Ball State University

Teachers College
Promotion and Tenure Document
2015-2016

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# TEACHERS COLLEGE
## PROMOTION AND TENURE DOCUMENT
### 2015-2016
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I. Guidelines

1. The evaluation of a faculty member’s eligibility for promotion or tenure shall be based on evidence of a continuing pattern of achievement throughout the faculty member’s professional career in the following areas:
   1.1 Teaching.
   1.2 Scholarship. Publications that are in print, in press, or accepted for publication will be counted in promotion deliberations. Bona fide evidence must be presented to document “in press” or “accepted” status. In matters of tenure, publications may be counted only once.
   1.3 Service in a professional capacity.

2. Promotion to Associate Professor and the tenure decision are aligned and occur in year seven.
   2.1 A candidate may apply early for tenure and promotion to Associate Professor once in either year five or six.

3. If an individual enters employment at the university at the rank of Associate Professor or above and working toward tenure, the tenure process is followed. Promotion to Professor is not part of the process.

4. Experiential Learning in all its forms (internships, field trips, practica, student teaching, study abroad, immersive learning projects, etc.) is and has been a hallmark of a Ball State University education. Faculty who lead these types of activities should receive consideration for their involvement as they contribute to the established standards for Teaching, Scholarship and Service.

II. Definitions

1. Department and departmental refer to the Departments of Counseling Psychology and Guidance Services, Educational Leadership, Educational Psychology, Educational Studies, Elementary Education, and Special Education.

2. College or collegiate refers to Teachers College.

3. Reconsideration is the act whereby a candidate may request that an initial adverse decision by the department, college, or Provost be re-examined. Reconsideration provides an opportunity for the candidate to clarify content of materials.

4. Appeal refers to the action taken by the appellant when the outcome of the department, college or Provost reconsideration is the same as the original recommendation. An appeal may be filed without following the reconsideration process. Appeals examine the process followed and not the content of materials.

5. Working days are those days when Ball State University administrative offices are open.

6. Calendar days are the days which appear on a calendar, including Saturday, Sunday, and holidays. They do not relate to the Ball State academic schedule or calendar.

7. Tenure-track faculty are those who are currently in the seven-year probationary tenure period.

8. Tenured faculty are those faculty who have been granted tenure.

9. Scholarship is the process of attaining new knowledge, creating a new work, or recreating/interpreting existing works, and disseminating the results. Generally, this
takes the form of appropriate peer-reviewed publications, presentations or exhibits, performances, other creative endeavors, and grant proposals. Scholarship can occur in four areas: discovery, integration, application, and teaching.

9.1 The scholarship of discovery is traditional research and creative endeavors that pursue and contribute to new knowledge for its own sake.

9.2 The scholarship of integration makes connections across disciplines bringing together isolated knowledge from two or more disciplines or fields to create new insights and understanding.

9.3 The scholarship of application applies knowledge to address significant societal issues.

9.4 The scholarship of teaching studies the development of knowledge, skill, mind, character, and/or ability of others.

III. Committee Structure and Function

1. Committee Membership
   1.1 The Teachers College Promotion and Tenure Committee is composed of one tenured faculty member from each department in the College. Members and their alternates are elected for two years.

   1.2 Departments Promotion and Tenure Committees shall be elected annually preferably by written or electronic ballot.

   1.21 The electorate shall consist of tenure-track and tenured faculty members of the affected unit.

   1.22 The departmental committee shall consist of tenured faculty.

   1.23 If sufficient number of tenured faculty are not available, the department P&T committee and department chair will propose a solution to the Dean of Teachers College, including but not limited to using tenured faculty from other departments. All committee members should be qualified to evaluate the candidate’s credentials.

   1.24 In the event of the resignation of an elected committee member, the Department shall have procedures in place for the replacement of the resigning member.

   1.3 Elections to the College Promotion and Tenure Committee shall be conducted each Spring Semester by the Deans Office and selected members of the College Promotion and Tenure Committee.

   1.4 Each year the departments in the College whose representatives are completing their second year will nominate three tenured faculty from among its eligible faculty. The names of these persons will be placed on a ballot and separated by department. Regular, full-time faculty in the College will vote for one of the three nominees from each department.

   1.5 The nominee from each department receiving the highest number of votes is elected to the committee for a two-year term. The nominee from each department receiving the second highest number of votes is the alternate to the Committee for a two-year term. In the case of a tie, there will be a run-off election. The nominee receiving the highest number of votes in the run-off is elected to the committee for a two-year term and the other nominee serves as an alternate for two years.

