

Department of Accounting and Taxation

Standards and Procedures for

Reappointment,

Tenure,

and

Promotion

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Accounting Area Personnel Committee (PC)

The Accounting Area Personnel Committee (PC) is charged with making recommendations to the Dean of Faculty about reappointment, promotion, and tenure decisions.

The PC consists of all tenured accounting faculty members, except for decisions regarding promotion to full professor, in which case it consists of all tenured faculty in the department at the rank of full professor. Since the PC committee requires five members (per University Statutes), cognate(s) would be needed in those situations where there is an insufficient number of committee members. If cognates are needed, the tenured faculty of appropriate rank will recommend candidates to the Dean of Faculty, (if one or two cognates are needed), or to the president of the faculty senate (if more than two cognates are needed), who will in turn provide input on the final selection(s). This process applies for all reappointment, promotion, and tenure decisions. The chair of the accounting and tax department will serve as the chair of the PC.

Standards for Tenure Track Faculty

Standards for Reappointment

The decision to reappoint a tenure track faculty member shall be based on demonstrated progress toward, and estimated promise of, a future favorable tenure decision. Successful reappointments should not however be construed as an eventual, favorable tenure decision.

Standards for Tenure

The below standards are listed in order of importance:

- a. Research: The candidate is expected to establish an active and ongoing research program. The PC will consider publication in refereed journals, publication of books and book chapters, presentation of research results at conferences, and other research activity in making this evaluation. Both current research activity and future promise will be considered.
- b. Teaching: Teaching is an important part of the area's mission. The candidate is expected to have received favorable teaching reviews. The PC will consider ways in which the candidate helps students reach his or her education goals, including appropriateness of the course materials, availability to students, and development of new courses or materials.
- c. Service: Faculty members are expected initially to focus primarily on developing their research and teaching programs. As they become more established in these areas, they should begin to contribute more service to the area, school, university, and public. Past service and the promise of future service will be important.

Standards for Promotion to Associate Professor

The standards for promotion to Associate Professor are similar to those for tenure and frequently both decisions will occur in the same year. However, consideration for promotion will focus on actual accomplishments rather than future promise.

Standards for Promotion to Full Professor

Appointment to Full Professor requires distinguished academic achievement evidenced by outstanding contributions (assessed by scholars within and outside the university) in research, teaching, and service. Significant time in rank is encouraged.

Procedures for Tenure Track Faculty

General Procedures for Reappointment, Tenure, and Promotion Decisions

Procedures are established by a majority vote with a 50% quorum of the area's PC membership present. Future changes to these procedures require the same 50% quorum.

The procedures of the Accounting and Taxation Area should be understood as an application of the general provisions of the University Statutes. However, to the extent there is an actual or perceived conflict between the provisions in this document and the University Statutes, the latter shall be binding in all matters.

All members of the PC will have access to, and are expected to read, each candidate's application for reappointment, tenure, or promotion, along with supporting documents. The material will be held in the area chair's office (or alternative locations designated by the chair) for PC members to obtain.

The area chair will assign one PC member to prepare an analysis of a candidate's research, teaching, and service. The assigned PC committee member will be responsible for drafting a report that will include the candidate's area of research, publications, working papers, presentations, proceedings, relevant information on teaching (including teaching evaluations), and service. The assigned PC member will then discuss the report at the personnel meeting.

All votes by the PC for reappointment, tenure, or promotion will be done by secret ballot.

Specific Procedures and Timelines for Reappointments (Contract Renewals)

First Reappointment

All tenured members of the department will be on the PC to review and discuss the progress in research, teaching, and service for applicants for the first reappointment.

Faculty applying for the first reappointment will receive a notice from the provost's office. Applicants must complete an Application for Reappointment and submit it to the area chair by October 1st, along with a current resume, copies of publications, working papers, grants, and other works, copies of teaching evaluations, and other supporting materials.

A meeting of the PC will be held during October. The PC will vote by secret ballot on whether to recommend a reappointment.

