Research productivity, must also include some form of local, regional (multi-state), national and/or international distribution.

In evaluating research and creative productivity, evaluations by outside judges, peers and the College's tenured faculty may be used to determine the candidate's productivity.

C. Tenure Evaluation Criteria for Service

A principal expectation of all faculty members is that they make meaningful contributions to the wide range of constituencies of concern to the College. Service will be the tertiary criterion in all tenure decisions for faculty.

Evidence of service for tenure may include, but is not limited to some combination of the activities/accomplishments listed the College Policy Manual. The list of service activities included in the Policy Manual is not exhaustive.

PROMOTION

VII. Promotion to Associate Professor

A. Promotion Evaluation Criteria for Teaching

A principal consideration in awarding promotion is instructional excellence. The College prides itself on the quality of its teaching and places a high priority on it. Teaching performance is a primary criterion in all promotion decisions.

An important documentation of teaching quality is the College's required student course evaluations. The results of the evaluations are quantifiable and are reported with an explanation of the faculty member's teaching performance over time. Subjective evaluations obtained in interviews with students and alumni or in letters solicited from them may be included if appropriate. Evaluations from the College's peer review committee, colleagues, Department Chair and the Associate Dean of Faculty may also be included.

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Evidence of teaching effectiveness for promotion may include, but is not limited to some combination of the activities/accomplishments listed the College Policy Manual. This evidence encompasses evaluation of a candidate's performance by students, peers, supervisors, or other appropriate judges.

B. Promotion Evaluation Criteria for Research and Creative Activity

Faculty are expected to contribute to the knowledge base from which they teach and their research must be disseminated in order to have impact. Faculty members' research will be a primary criterion along with teaching in all promotion decisions.

Evidence of research promotion may include, but is not limited to some combination of the activities/accomplishments listed the College Policy Manual. The list of publication included in the Policy Manual is not exhaustive.

Research paper, presentations alone are not sufficient to achieve promotion. Research productivity, must also include some form of mass distribution.

In evaluating research, evaluations by outside judges, peers and the College's tenured faculty may be used to determine the candidate's productivity.

C. Promotion Evaluation Criteria for Service

A principal expectation of all faculty members is that they make meaningful contributions to the wide range of constituencies of concern to the College. Service will be the tertiary criterion in all promotion decisions for faculty.

Evidence of service for promotion may include, but is not limited to some combination of the activities/accomplishments listed the College Policy Manual. The list of service activities included in the Policy Manual is not exhaustive.

VIII. Promotion to Professor

Professor: For promotion to the highest academic rank, the candidate's academic achievement and professional reputation should be superior and should have resulted in national recognition. This rank can be earned only by the faculty member who has demonstrated sustained continued growth in, and has a cumulative record of teaching effectiveness, substantial peer-reviewed publications and professional contributions and service. Candidates must also demonstrate a record of significant contributions to the university's graduate programs through such activities as teaching of graduate courses, service on thesis or dissertation committees, or supervising graduate students

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The responsibility for formulation of practices and procedures for granting of tenured and/or promotion within the College of Mass Communications shall be that of the College's tenure faculty.

I. Preparation of Tenure and/or Promotion File/Dossier – Faculty members seeking tenure and/or promotion will follow the guidelines listed in the O.P. Manual (32.01).

The College's tenured faculty members shall annually evaluate tenure-track faculty, assist in gathering materials for candidates' files and perform other duties as assigned by the Associate Dean of Faculty in the College of Mass Communications. All tenure-track faculty members are discussed by the tenured faculty according to criteria for tenure, promotion and/or continued employment, and the Associate Dean of Faculty shall inform faculty members of the general thrust of the comments and recommendations from the tenured faculty.

Evaluation at the College level begins in the first year of a tenure-track faculty member's service at Texas Tech. This evaluation is to be conducted in accordance with the guidelines provided in the "Performance Evaluations of Faculty." (OP 32.32)

(Please see College of Mass Communications' third year review in the College Personnel Manual-Policy.)

It is the responsibility of the Associate Dean of Faculty to notify faculty members of the deadlines for applying for tenure and promotion. These deadlines must be sufficiently early to permit a thorough evaluation of each candidate's teaching, research, and service achievements and to enable the Associate Dean of Faculty to submit originals and copies of a well-organized dossier to the Dean's Office by the first week of November.

