

Current Criteria (2018)

DEPARTMENT OF BIOMEDICAL SCIENCE CHARLES E. SCHMIDT COLLEGE OF MEDICINE FLORIDA ATLANTIC UNIVERSITY PROMOTION AND TENURE GUIDELINES

Promotion and Tenure Criteria

Decisions on promotion and tenure are a key to the future quality and operation of the department and must be considered in a serious and professional manner. Tenure is a particularly important issue and should be awarded with consideration of the collegial nature of the department. The primary missions of this department coincide with those of the university: teaching, research, and service. Therefore, the "University Guidelines for Promotion and Tenure of Faculty" should be followed regarding the content and format of the portfolio. These guidelines also provide a general guide to the criteria for promotion and tenure. Time-in-rank toward promotion to the next rank is typically 6 years. It is important that the records of candidates are evaluated fairly and objectively in the context of their academic assignments. Achievements in research, teaching and service activities will be emphasized proportionally based on the individual candidate's percent of effort in these areas over time, during their progress toward promotion and/or tenure. The department will follow the most recent time-line provided in the annual memorandum disseminated by the Office of the Provost in scheduling the various steps in the promotion and tenure process of the department.

Annual Appraisal of Progress Toward Tenure and Promotion

The "*Dept. of Biomedical Science Procedures and Criteria for Faculty Annual Evaluation*" are to be used by the department Chair for the Annual Evaluation of Faculty and for judging the progress of faculty toward promotion and tenure. This annual evaluation will examine the three criteria for tenure and promotion including teaching, research, and service for all faculty members. This evaluation by the Chair will be based on the faculty member's performance in research, teaching and service, as assigned by the Chair annually and documented in writing. Assignments or changes in assignments made by administrators other than the Chair will also be documented in writing for faculty P and T records. The Chair will provide a copy of the Annual Evaluation to each faculty member. In addition to the Annual Evaluation, "*Guidelines for 3rd year review of tenure-track faculty in the Biomedical Science Department*" will be used as the basis for a comprehensive review of the progress towards tenure and promotion of each tenure-track faculty member in the department after three years from the time of hiring. Both the Annual Evaluations and 3rd year Review will be considered in promotion and tenure decisions. However, such decisions must also require consideration of the following criteria:

Evaluation Criteria:

Except for the Student Perception of Teaching (SPOT) survey and medical student teaching evaluations, no information from anonymous or undocumented sources can be used in evaluating a faculty member.

1. Teaching

Candidates must show that they are effective in teaching and committed to the department's goal of quality instruction. To make an informed recommendation, the following items will be considered:

- a. The SPOT summary sheets, as well as medical student evaluations of teaching for each

course taught during the period under consideration, which must be included in the portfolio in addition to the Teaching and Evaluation Table, as described in the "University Promotion and Tenure Portfolio Preparation" guide. Particular attention will be given to the items that relate to the quality of instruction and the rating of the instructor in relation to the departmental mean for items #20 and #21 of the SPOT surveys. Additional items from the SPOT survey, such as the level and size of the class and the availability of the instructor outside of class, may be taken into account.

- b. Special circumstances associated with the faculty member's teaching may also be taken into account. Examples include: (i) the development of new courses including participating in the writing of Problem Based Learning cases for medical students, (ii) teaching of complex material that requires extra preparation, (iii) course directorship in the medical curriculum.
- c. Student research supervision, advising, directing undergraduate and graduate students in research and/or non-research Directed Independent Study, supervising laboratory research of masters, doctoral and medical students, and participation as a Thesis or Dissertation Committee member.
- d. Training of fellows and post-docs is also considered teaching and is meritorious.
- e. Peer reviews of teaching are required; the minimum requirement is for two reviews within the past two years, one of which must have been conducted within twelve months prior to the submission of the portfolio. The review will normally include an in-class observation and a review of other materials, e.g., syllabus, or copies of tests and quizzes. Candidates are advised to specifically address any below average teaching evaluations in their portfolio.