By November 1, the reappointment binders (containing the above materials and the result of the vote) will be given to the Dean of Faculty and the Associate Dean of Faculty. The Dean of Faculty will make a recommendation to the Provost by November 15th. The Provost and the President will make the final decision, which will be mailed by December 15th.

Second and Third Reappointments

The process for second and third reappointments is the same as the first, except that the application and materials (see above) are due to the area chair by February 15th. The PC will meet during March, and the binders (which will include the result of the vote) will be given to the Associate Dean of Faculty and the Dean of Faculty by April 1. The Dean of Faculty will make a recommendation to the Provost by April 15. The Provost and the President will make the final decision, which will be mailed by May 15th.

Specific Procedures and Timelines for Tenure Decisions

October 1: Names of Outside Reviewers and Materials due from Tenure Candidates to Area Chair

Each applicant will choose three (3) outside reviewers who will review the applicant's tenure packet. Ideally, but not necessarily, each of the three outside reviewers chosen by the candidate will have been (or will be) contacted (by either the tenure candidate directly or by a member of the PC) to obtain agreement to review the tenure packet, prior to it being mailed. The tenure candidate and the PC will use their best judgment to determine whether to contact any or all of the outside reviewers in advance of sending the tenure packet.

By October 1, each tenure candidate will provide the following (by email) to the chair of the PC (the area chair):

1. The names of the three (3) outside reviewers identified by the tenure candidate.
2. The names of the reviewers' institutions (universities).
3. The respective universities' mailing addresses (street addresses, rather than a P.O. Box).
4. Reviewers' email addresses.
5. Reviewers' telephone numbers.
6. Current Resume.
7. Statement of Research.
8. Sample of published and/or accepted papers. The tenure candidate does not need to (but may) send *all* published papers.

Month of October: PC Identifies Four Additional Outside Reviewers

In addition to the three outside reviewers identified by the candidate (described above), the PC, during the month of October, will identify four outside reviewers. The PC may contact the four additional outside reviewers in order to solicit their agreement to perform the review in the required time frame. These four additional outside reviewers will not be selected by the tenure candidates, and they are

expected to be unbiased reviewers. The candidate's Items 6 – 8 (above) will be used to assist the PC in identifying the four additional outside reviewers. The tenure candidate does not need to (but may) send *all* published papers. A sample will suffice to help the PC identify the additional four outside reviewers. Therefore, seven outside reviewers will be solicited to provide assessments of each tenure candidate.

(The PC will request that the outside reviewers' send their assessments of each candidate by December 15. See the sample letter in the appendix.)

November 1: Eight Tenure Packets Due from Tenure Candidates to Area Chair

By November 1, the applicant will supply the area chair with eight (8) packets, each containing a current resume, statement of research, and copies of the papers and books that the applicant wants to have sent to the outside reviewers to help the reviewers determine the impact that the applicant's research has had or is likely to have upon the field. The area chair will have the materials sent to the seven outside reviewers (three from the candidate and four from the PC committee), each with the standard letter from the area chair. (See the appendix for the letter.) One packet of materials will be kept for reference.

In order to secure the tenure packets and maintain confidentiality, the tenure packets should be hand delivered to either the PC chair or the chair's assistant.

December 15: Letters from Outside Reviewers are Due

The letters are due from the outsider reviewers by December 15. Reminders will be sent, as needed, to encourage timely delivery of the letters.

January 15: Additional Materials due from Tenure Candidates for Tenure Binders

We distinguish between tenure packets, which are mailed to the outside reviewers, and the tenure binders, which include the tenure packets, plus the below items, which each tenure candidate must provide in hard copy to the chair of the PC by January 15:

1. A completed, signed application for tenure. The application form is attached at the end of this document.
2. An updated resume (if there are any changes to the resume since October 1).
3. Statement of teaching *and* statement of service (to be added to the statement of research which was sent to the outside reviewers).
4. Course syllabi (for each course taught while at Fordham).
5. Student evaluation spreadsheet prepared for all courses taught while at Fordham. (To obtain the spreadsheet, contact: Dean Leistikow at leistikow@fordham.edu.)
6. *All* research publications (not just the sample of research publications sent to the outside reviewers), including any additional research material published since November 1. Note: all research claimed as published or accepted for publication must be documented as such.