The version of the dossier to be forwarded ultimately to the Provost should conform to O.P. 32.01. The basic form is as follows and should be presented in a three-ring binder (Format Checklist available from Office of the Associate Dean of Faculty):

1. Dean's letter
2. Associate Dean of Faculty's letter
3. Department Chair's letter
4. Vita (with the Department Chair's and the Associate Dean of Faculty's ratings of publications or creative activities)
5. Solicited and unsolicited letters (as in item 10 on College Format Checklist)
6. Basic information (parts 1-9 of item C, pp. 4-6 of Attachment A to OP 32.01)
7. Teaching effectiveness (as in item 11 on College Format Checklist)
8. Research (as in item 11 on College Format Checklist)
9. Service activities (as in item 11 on College Format Checklist)

As an appendix to the original dossier and copies for the College of Mass Communications only (not in the copy for the Provost), the following materials should be added:

- Ballot comments (but not the ballots)
- Annual general peer evaluations, if available (e.g., tenured faculty reports)
- Annual faculty reports with Department Chairs, Associate Dean of Faculty's assessments, Third-Year Review in appropriate position, all listed chronologically **10/30/06**

(Third-Year Review to contain review report, Department Chair's letter, Associate Dean of Faculty's letter, ballot report)

The Associate Dean of Faculty must provide access to these documents to any candidate for tenure and promotion. A signed statement by the candidate stating that he or she has seen these documents and received a copy of the dossier must accompany the promotion and/or tenure dossier.

In working with the candidate in preparing the dossier, the Associate Dean of Faculty should keep the following points in mind:

1. A candidate who does not receive a majority vote (secret ballot) from the College Faculty Tenure Committee and/or the support of the College Tenure and Promotion Committee may elect to have his or her dossier sent forward to the Dean's Office. However, in such circumstances the candidate should be made aware of the fundamental importance of peer evaluations and of the need for an exceptionally strong dossier and/or rationale to receive favorable recommendations at the higher levels of review.
2. The candidate's dossier should contain a comprehensive summary of peer and student teaching evaluations. The Associate Dean of Faculty, who is responsible for compiling the evaluations, should sign the student evaluation summaries.
3. The candidate's dossier should contain evidence of the comparative quality of the publications - of the candidate. The Department Chair and the Associate Dean of Faculty will rate the outlets in accordance with the guidelines in O.P. 32.01. This rating is to be done on the vita.
4. Outside letters of recommendation must be solicited on behalf of the candidate and included in the dossier. In selecting outside reviewers, the Department Chair and the candidate will each submit eight names of qualified reviewers or a total of 16 reviewers. The outside reviewers must not be former professors, collaborators of research/creative work, relatives or partners in business. If the candidate objects to an outside reviewer, the candidate must explain why the outside reviewer should be deleted from the pool of reviewers. When a reviewer is deleted from the pool, the Department Chair will select another reviewer. After the 16 reviewers are selected, the Department Chair will have the candidate draw 10 names from a container holding the 16 potential reviewers. The Department Chair will contact the 10 prospective reviewers and solicit their assistance in reviewing the candidate's dossier. The candidate will not contact any of the reviewers without consent of Department Chair.
5. Voting faculty will submit unsigned ballots to the Associate Dean of Faculty, who, in the presence of one other faculty member of the College, will tally them and record the tally on the form to be forwarded to the Dean's Office. The Associate Dean of Faculty will indicate in writing to the Dean the name of the other faculty member who witnessed or assisted in the counting.
6. Faculty members are encouraged to explain fully the reasons for their votes. These unsigned comments should be typed, rather than handwritten. They are to be collected, separate from the secret ballots, and forwarded by the Associate Dean of Faculty to the Dean's Office appended to the dossier.

7. The Department Chair's letter should clearly state his or her recommendation and the reasons for this recommendation. A copy of this letter must be given to the candidate at the time the dossier is forwarded to the Dean's Office.
8. The Associate Dean of Faculty letter should clearly state his or her recommendation and the reasons for this recommendation. A copy of this letter must be given to the candidate at the time the dossier is forwarded to the Dean's Office.
9. The candidate must see the completed dossier, but he or she does not have to approve it. Letters of rebuttal from candidates are not accepted as part of the dossier.
10. Six copies of the dossier plus the original are to be submitted to the Dean's Office. One copy, not the original, is to be placed in a three-ring binder for subsequent submission to the Provost. An additional copy will be provided to the candidate.

The College of Mass Communications conducts its own independent tenure and promotion deliberations. The College's Associate Dean of Faculty should inform candidates that this review is not a mere formality.