2. Research and other creative activities

Candidates must show that they are effective in and committed to the high quality research. It is essential that candidates demonstrate that they have been successful in developing an independent research program and in obtaining sufficient funding to maintain this program. The following elements will be considered:

- a. The quality and numbers of biomedical research publications will serve as a measure of research productivity. Publications should be listed in appropriate categories; books, peer-reviewed papers in journals, peer-reviewed papers in proceedings of meetings, book chapters, and patent applications. Publications that are not peer-reviewed must be listed separately. Any papers submitted ("in press" or "under review") shall be also listed. Evidence should be provided to show that an "in press" manuscript has been accepted for publication by the journal. Papers listed as "under review" will carry less weight. It is acknowledged that different sub-specialties achieve different impact factors and different publication rates. High impact factor journals will be given special consideration. Specific sub-specialty journals generally receive lower impact ratings than general areas but quality papers in the given sub-specialty area are still noteworthy. First author, and corresponding author listings are given more weight than secondary author positions. Invited review articles are meritorious as scholarly research but will be given less weight than research publications.
- b. Non-written presentations such as invited seminars, colloquia, contributed talks, and posters, will also be considered a component of research productivity. Invited conference talks should be identified as such and will be given greater weight.

- c. It is to be expected that candidates will have made serious and professional efforts to secure external funding through federal, competitive research grants to support their research or other scholarly activities. The greatest credit will be given for competitive research grants to support research or other scholarly activities. In particular, this includes all competitive, multi-year research grants from Federal Agencies or National Foundations such as the NIH, NSF, DoD, DoE, EPA, the American Cancer Society and American Heart Association. However grants from other sources including Florida Department of Health and local foundations such as the Florida affiliate of AHA also will be given credit.

Other mechanisms for funding scholarly research may be given credit as well including (i) contracts or grants from industry (ii) equipment grants, (iii) travel grants, (iv) teaching or training, and laboratory development grants, (v) arrangements with other institutions or companies to support the research of departmental graduate students. If a faculty member receives support from a grant on which they are not listed as Principle Investigator (PI) it is essential that the PI provide documentation regarding the contribution of the candidate to writing the grant and their role in the research conducted under the grant.

- d. Other considerations for research productivity include awards, invited presentations, and training and supervision of PhD, MS, and other students, and of fellows and post-docs, engaged in research work.

3. Service

Candidates must show that they are effective in and committed to the department's mission of service within the College of Medicine and University as well as to the community and profession. Service to professional organizations will also be considered, and this will also be taken to reflect the candidate's recognition within the scientific community. With the goal of making an informed recommendation, the following will be taken into account:

- a. Active participation in the governance of professional organizations such as those that are part of the Federation of Societies for Experimental Biology. Examples of such participation are: (i) being an officer in the society, (ii) organizing international meetings or symposia, (iii) organizing or Chairing sessions in meetings, (iv) reviewing journal publications, (v) editing a journal.
- b. Engaging in the review of research grants for a Federal Agency such as NIH, NSF or Department of Defense. Long-term membership of a grant review body will be weighted most highly but ad hoc membership will also be considered. Reviewing research grant applications for national foundations such ACS and AHA will be noted but weighted less.
- c. The activities of the faculty member in serving on departmental, college, or university-wide committees will be taken into account. This will include any activity that requires an investment of the faculty member's time and contributes to the management and intellectual life of the department, college or university. The criteria for evaluating these activities are the amount of time required and the gravity of the decisions being considered. Typically, new Assistant Professors will have only a modest assignment in service while setting up their laboratories and developing courses and grant applications, however evidence of consistent, responsible performance of some service is required for promotion to Associate Professor.
- d. Community activities also can be used in assessing service. Examples are: (i)

participation in science fairs, (ii) speaking with high school students about current biomedical science and careers in the field, (iii) encouraging minority participation in university activities, (iv) establishing contacts with local industry and research institutes such as Scripps Florida.

- e. Efforts to encourage members of the community to make donations to the department or to the FAU foundation for the development of biomedical research or education.

Collegiality

Collegiality should be considered to be a positive criterion in promotion and tenure considerations at FAU and is emphasized in the document "Guidelines for Appointment, Promotion and Tenure of Faculty" from the Provost's office.

Criteria for Appointment, Promotion or Tenure

For promotion and/or tenure, faculty must have acceptable annual evaluations in teaching, research and service over an appropriate time period, and demonstrate distinction in research, teaching or service. Promotion will be based on demonstrated merit, and not years of departmental employment. There are multiple routes to promotion, and recommendations for promotion may be based on evidence that the candidate has achieved distinction in one category of evaluation while continuing to be active, competent and effective in the other assigned areas. Evidence for distinction includes, but is not limited to, internal and external awards obtained for research, teaching, or service. Any route to promotion must involve research. For example, if a candidate applies for promotion to Professor based on teaching, they need to demonstrate that, in addition to being a good teacher, they have made scholarly contributions to teaching.