   1.6 In the event the person elected to the College Committee is unable to serve, the alternate shall become a member of the College Committee. In the event a vacancy occurs in the position of alternate, the concerned department will nominate a three-member slate on which the total College faculty will vote. The nominee receiving the highest vote will complete the term as alternate.
1.7 The newly elected Committee assumes its official responsibilities the first day following the end of Spring Semester. The term of office ends the last day of Spring Semester except for appeals generated during the tenure of the Committee.

1.8 The Dean of Teachers College is an ex-officio non-voting member.

1.9 A quorum shall be a simple majority except at meetings involving evaluation of credentials of candidates seeking promotion. A quorum shall be five of the six departmental representatives.

1.10 The elected college representative to the University Promotion and Tenure Committee shall meet with the College Committee as a non-voting liaison person.

1.11 No person may serve as a member of the College Promotion and Tenure Committee who is a candidate for promotion or tenure. An individual so elected who later becomes a candidate for promotion or tenure must resign from the committee.

1.12 Please refer to the University “Anti-Nepotism Policy and Procedures for Faculty and Professional Personnel” in the Faculty and Professional Personnel Handbook.

1.13 At the first meeting, the College Promotion and Tenure Committee will elect a chairperson and secretary to serve for that academic year.

2. Committee Responsibilities

2.1 The College Committee is responsible for establishing and implementing University and College Promotion and Tenure policies and procedures that must not conflict with University policies.

2.2 The Dean’s Office is responsible for informing the Department Promotion and Tenure Committees of due dates for promotion and tenure consideration by the College Committee.

2.3 Members of the College Committee are responsible for keeping all information and all action taken confidential.

2.4 The College Committee is responsible for reviewing all department promotion and tenure documents, including the department evaluation teaching policy and rating form, and may give a recommendation of approval to the Dean only when the documents comply with College and University policies and procedures.

2.5 The College Committee shall evaluate the credentials and consider the recommendations of all candidates forwarded from the department for promotion/tenure. It shall forward the credentials of those candidates being recommended favorably for promotion/tenure, with recommendations, to the Dean of Teachers College. The committee shall review and evaluate the credentials of all collegiate tenure-track persons in year four and forward these credentials, with recommendations, to the Dean of Teachers College along with a vote count for each candidate, with recommendations submitted on the Teachers College Pre-Tenure, Tenure, and Promotion Recommendation Form to the Dean. The names of all candidates favorably recommended must be forwarded in an unranked alphabetical order. The Committee must forward a letter of explanation to the Dean for each candidate who is not recommended for promotion or tenure.

2.6 The Committee shall hear reconsiderations and appeals at a specially called meeting.

2.7 Minutes of all Committee actions are maintained by the Committee secretary and kept on file in the Office of the Dean. Copies are distributed to members of the Committee. Minutes of actions regarding recommendations for promotion or tenure of individual faculty (including
completed rating forms) and of reconsiderations and appeals are distributed for Committee review and approval at a regularly scheduled meeting, then collected, and one official copy is kept in the Office of the Dean.

2.8 No one may serve to hear an appeal who has a demonstrated conflict of interest such as previous involvement with the case, assignment to the same academic department or administrative area as any of the principals in the case, business involvement, or relationship to any of the principals. The committee chairperson shall make decisions regarding such conflicts.

IV. Policy Statements
1. Tenure
2. Promotion
3. Materials to be Presented for Promotion and Tenure

1. Tenure
1.1 Faculty and eligible professional personnel shall be evaluated in light of the University Mission Statement.
1.2 Policies and criteria related to recommending tenure shall be clear, specific, and accessible to all personnel.
1.3 Policies and criteria for tenure shall be subject to annual evaluation and review and to periodic revision.
1.4 If a faculty member is hired at the rank of Associate Professor without tenure, the tenure process is followed. Promotion to Professor is not tied to the tenure process.
1.5 The departmental and collegiate policies and criteria for tenure must be approved by the University Promotion and Tenure Committee and must be on file with the University Promotion and Tenure Committee and the office of the Provost and Vice President for Academic Affairs.
1.6 A faculty member must complete at least one semester of full-time service during any academic year in order to receive a full year’s credit for purposes of tenure consideration.
1.7 Tenure for those who hold academic rank is earned in an academic department and held in the University.
1.71 For all individuals hired by the University after June 30, 1981, tenure may be granted only to those who hold academic rank in an academic department. When a candidate is hired, academic rank and tenure must be recommended by an academic department chairperson in conjunction with the Department Promotion and Tenure Committee, approved by the Dean of Teachers College, and subsequently approved by appropriate administrators, and the Board of Trustees. Years granted toward tenure at the time of hiring must be recommended by an academic department chairperson in conjunction with the Department Promotion and Tenure Committee, approved by the Dean of Teachers College, and subsequently approved by appropriate schools, colleges, administrators, and the Board of Trustees.
1.8 Work accomplished before hiring at Ball State, as well as work accomplished while a faculty member at Ball State, will be considered in tenure deliberations. It is understood that greater attention and significance will be given to the work accomplished during the appointment at Ball State. The evidence must demonstrate a record of continuous activity.
1.9 When a faculty member is employed in a tenure-track position, a probationary period of seven years is ordinarily required before the Board
of Trustees grants tenure. Generally, the probationary period will not exceed seven full-time years of tenure-creditable service as a faculty member at Ball State University. The exceptions are noted below.