A favorable vote from the Faculty Tenure and Promotion committee and/or the College's Tenure and Promotion Committee and a favorable recommendation from the Department Chair and Associate Dean of Faculty do not guarantee that the ultimate recommendation from the College of Mass Communications, and later from the Graduate Dean, the Provost, and the President to the Board of Regents, will be favorable.

The College Tenure and Promotion Committee, appointed by the dean and approved by the tenured faculty and chaired by the Associate Dean of Faculty (or his/her designee), is responsible for making recommendations to the Dean on all tenure and promotion applications. Following careful deliberations, the Committee takes a formal and secret vote, which is recorded on the Consideration of Tenure and Promotion Form. The Dean does not cast a vote at this stage.

In their deliberations, the Faculty and College T&P Committee members rely primarily on the evidence contained in the applicant's dossier. For this reason it is important that the dossier be complete and compiled in a neat, professional manner. Members of both the Faculty and College T&P committees may, however, ask for additional information. In all cases in which there is a serious question about the desirability of recommending tenure for a candidate in his or her mandatory year for consideration of tenure, the candidate and the Associate Dean of Faculty will be asked to meet individually with the College Tenure and Promotion Committee. At the discretion of the Associate Dean of Faculty, other individuals may be asked to meet with the Committee as well.

Following the recommendations of the College Tenure and Promotion Committee, the Dean will make his/her own independent recommendation. He/She will at this point inform the candidate of his/her decision, permitting the candidate to decide whether or not he/she wishes to have the dossier sent on for further evaluation.

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The following procedures and guidelines will be followed by the College of Mass Communications to assure timely reviews and fairness to the candidate; however, the procedure and schedule listed below are not part of the College's Tenure and promotion policy. The College of Mass Communications utilizes two committees to review and evaluate tenure and promotion dossiers. These two committees are the Faculty Tenure and Promotion Committee (FT&P Committee) and the College Tenure and Promotion Committee (CT&P Committee).

(a) Membership of the Two Committees

The voting members of the FT&P Committee shall be comprised of all tenured faculty members in the College except the dean, the associate deans and the candidate's department chair. However, the associate dean of faculty will chair the FT&P Committee, but he/she will not have voting privileges. The FT&P Committee chair will not participate in any discussions, but may answer questions regarding university and college T&P procedures and policies and the interpretation of university and college T&P criteria. The candidate's department chair does not vote with the tenured faculty; however, he/she will cast his/her vote separately with a letter to the associate dean of faculty stating the reasons for his/her vote.

The voting members of the CT&P Committee include all of the college's associate deans and two external members nominated by the candidate's department chair. External members shall hold a rank of professor and should reflect those individuals perceived by the faculty as possessing a comprehensive understanding of college and university goals, promotion and tenure standards and procedures, and a reputation for fairness and good judgment. The dean will submit the names of the external members to the tenured faculty members in the candidate's respective department for their approval. Faculty members may strike the names of the external nominees with written justification. These external members will serve two-year terms, which may be repeated.

(b) General Charge

The FT&P Committee serves in an advisory capacity to the CT&P Committee and to the dean by reviewing applications for promotion in professorial rank and/or tenure.

The CT&P Committee serves in an advisory capacity to the dean by reviewing the recommendations submitted by the FT&P Committee and evaluating faculty applications for promotion in professorial rank and/or tenure. The CT&P Committee may also participate in faculty seminars addressing preparation of dossiers.

(c) Responsibilities

1. The FT&P Committee will hold its first meeting no later than September 15th of each academic year. This first meeting will be called and convened by the associate dean of faculty, who will attend this meeting to discuss with the Committee the timetable for making recommendations on promotion and tenure applications for that particular academic year.
2. The FT&P Committee will review and evaluate each application for promotion and tenure and vote individually on each candidate no later than October 5th. The candidate's department chair will not vote with the FT&P Committee. The ballots will not be signed. The Committee members' ballots will be counted by the

associate dean of faculty in the presence of a member of the FT&P Committee. The ballot count will be included with all materials sent forward to the CT&P Committee and included in the applicant's dossier.