Professor

Promotion to Professor is largely based on accomplishments since promotion to Associate, and the record should demonstrate additional career achievements since that time. The criteria for promotion to the rank of Professor are:

1. National or international distinction as an independent biomedical scientist as evidenced by a strong publication record in peer reviewed journals and/or publication of scholarly books, and at least 5 letters provided by acknowledged leaders in the candidate's field. These letters must be supplied by experts at the rank of Professor, from outside this university, who are not closely associated with the candidate. The list of potential reviewers will be compiled by the Chair in consultation with senior faculty in the candidate's area of expertise (Associate or Full Professors). These consultants may be faculty in the Department, or in other university departments if expertise within the department is not available. The list of referees will be provided in writing to the candidate, who will review this list for conflict of interest, or evidence that suggested reviewers do not have the necessary expertise in the candidate's field, and are therefore not qualified. Active service in the scientific community will also be considered as evidence of national distinction in research. This may include election to office or as a fellow or officer in professional organizations, director/organizer of a program or meeting, and membership on editorial boards and grant review panels.
2. Research support from recognized federal and state agencies, corporations and/or foundations over a period of time. Ability to sustain a research program as a Principal Investigator is a significant consideration and should be demonstrated by consistent multi-year funding from Federal Agencies or National Foundations. Examples of such agencies are indicated on pages 2-3.

3. A record of consistently and effectively performing teaching assignments over several years, as documented by student evaluations. Peer evaluations, development of new courses, educational programs, or novel teaching methods, will also be considered.
4. A documented record of consistent and effective service to the university and the community. Though not required, up to 2 letters from colleagues at FAU or members of the community may be included to address specific contributions made to service.
5. A record of guiding masters and doctoral students to the successful defense of their theses and dissertations. Training of postdoctoral fellows is also considered meritorious. In terms of supervision of dissertation students, limitations in PhD student enrollment will be taken into consideration, as long as there are no College of Medicine PhD programs that permit direct recruitment and admission of students.

Promotion to Professor may be based on different patterns of significant accomplishment, and evaluation will accommodate the variations in faculty assignment and activity within the rank of Associate Professor. Although customarily the primary basis for promotion in the department is the record of accomplishments made in research, occasionally an individual who does not meet the criterion of distinction in research, but who has achieved distinction in teaching and service, may be considered for promotion to Professor. The annual assignment record will reflect the efforts directed to these areas.

Associate Professor

The criteria for promotion to the rank of Associate Professor are:

1. A demonstrated record of research or scholarly achievement, normally as evidenced by publication of refereed papers, scholarly books, and the ability to obtain research grants as a Principal Investigator while at FAU. Active service in professional organizations and the scientific community also will be given consideration in this category of evaluation.
2. A clear demonstration that the candidate has made the transition to an independent researcher as evidenced by a continuous record of independent publications. Also, as described in the "University Promotion and Tenure Portfolio Preparation" guide, at least 5 letters from referees outside FAU who are acceptable to the Chair (based on expertise in the candidate's research area). These should not come from persons closely identified with the candidate (such as graduate advisors and post-doctoral mentors) so as to be objective. Letters from advisors, mentors and other colleagues can be included in addition to the 5 outside letters. The 5 required letters must be supplied by experts at the rank of Associate or Full Professor, from outside this university. The list of potential reviewers should be compiled by the Chair in consultation with senior faculty in the candidate's area of expertise (Associate or Full Professors). These consultants may be faculty in the department, or in other university departments if expertise within the department is not available. The list of potential referees will be provided in writing to the candidate, who will review this list for conflict of interest, or evidence that the reviewers do not have sufficient expertise in the candidate's field, and are therefore not qualified. Up to 2 letters from research collaborators or colleagues at FAU may also be included.
3. A record of consistently and effectively performing teaching assignments over several years, as documented by student evaluations. Peer evaluations, development of new courses, educational programs, or novel teaching methods, will also be taken into consideration.
4. Supervision of the research of graduate students to the successful defense of their thesis or

dissertation. In terms of supervision of dissertation students, limitations in PhD student enrollment will be taken into consideration, as long as there are no College of Medicine PhD programs that allow the department to directly recruit and admit students.