When transferred from one academic or professional area to another, a tenure-track person, in addition to the normal probationary period, may request or may be required to complete an additional probationary period not to exceed two years. The length of the extension of time must be established and stated in writing at the time of the new appointment.

1.91 A faculty member may request that certain years (normally not to exceed two years total) not be counted as tenure-creditable years if any of the following pertain:

1.911 The faculty member is seriously ill;
1.912 The faculty member is the principal care-giver for a son/stepson or daughter/stepdaughter;
1.913 The faculty member is the principal care-giver for a family member who is seriously ill;
1.914 The faculty member will be on leave for at least one semester of the academic year.

A request that a year not be counted as tenure-creditable shall be made to the Department Chairperson prior to the beginning of the next academic year. The request shall include documentation of the circumstances involved. The request shall be given immediately by the department chairperson to the Department Promotion and Tenure Committee. The request requires approval of the Department Promotion and Tenure Committee, the Department Chairperson, the Dean of Teachers College, and the Provost and Vice President for Academic Affairs.

1.92 In cases where the exceptional achievements of a candidate in teaching, research, publication, creative endeavors, scholarly productivity, and other meritorious activities resulted in appointment at the associate or professor ranks, tenure may be recommended to the trustees as early as the completion of the third year, following a recommendation from the Department Promotion and Tenure Committee, and approval from the Department Chairperson, Academic Dean, and Provost and Vice President of Academic Affairs. The Board of Trustees may grant tenure in special cases to an individual who holds or will hold academic rank without any probationary period, or with a probationary period of fewer than three years, if all of the following conditions are fulfilled.

1.921 The Board obtains the prior positive recommendations of the Promotion and Tenure Committee of the academic department in which the candidate holds (or will hold) academic rank, Department Chairperson, the Academic Dean, the Provost and Vice President for Academic Affairs, and the President.
1.922 The Board concurs with the recommendation that the individual possesses superior academic and/or creative qualifications;
1.923 The Board concurs with the recommendation that waiver of the normal probationary period is necessary to induce the individual to accept an offer of employment or to continue his or her employment with the University.
2.0 Specific conditions of employment that must be fulfilled by a tenure-track faculty member (in addition to the general standards of performance) will be stated in writing by the University administration at the time of employment. In order to be eligible for a favorable tenure recommendation, the faculty member must meet these employment conditions unless he or she is released therefrom, in whole or in part, by means of a written departmental recommendation that is approved by the Academic Dean, the Provost and Vice President for Academic Affairs, and the President.

2.10 No later than February 15 of each academic year, each department will send a letter to the Provost and Vice President for Academic Affairs, via the Academic Dean, and the faculty member, setting forth the status of each tenure-track faculty member with respect to his or her fulfillment of the conditions of appointment and any matters pertaining to the quality of his or her performance. This letter will contain the recommendations of the Department Chairperson and the Academic Dean.

2.101 Before the end of each academic year and prior to year seven, the Provost and Vice President for Academic Affairs will notify each tenure-track faculty member in writing as to the University’s official assessment of his or her status with regard to progress toward tenure. The contents of the letter will reflect:

2.1011 The University’s official record of the individual’s status with respect to fulfillment of specific conditions of employment which were stated in the letter of employment; and

2.1012 The University’s assessment of the individual’s performance and progress toward tenure.

2.1013 In years one through six, three decisions are possible: satisfactory progress, unsatisfactory progress, or termination.

If the members of a department wish to recommend termination of the appointment of a tenure-track faculty member at the end of any academic year during the probationary period, a letter to that effect shall be filed in the office of the Provost and Vice President for Academic Affairs at least two weeks in advance of the final date set forth in 2.15-2.153 below for giving written notice of non-reappointment or of intention not to recommend reappointment to the Board of Trustees. The letter must contain the recommendation of the Academic Dean.

2.11 Tenure and promotion to Associate Professor will be aligned.

2.111 The tenure and promotion to Associate Professor decision will be made in the seventh year.

2.112 The recommendation will be to grant tenure and promotion to Associate Professor at the end of the year or a recommendation to terminate the faculty member at the end of the following year.