The binders should have appropriately labeled tabs separating the various sections of materials.

Upon receipt of the letters from the outside reviewers (due on December 15 as per the letter to the outsider reviewers), the PC chair will add them to the tenure binders of each candidate.

Two binders must be submitted to the PC chair. (Two binders are needed to make the material easily accessible to all the PC members. One binder will be held at the Lincoln Center campus and the other at the Rose Hill campus.)

January 15 – Early February: Tenure Binders Reviewed by PC Members

The tenure binders will be held by the following two people (and in the respective locations) to facilitate reviews thereof by members of the PC prior to the vote:

1. Associate Dean of Faculty, who is currently Victor Borun, located at:
113 West 60th Street, 6th floor
New York, NY 10023

His contact information is: 212 636 7428; borun@fordham.edu.

If Victor Borun is unavailable, the PC members can access the materials by contacting his assistant, who is currently: Cathy Henson (administrative assistant, located outside of Victor Borun's office). Her contact information is: 212 636 6172; henson@fordham.edu.

2. Dean of Faculty, who is currently Donna Rapaccioli, located at:
441 East Fordham Road
Hughes Hall, 4th Floor
Bronx , New York 10458

Her contact information is: 718 817 4105; rapaccioli@fordham.edu.

However, to access the binders, members of the PC will contact the dean's assistant, who is currently Betty Grizzaffi. Her contact information is: 718 817 4466; egrizzaffi@fordham.edu.

Mid-February: PC Members' Reports on Tenure Candidates and PC Vote for Tenure

The PC will hold a meeting mid-February. The purpose of the meeting is to discuss each candidate's research, teaching, and service, and then vote on each tenure candidate's application. The vote will be by secret ballot. The results of the vote will be added to the tenure binders.

Also, each member of the PC will write a recommendation on the respective tenure candidates. The recommendation will analyze the candidate's research, teaching, and service. These recommendations, along with the result of the vote, will be added to the tenure binders.

March 1: Tenure Binders Delivered to Associate Dean of Faculty

Each tenure binder will be checked for completeness by the PC.

The completed tenure binders will be delivered to the Associate Dean of Faculty (currently Victor Borun) by March 1. The Associate Dean of Faculty will then send the materials to the Deans of the Schools of Business (currently Donna Rapaccioli and David Gautschi).

March 15: Dean of Faculty Recommendation to Provost

The Dean of Faculty (currently Donna Rapaccioli) will make a recommendation to the Provost (currently Stephen Freedman) by March 15.

May 15: Final Decision Announced by Office of the Provost

The final tenure decisions are mailed out to the candidates by May 15.

Specific Procedures and Timeline for Promotion to Associate Professor in Same Year as Tenure

The promotion process is separate from, but related to, the tenure process that is described above.

If the PC members vote to grant tenure and if the Dean of Faculty supports the decision, the PC will meet about the tenure candidate's promotion from assistant professor to associate professor.

Therefore, the PC will meet sometime after March 15, the date the Dean of Faculty sends the recommendation to the Provost. This meeting is separate from the meeting about tenure described above. During the meeting the PC will vote on the candidate's promotion to associate professor. The candidate's application for promotion, along with the results of the vote, will be sent to the Dean of Faculty after the meeting. The decision on promotion is sealed until May 15, the date the tenure decision is announced.

The application form for promotion is the same as the application form for tenure and is attached at the end of this document. However, the application form, although the same, must be submitted separately with the appropriate box checked at the top of the form (please refer to the form). The signed form should be submitted in hard copy to the chair of the PC by January 15, the same date the application for tenure is due (see above).