5. A commitment to and record of service within the university as demonstrated by committee work, and/or external service through participation with public schools, or community agencies and events. Though not required, up to 2 letters from colleagues at FAU or members of the community may be included to address specific contributions made to service.

Assistant Professor

For hiring candidates at the rank of Assistant Professor (tenure-track) the criteria are:

1. Experience beyond the PhD degree, such as postdoctoral experience, with a good research record (publications etc.).
2. Evidence of the ability to be an effective teacher.
3. Interest in being a productive, collegial colleague and professional in the field of academic biomedical science.

Tenure

Criteria for tenure are the same as those for promotion to the rank of Associate Professor, keeping in mind that awarding of tenure implies a commitment by the university and the department that the individual and departmental colleagues expect to co- exist in a mutually collegial manner for the remainder of their professional careers.

As indicated in the University Guidelines, *"Promotion is based on accomplishments to date but tenure recommendations are based on collegial judgments about the likelihood that the candidate will make continuing contributions to the institution and discipline."* The awarding of tenure is not a simple summing of annual evaluations. The awarding of tenure is based upon the judgment that the person will have a lifelong commitment to scholarship and teaching at the University level and to sharing in the tasks, activities and goals of the Department/School, College and University. Therefore the awarding of tenure should be viewed as the most important decision of the departmental faculty members. A faculty member hired as Associate Professor or Professor without tenure must demonstrate the ability to maintain and extend his or her research, scholarly or creative activities while at FAU.

Criteria for Promotion of Non-Tenure Earning Faculty

Non-tenured assistant professors, associate professors and professors are those that hold non-tenure earning, regular, full-time faculty appointments, and whose annual assignments include teaching, research and service. Research Faculty members are those who hold non-tenure earning, regular, full-time faculty appointments, and whose annual assignment is to engage in research activities. Research Faculty members are not typically required to teach or perform service. Research Faculty will be evaluated for promotion in terms of their specific achievements in the area of research, although voluntary contributions made to other areas will be considered meritorious. Participation in the research training of undergraduate and/or graduate students is expected.

Promotion requirements from one rank to the next will be comparable to those accomplishments in research outlined above for tenure-track appointments, including time-in-rank. Credit may be given for time-in-rank at other institutions, although candidates must have at least 3 years of continuous employment at FAU. Credit given for time-in-rank at other institutions is considered solely at the discretion of the Provost (or designee), and a request to consider this must be directed to the Provost, through the Dean, prior to assembling the portfolio and NO LATER than the first week of the academic year. Early promotion will be considered on a case-by-case basis if candidates have demonstrated significant research achievements, particularly in terms of securing independent grant funding.

Promotion timelines and portfolios will follow those described for Non Tenure-track faculty, as detailed in the annual memorandum disseminated by the Office of the Provost, and the *"University Promotion and Tenure Portfolio Preparation"* guide. The Chair will conduct annual performance evaluations of Non-Tenured Faculty, as well as Research Faculty who are fully supported by research grants as independent Principal Investigators. For those research faculty who are supported on research grants to tenured or tenure-track faculty members, the supervising faculty member will provide annual evaluations and submit these to the Chair. These evaluations will be included in Research Faculty promotion portfolios.

Assistant Professor (Non-Tenure Track)

Appointment to the rank of full-time Assistant Professor requires a departmental vote, and the qualifications for appointment include:

- a. A doctoral degree (Ph.D., M.D., DVD, or equivalent) and successful completion of a postdoctoral training program.
- b. Evidence of the ability to be an effective teacher, perform meritorious research or other scholarly activity, and contribute to service within the university and/or in external activities.
- c. Demonstrated interest in being a productive and collegial professional in the field of graduate and/or medical education and/or biomedical science.