3. Each FT&P Committee member will write unsigned comments no later than October 10th that justify and explain the respective faculty member's vote. The unsigned comments will be forwarded to the associate dean of faculty. The unsigned comments will be included with all materials sent forward to the CT&P Committee and included in the applicant's dossier.
4. The department chair will vote separately and write a letter to the associate dean of faculty justifying his/her vote.
5. The CT&P Committee will hold its first meeting no later than October 18th of each academic year. This first meeting will be called and convened by the dean, who will attend this meeting to discuss with the Committee the timetable for making recommendations on promotion and tenure applications for that particular academic year. The chair of the CT&P will be the associate dean of faculty.
6. The CT&P Committee will review and evaluate each application for promotion and tenure, vote individually on each candidate, and forward the recommendations and justifications to the dean no later than October 28th. The ballots will not be signed. The Committee members' ballots will be counted by the associate dean of faculty in the presence of another member of the CT&P Committee. The ballot count will be included with all materials sent forward to the dean and included in the applicant's dossier.
7. Each CT&P Committee member will write unsigned comments no later than November 4th that justify and explain the respective CT&P Committee member's vote. The unsigned comments will be included with all materials sent forward to the dean and included in the applicant's dossier.

Approximate Dates for Procedure*

Dates by which promotion and tenure action shall be taken in the College of Mass Communications are listed below. University dates are subject to change by the provost and/or president and may impact college dates which are subject to change by the dean. Such changes will be posted.

January or February

The dean and the associate dean of faculty confer regarding the status of each faculty member in relation to promotion and tenure.

- (1) Discuss the faculty member's progress toward tenure and/or promotion as a part of the annual faculty review.
- (2) If a faculty member wants to be considered for tenure and/or promotion for the next academic year, he/she must notify the associate dean of faculty by January 20 in writing that he/she will file an application for tenure and/or promotion.

- (3) By March 1, inform in writing each faculty member, according to university policy, when the faculty member be considered for tenure during the next academic year.

March

Tenured faculty members meet to discuss each non-tenured faculty member's annual report and evaluate each non-tenured faculty member's progress toward tenure and promotion. Faculty members eligible for the third-year review will be considered at this meeting. Faculty members who will not be reappointed must be notified in writing by March 1.

March or April

Workshops or seminars concerning promotion and tenure requirements and preparation of dossiers will be presented for interested faculty members.

March 1

The associate dean of faculty informs in writing faculty members who must be considered for tenure under the university policy. Faculty members being considered for tenure or planning to apply for promotion will provide to the faculty member's department chair and the associate dean of faculty a list of suggested peer reviewers from other universities.

May 1

The faculty member, the faculty member's department chair and the associate dean of faculty discuss recommended peer reviewers outside of the University. (See T&P policy 1/30/06, page 7-4). Following the college's T&P guidelines, the department chair writes to request letters of recommendation and informs the potential reviewers that their letters will become part of the applicant's dossier.

The associate dean of faculty submits to the respective tenured faculty the names of external faculty members who have been recommended for appointment to the CT&P Committee. Faculty members are asked to notify the associate dean if they have concerns with regard to the proposed external committee nominees. Following faculty review, final external faculty appointments are made.

September 10

Individual faculty member submits completed dossier, cover letter, and supporting documentation to the associate dean of faculty who adds the letters of recommendations.

September 1-15

The FT&P Committee conducts its first meeting with the dean.

September 16-October 5

The FT&P Committee reviews and evaluates each application.

October 6-10

FT&P Committee members forward unsigned comments and the department chair's letter to the associate dean of faculty.

October 11-18

CT&P Committee conducts its first meeting with the dean.

October 19-28

CT&P Committee reviews and evaluates each application.

October 29-November 4

CT&P Committee members forward unsigned comments to the associate dean of faculty.

November 5-9

Associate dean of faculty submits to the dean each faculty member's dossier, letters, committee ballots/evaluation forms and a ballot count, summary of procedures, and a letter of recommendation from the CT&P Committee.

November 10-15

The dean discusses decisions regarding the applicant's tenure and/or promotion with the candidate and the associate dean of faculty. Information regarding the dean's recommendation shall be provided to the associate dean of faculty and the candidate.

The dean will inform the members of the CP&T Committee about the outcome of the committee vote on each candidate (how the majority voted) and the nature of the dean's recommendation (favorable or unfavorable) to the Provost.

November 19

The dean forwards to the provost his/her cover letter summarizing collegiate procedures, a letter of recommendation for each candidate, the ballot count from the FT&P Committee, the ballot count from the CT&P Committee, the associate dean of faculty's recommendation, and the dossier of each candidate.

*Dates are approximate and will be used unless a change occurs in the university calendar of events. If a date falls on a holiday or weekend, the effective date shall be the next working day.