Specific Procedures and Timeline for Promotion to Full Professor

Associate professors who wish to apply for promotion to full professor must provide to the area chair, by May 15th, the following:

1. The names of three outside reviewers
2. A current resume
3. Eight packets of materials of scholarly work (the same as required of tenure applicants)

As is the case for tenure candidates (see above), the PC will choose four additional outside reviewers. Therefore, the PC will need eight packets (resumes and copies of scholarly work). Seven will be sent to the outside reviewers and one will be retained by the PC.

The packets will be sent to the outside reviewers during the summer. The letters will be due from the outside reviewers by October 15.

Also by October 15th, the applicants should provide two binders and ensure that the Dean's office provides the applicant's teaching evaluations to the PC in a spreadsheet. The applicant is invited to audit the evaluations for accuracy and completeness and to aid in improving the spreadsheet's accuracy and completeness. The spreadsheet and notes below the spreadsheet should be modified as necessary to reflect completely and accurately all of the applicant's student evaluations since the initial appointment as a full time faculty member at Fordham. Missing evaluations should be indicated as such. The binders should be prepared in accordance to how they are prepared for tenure and promotion to associate professorship.

All members of the PC who are tenured and of appropriate rank (full professors) will have access to, and are expected to read, each candidate's application, resumes, scholarly work, and outside reviewers' letters. The material will be held in the area chair's office for review.

During November, or earlier if possible, the PC will meet and vote on promotion for each candidate. The area chair will assign one full, tenured faculty member to prepare an analysis of each candidate's research, teaching, and service. The assigned member of the PC will be responsible for writing a report, which will include a description of the candidate's area of research, as well as an overview of the publications, working papers, presentations, and proceedings. In addition, the report will provide relevant information on teaching (including teaching evaluations) and service. The assigned faculty member will then discuss the report at the personnel meeting.

The application for promotion, the reports from the PC, and the results of the vote will be added to the applicant's binder and delivered to the Associate Dean of Faculty and Dean of Faculty by December 1st. The Dean of Faculty will make a recommendation to the Provost by December 15.

The candidate will hear from the provost office whether the promotion was granted by February 15.

Procedures for Reappointment of Clinical Faculty

For clinical reappointments, tenured faculty should be in agreement that the candidate continues to provide productive and valuable contributions in teaching and service in line with the responsibilities and conditions outlined in his/her most recent appointment letter. Since clinical faculty are primarily engaged in teaching, overall teaching evaluations should be favorable. The PC will review course syllabi, quizzes, exams, notes and other relevant course materials provided by the candidate.

Appendix A: Sample Letter to Outside Reviewers for Tenure

Professor _____, Ph.D.

November 1, 20XX

Dear Professor XXXX:

Y is applying for a tenured position on the faculty of business at Fordham University. We would greatly appreciate your input into our decision-making process on this important matter by providing your evaluation of Professor Y’s research.

If you would, please evaluate the quality of the candidate’s body of work and the candidate’s potential for future research. Please do not include in your evaluation a specific recommendation regarding the tenure decision, since the decision-making criteria differ from institution to institution. A copy of the candidate’s curriculum vitae has been included. The research materials that are included (academic papers and “statement of research”) were submitted at the applicant’s discretion. Your review need not be restricted to the discretionary materials submitted by the applicant.

In order to provide sufficient time for our faculty committee to review your response, we would appreciate your evaluation by December 15, 20XX. Also please note that Fordham University statutes require that your correspondence to us in this matter be treated as confidential.

The mailing address for your correspondence is:

Professor _____, Ph.D.
Area Chair, Department of Accounting and Taxation
Fordham University
Schools of Business

Thank you in advance for your help. If you have any questions, please do not hesitate to contact me via phone (XXX XXX XXXX) or email (xxxxx@fordham.edu). If ever I or another member of our faculty could return a similar favor to your university, please do not hesitate to let us know.