For promotion, Non-Tenure Track faculty must have acceptable annual evaluations in teaching, research and service since their last promotion/appointment, and demonstrate distinction in one or more of these areas. Promotion recommendations may be based on evidence that the candidate has achieved distinction in one category while continuing to be active, competent and effective in other assigned areas. Review will take into account the annual assignments in terms of percent effort devoted to research, teaching and service, with research as an essential component of the assignment in the Department. Promotion requirements from one rank to the next will be comparable to those accomplishments outlined above for tenure-track appointments, including time-in-rank. The Chair will conduct annual performance evaluations of Non-Tenure Earning Faculty. As specified in the Provost's memorandum for "Non-Tenure-Track Portfolio Guidelines" of April 25th, 2014, at least 3 letters from referees outside of FAU (same rank or higher than the promotion under consideration) are required for all non-tenured promotions, and these can address either research or teaching, depending on the candidate's assignments. In addition, internal letters from within FAU should be included (2 are recommended), from those familiar with the candidate's work and contributions to the unit. These should specifically address accomplishments in the other assignment areas.

Associate Professor (Non-Tenure Track)

1. Research: Candidates must show evidence of exceling in assigned research activities since

appointment as an Assistant Professor. Evidence of achievement may include a continuing record of peer-reviewed publications, presentations at national or international meetings, and professional activities such as manuscript review and participation in the organization of meetings/symposia. Participation in the development and submission of grant proposals that result in extramural awards will be given significant weight, particularly if the candidate is a Co-Investigator, Co-PI, or PI on such an award. A consistent record of contributing to undergraduate and/or graduate research education through supervision of undergraduate and/or graduate student research and service on student thesis committees is also expected.

2. **Teaching:** Candidates must demonstrate a strong record of accomplishments in teaching since their appointment as Assistant Professor. Teaching activities can include direct teaching through lectures or small groups, curriculum development or revision, student advising, course directorship, educational leadership, educational administration, and learner assessments. Evaluation of teaching performance will take into consideration the same items noted above for tenure-track faculty. In addition, candidates may be evaluated in the category of educational scholarship. Evidence of educational scholarship includes responsibility for design, organization, coordination, and evaluation of high quality courses. Additional demonstration of scholarship includes, development of texts, software, or other educational aids, development of educational seminars or faculty workshops, securing funding for educational projects, peer-reviewed educational publications, mentoring junior faculty in teaching, and invitations to advise faculty in teaching methods in other Colleges or institutions.
3. **Service:** Candidates must have a demonstrated record of service within the university as demonstrated by committee work, and/or external service through participation with public schools, or community agencies and events. Service may also include activity in professional organizations, including manuscript review for journals, participation on editorial boards, chairing symposia, and organizing scientific meetings/events.

Professor (Non-Tenured)

Promotion to Professor is largely based on accomplishments since promotion to Associate Professor. The record should demonstrate additional, substantial career achievements in assigned areas since that time. The candidate must show evidence of having excelled in the area of greatest assigned effort, while performing commendably in all other assignments. While 3 external letters are required, more than 3 are recommended.

1. **Research:** For those candidates with major assignments in research, substantial achievement in independent research is the primary consideration. The most significant factor will be demonstrated success in obtaining extramural research grants as an independent Principal Investigator. The candidate is additionally expected to have established a national/international reputation, with a consistent record of peer-reviewed journal publications or chapters/textbooks, and a record of presentations at other institutions and national/international meetings. Professional service as a member of an editorial board or grant review panel, as an officer in a professional organization, and in organizing meetings or symposia will also be considered. A consistent record of service on student thesis and/or dissertation committees is also expected.
2. **Teaching:** Candidates with major assignments in teaching since their prior promotion must show evidence of additional significant achievements in teaching, instructional innovation and educational scholarship. In addition to the activities listed for promotion to Associate, candidates for Professor are expected to have participated in leadership activities in educational programs, and to have disseminated their work nationally through meetings and publications. At least 2 internal letters addressing teaching achievements should be

provided, with more recommended.

3. Service: Evidence of leadership in the area of service is expected. Examples of exceptional service include active participation in the governance of professional organizations, engaging in the review of research grants, serving as program officer for national and international meetings, serving on or leading departmental, college, or university-wide committees and initiatives, and commendable participation in community service or other volunteer activities.

Research Faculty (Non-Tenure Earning)

Assistant Research Professor

Candidates are required to hold a PhD degree, and have at least 3 years of post-doctoral research experience at the university level. Research activity will be demonstrated by publications in peer-reviewed journals or chapters/textbooks, and presentations at national or international meetings. Professional service, such as serving as a manuscript reviewer for journals, will also be considered. Candidates are expected to have participated in the research training of undergraduate and/or graduate students. Candidates are expected to provide at least 3 letters of reference from experts in their field of research that address the research accomplishments of the candidate during their postdoctoral work. These can include letters from post-doctoral advisors and research collaborators.