Sincerely,

Appendix B: Application Form for Tenure and Promotion

[Note: The items needed for this application are available in the Faculty Activity Report (FAR) report function (at my.fordham.edu) and will facilitate completion of the application.]

**FORDHAM UNIVERSITY
Application Form For Tenure or Promotion**

Name: _____

Academic

Unit: _____ **Date:** _____

- Application For :
- Tenure
 - Promotion to Associate Professor
 - Promotion to Full Professor

Members of the Arts and Sciences Faculty and the Faculty of Business submit two typed copies of the application, with supplementary statements and a current curriculum vitae attached to each copy along with two copies of publications, course outlines/syllabi, and other supporting material to their Department Chair (for Arts and Sciences Faculty) or their Dean (for Faculty of Business). A list of supporting material should be enclosed with each set. The Chair or Dean should make one set available for faculty at **each campus**.

All other faculty submit two typed copies of the application, with supplementary statements and a current curriculum vitae attached to each copy, to the Dean along with one set of publications, course outlines/syllabi, and other supporting material. A list of all supporting material should be enclosed. Submit all material by:

For Tenure by **January 15th** For Promotion by **October 15th**

The Chair of the Personnel Committee will arrange for the meeting of the Personnel Committee and send its recommendations with both copies of the full application and accompanying material to the Dean of Faculty or Dean, as appropriate, by the following schedule:

For Tenure by **March 1st** For Promotion by **December 1st**

For the norms governing promotion, see the University Statutes § 4-05.05 (a); for those governing tenure, see § 4-05.04 (d) and (h).

I. EDUCATION – UNDERGRADUATE, GRADUATE, POST-GRADUATE

<u>Institution</u>	<u>Degree</u>	<u>Date Awarded</u>	<u>Honors/Awards</u>
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II. ACADEMIC EXPERIENCE

(IF part-time, please indicate by p-t)

<u>Institution</u>	<u>School or Department</u>	<u>Rank</u>	<u>Dates</u>
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III. COURSES TAUGHT AT FORDHAM DURING LAST 2 YEARS

<u>Course Number</u>	<u>Title</u>	<u>Average Enrollment</u>
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IV. RESEARCH, PUBLICATIONS, AND PROFESSIONAL ACTIVITIES

A. Please submit with this form as part of your vita a chronological bibliography by category (according to accepted academic form): all authored or co-authored books; contributions to books; pamphlets; articles; reviews; research reports; scholarly addresses. Include a brief description of research accepted for publication, and research still in progress. Mention should also be made of any other relevant work.

B. EDITORIAL POSITIONS HELD (Give nature of position)

C. PARTICIPATION AND LEADERSHIP IN PROFESSIONAL ASSOCIATION
(Give name of association, length of membership, extent of participation, committee service, offices held, etc.)

D. SPECIAL RECOGNITION, HONORS, AWARDS, HONORARY DEGREES, BIOGRAPHICAL DICTIONARY LISTINGS, ETC., THAT HAVE A BEARING ON ACADEMIC STATUS
(Give full title of award, organization, date and reason.)

E. GRANTS APPLIED FOR (Purpose, dates)

GRANTS RECEIVED

F. FACULTY FELLOWSHIPS (Dates, purposes, results)

G. LEAVES OF ABSENCES (Dates, purposes, results)

H. THESES OR DISSERTATIONS AT FORDHAM UNIVERSITY UNDER ACTIVE DIRECTION DURING LAST 3 YRS
(Include BA Honors, MA/MS and Doctoral)

<u>Under Direction</u>	<u>Completed</u>	<u>PhD</u>	<u>MA/MS</u>	<u>BA Honors</u>
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V. UNIVERSITY AND PUBLIC SERVICE

A. ACADEMIC ADMINISTRATION

<u>School/Unit</u>	<u>Position</u>	<u>Dates</u>
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B. COMMITTEE SERVICE (University, School, Department/Area)

<u>Committee</u>	<u>Dates</u>
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C. SPECIAL ACADEMIC COUNSELING, MODERATORSHIP, ETC.
(Name of organization, nature of work, number of years, and average time per week)

D. SERVICE OUTSIDE FORDHAM UNIVERSITY
(Type of service, i.e., local, state, national agencies or institutions, business, industry or the professions, the public at large; name of organization, if any; amount of time; citations or awards, etc.)