Associate Research Professor

Candidates must have met the requirements described above, and show additional evidence of excelling in assigned research activities since appointment to Assistant Research Professor. Evidence of achievement may include a consistent record of peer-reviewed publications, presentations at national or international meetings, and professional activities such as manuscript review and participation in the organization of meetings/symposia. Participation in the development and submission of grant proposals that result in extramural grant awards will be given significant weight in the decision for promotion to Associate Research Professor, particularly if the candidate is a Co-Investigator, Co-PI, or PI on such an award. A consistent record of contributing to undergraduate and/or graduate research education through supervision of student research and service on student thesis committees is also expected. Candidates are required to provide at least 3 outside letters from experts in their discipline that address the research accomplishments of the candidate. For faculty supported on research grants to tenured faculty, one additional of letter must come from their supervising faculty member.

Research Professor

Candidates must have met the criteria described above, and demonstrate additional evidence of excelling in assigned research activities since appointment to Associate Research Professor. Significant achievement in independent research is the primary consideration. The most significant factor will be demonstrated success in obtaining extramural research grants as an independent Principal Investigator. The candidate is additionally expected to have established a national/international reputation, with a strong record of peer-reviewed publications or publications of chapters/textbooks, and a record of presentations at other institutions and national/international meetings. Professional service as a member of an editorial board or grant review panel, as an officer in a professional organization, and in organizing meetings or symposia will also be considered. A consistent record of training research students is expected, as is service on student thesis and dissertation committees. Additional service or leadership contributions to the University are also expected, particularly those that contribute to the University research mission. Candidates are required to provide at least 3 letters (though more than 3 is recommended) from experts in their field that address the research accomplishments of the candidate. These letters must come from referees at the rank of Professor, from outside this university, who are not associated with the candidate.

Outside reviewers will be selected as described above for tenure-track faculty. Internal letters may be included in addition to the external letters.

Voting Eligibility

As indicated in the Provost's "*Guidelines for Appointment, Promotion and Tenure of Faculty*": "In tenure considerations, those eligible to vote are the tenured faculty members of the appropriate department/school; in promotion cases, all tenured and tenure track faculty members of the faculty are eligible to vote, unless otherwise specified by the bylaws of the department/school or college.

Voting eligibility in the Department of Biomedical Science

1. Four tenured faculty members from the Department will be elected by the department faculty to serve on the College Promotion and Tenure Committee, according to the College Bylaws, which also specify rank. These individuals can attend the Promotion and Tenure meeting of the Department, but they are not eligible to vote on promotion or tenure at the departmental level. They are eligible to vote on promotion and tenure on the College Promotion and Tenure Committee.
2. Except for the four faculty members serving on the College Promotion and Tenure Committee, all full-time tenured and tenure-track faculty are eligible to vote for promotion to any rank for candidates that are tenured, tenure-track, research track, or non-tenure track.
3. In considerations for tenure, only tenured faculty members are eligible to vote.
4. Non-tenure earning faculty members (Research Faculty and Non-Tenured Faculty) are not eligible to vote on promotions of tenured or tenure-track faculty, but are eligible to vote on promotions of Non-Tenured and Research Faculty.

Voting on promotion or tenure in the Department requires that each faculty member eligible to vote consult the candidate's file/portfolio to establish an informed recommendation. Voting is done by anonymous balloting, and votes can be "yes", "no", or "abstain". Eligible faculty not able to attend the departmental meeting to discuss and vote on promotion of candidates may provide their proxy to another eligible faculty member attending the meeting, provided they inform the Chair of the department in advance, and review the portfolio materials. Voting requires that a quorum of faculty be in attendance to participate in discussion at the departmental meeting (more than 50% of the voting-eligible faculty in the Department).

Following Departmental review, and prior to review at the College level, candidates for promotion and/or tenure may add to their portfolio a written response to any materials added to the candidate's portfolio, within 5 days of the material's receipt. Departmental recommendations and voting outcomes will go to the Department Chair, and then to the College Promotion and Tenure Committee for review. Recommendations will then go to the Dean. For non-tenure-earning faculty, the Dean will make recommendations to the Provost. For tenured and tenure-track faculty, recommendations and portfolios will go to the University Promotion and Tenure Committee for review, with recommendations then submitted to the Provost.

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