Signature

Date

Appendix C: Application Form for Reappointment for Tenure Track Faculty

Name:

Academic Unit:

Date:

- Application For Reappointment:
- in first year of service
 - in second year of service
 - after two years of service

Members of the Arts and Sciences Faculty and the Faculty of Business submit **one** typewritten copy of the application, with supplementary statements and a current *curriculum vitae* attached to each copy along with **one** copy of publications, course outlines/syllabi, and other supporting material to their Department Chair (for Arts and Sciences Faculty) or their Dean (for Faculty of Business). A list of supporting material should be enclosed with each set. The Chair or Dean should make one set available for faculty at each campus.

All other faculty submit **one** typewritten copy of the application, with supplementary statements and a current *curriculum vitae* attached to your copy, to their Dean along with **one** set of publications, course outlines/syllabi, and other supporting material. A list of all supporting material should be enclosed. Submit all material by:

- | | |
|--------------------------------|---|
| October 1st | If renewing a two year initial contract |
| February 15th | If renewing a three year initial contract and for all other contract renewals |
| December 1st | If renewing a one year contract |

The Chair of the Personnel Committee will arrange for the meeting of the Personnel Committee and send its recommendations with both copies of the full application and accompanying material to the Dean of Faculty or Dean, as appropriate, by the following schedule:

- | | |
|---------------------|---|
| November 1st | If renewing a two year initial contract |
| April 1st | If renewing a three year initial contract and for all other contract renewals |
| January 1st | If renewing a one year contract |

For the norms governing reappointment, see the University Statutes § 4-05.03

I. EDUCATION – UNDERGRADUATE, GRADUATE, POST-GRADUATE

<u>Institution</u>	<u>Degree</u>	<u>Date Awarded</u>	<u>Honors/Awards</u>
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II. ACADEMIC EXPERIENCE

(IF part-time, please indicate by p-t)

<u>Institution</u>	<u>School or Department</u>	<u>Rank</u>	<u>Dates</u>
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III. COURSES TAUGHT AT FORDHAM DURING LAST 2 YEARS

<u>Course Number</u>	<u>Title</u>	<u>Average Enrollment</u>
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IV. RESEARCH, PUBLICATIONS, AND PROFESSIONAL ACTIVITIES

A. Please submit with this form as part of your vita a chronological bibliography by category (according to accepted academic form): all authored or co-authored books; contributions to books; pamphlets; articles; reviews; research reports; scholarly addresses. Include a brief description of research accepted for publication, and research still in progress. Mention should also be made of any other relevant work.

B. EDITORIAL POSITIONS HELD (Give nature of position)

C. PARTICIPATION AND LEADERSHIP IN PROFESSIONAL ASSOCIATION

(Give name of association, length of membership, extent of participation, committee service, offices held, etc.)

D. SPECIAL RECOGNITION, HONORS, AWARDS, HONORARY DEGREES, BIOGRAPHICAL DICTIONARY LISTINGS, ETC., THAT HAVE A BEARING ON ACADEMIC STATUS

(Give full title of award, organization, date and reason.)

E. GRANTS APPLIED FOR (Purpose, dates)

GRANTS RECEIVED

F. FACULTY FELLOWSHIPS (Dates, purposes, results)

G. LEAVES OF ABSENCES (Dates, purposes, results)

H. THESES OR DISSERTATIONS AT FORDHAM UNIVERSITY UNDER ACTIVE DIRECTION DURING LAST 3 YRS

(Include BA Honors, MA/MS and Doctoral)

Under Direction Completed PhD MA/MS BA Honors

V. UNIVERSITY AND PUBLIC SERVICE

A. ACADEMIC ADMINISTRATION

School/Unit

Position

Dates

B. COMMITTEE SERVICE

(University, School, Department/Area)

Committee

Dates

C. SPECIAL ACADEMIC COUNSELING, MODERATORSHIP, ETC.

(Name of organization, nature of work, number of years, and average time per week)

D. SERVICE OUTSIDE FORDHAM UNIVERSITY

(Type of service, i.e., local, state, national agencies or institutions, business, industry or the professions, the public at large; name of organization, if any; amount of time; citations or awards, etc.)

Signature

Date

Appendix D: Schedule of Critical Dates and Timelines

Reappointments (Contract Renewals) – Tenure Track Faculty					
1st		2 nd		3rd	
1-Oct	Candidate sends following (in binder) to area chair: Application for Reappointment, resume, copies of publications, teaching evaluations, etc.	15-Feb	Candidate sends following (in binder) to area chair: Application for Reappointment, resume, copies of publications, teaching evaluations, etc.	15-Feb	Candidate sends following (in binder) to area chair: Application for Reappointment, resume, copies of publications, teaching evaluations, etc.
During October	PC meets and votes.	During March	PC meets and votes.	During March	PC meets and votes.
1-Nov	PC delivers reappointment binder (with vote results) to Dean of Faculty.	1-Apr	PC delivers reappointment binder (with vote results) to Dean of Faculty.	1-Apr	PC delivers reappointment binder (with vote results) to Dean of Faculty.
15-Nov	Dean of Faculty sends recommendation to Provost.	15-Apr	Dean of Faculty sends recommendation to Provost.	15-Apr	Dean of Faculty sends recommendation to Provost.
15-Dec	Decision sent to candidate.	15-May	Decision sent to candidate.	15-May	Decision sent to candidate.

Tenure		Promotions			
		Promotion to Associate in Year of Tenure		Promotion to Full	
1-Oct	Candidate sends following in soft copy (by email) to area chair: names of 3 outside reviewers (and complete contact information), current resume, statement of research, sample of published/accepted papers.	15-Jan	Candidate sends completed application form for promotion to area chair. (This is the same form as tenure application, but requires checking a different box.)	15-May	Candidate sends names of 3 outside reviewers to area chair, as well as completed application for promotion, plus 8 packets of materials, each containing current resume and copies of published and accepted articles.
During October	PC identifies 4 additional outside reviewers.	After March 15 - April	PC committee will meet and vote on application for promotion. PC will deliver application for promotion and the results of the vote to the Dean of Faculty.	During May	PC identifies 4 additional outside reviewers.
1-Nov	Candidate delivers to area chair 8 packets, each containing: resume, statement of research, copies of scholarly work; PC mails packets to 7 outside reviewers and retains 1 copy.	15-May	Decision sent to candidate.	1-Jun	Candidate's packets are sent to 7 outside reviewers. One packet is retained.
15-Dec	Letters are due from outside reviewers.			15-Oct	Letters are due from outside reviewers.
15-Jan	Candidate delivers to area chair 2 binders, each containing: Application for tenure, resume, statement of teaching, statement of service, statement of research, course syllabi, student evaluation spreadsheet, copies of all published articles and articles accepted for publication. Area chair adds reviewers' letters to binders.			During November	PC meets to review candidate's application for promotion, including outsider letters.

Tenure, continued	
January 15 - early February	PC members review binders.
Mid-February	PC meets to review candidate's work and vote on tenure.
1-Mar	PC delivers binders and vote to Dean of Faculty.
15-Mar	Dean of Faculty sends recommendation to Provost.
15-May	Decision sent to candidate.

Promotion to Full, continued	
1-Dec	Candidate's materials, along with result of the vote, are sent to Dean of Faculty.
15-Dec	Dean of Faculty sends recommendation to the Provost.
15-Feb	Decision sent to candidate.