2.113 A faculty member may request consideration for early tenure and promotion to Associate Professor one time, either in year five or six, without penalty of dismissal if not granted. If approved, tenure and promotion to Associate Professor will be granted at the end of the year. If not approved, the faculty member will continue in the tenure and promotion process.
2.12 A pre-tenure recommendation will be made by the Department Promotion and Tenure Committee, Department Chairperson, and College Promotion and Tenure Committee to the Dean of Teachers College at a midpoint during the probationary period (typically during the fourth year of the probationary period). That recommendation will be satisfactory progress, unsatisfactory progress, or termination, recorded on the Teachers College Pre-Tenure, Tenure, and Promotion Recommendation Form along with the vote count.

2.13 The following are necessary prerequisites in order to be eligible for tenure:

2.131 The faculty member must have satisfied any specific conditions of employment set forth in his or her letter of appointment;

2.132 The faculty member must have received a positive tenure recommendation from his or her academic department; and

2.133 There must be available significant evidence of excellent performance by the faculty member, and there must be the expectation for a continuance of such in the future.

2.134 The faculty member meets qualifications to be promoted to Associate Professor.

2.14 Tenure may be attained only through official action by the Board of Trustees of the University. The Board will make its decision after receiving and reviewing the recommendations of the department, Academic Dean, Provost and Vice President for Academic Affairs, and the President, but the Board will not be bound to follow any of said recommendations.

2.15 Notice of non-reappointment, or of intention not to recommend reappointment to the Board of Trustees, shall be given to the faculty member in writing in accordance with the following standards:

2.151 Not later than March 1 of the first academic year of service, if the appointment is to expire on the day the spring semester closes; or, if a one-year appointment terminates during an academic year, at least three months in advance of its termination;

2.152 Not later than December 15 of the second academic year of service, if the appointment is to expire on the day the spring semester closes; or, if an initial two-year appointment terminates during an academic year, at least six months in advance of its termination;

2.153 At least twelve months before the expiration of an appointment after two or more years in the institution.

2.16 Contract full-time appointment service may be considered as part of the probationary period for those who are later placed on regular full-time faculty and professional personnel status.

2.17 Prior service at Ball State University may be counted toward tenure after the person has completed a one-year probationary period following the return.

2.18 Years of service remain with the individual when regular full-time faculty and professional personnel transfer from one academic or professional area to another.

2.19 Before the end of the academic year, the Department Promotion and Tenure Committee, after consultation with the Department Chairperson, shall provide each tenure-track faculty member in its department with a written assessment of that faculty member’s work. This assessment shall include an evaluation of strengths and weaknesses in each of the areas of 1) teaching; 2) scholarship; and 3) service in a professional capacity. The committee may also suggest areas for improvement.
The Department P&T Committee will make an annual recommendation to the Dean of Teachers College on progress toward tenure for tenure track faculty members. After the department P&T committee’s determination, the following will happen:

2.201 The Department P&T Committee Chair will write a recommendation letter that reviews the candidate’s strengths and weaknesses and areas for improvement.
2.202 The letter will be forwarded to the Dean of Teachers College after all departmental deliberations are complete.
2.203 The department chair may agree or disagree in writing with the department P&T committee’s recommendation.
2.204 Upon request from the faculty member, the department P&T chair will meet with the faculty member to discuss and clarify the content of the letter.

At any other step in the tenure process (department chairperson if his or her recommendation is different from the Department Promotion and Tenure Committee; College Promotion and Tenure Committee; academic dean; Provost and Vice President for Academic Affairs) the first committee or individual not recommending satisfactory progress for a faculty member shall provide that faculty member with a written statement delineating his or her strengths and weaknesses in each of the areas of 1) teaching, 2) scholarship, and 3) service in a professional capacity. The committee or individual may also suggest areas for improvement.

2.21 Vote counts shall accompany any final recommendations.

2. Promotion

2.1 Faculty and eligible professional personnel shall be evaluated in light of the University Mission Statement.
2.2 Departmental policies and criteria related to recommending promotions shall be clear, specific, and accessible to all personnel.
2.3 Policies and criteria for promotions shall be subject to annual evaluation and review and to periodic revision.
2.4 Any department member or eligible professional personnel member has the right to present herself or himself to the Department Promotion and Tenure Committee for consideration for tenure and promotion to Associate Professor after the fourth tenure credible year. A request for consideration for promotion to Professor can be made any time after achieving the rank of Associate Professor.
2.5 Recommendations for promotion shall be initiated at the level where the candidate’s qualifications can be best identified and evaluated. In most instances this would be the department.
2.51 Each affected department, school, and college must have formal criteria, procedures, and policies for recommendations for promotions.
2.52 Recommendations shall be supported by ample documentary evidence demonstrating that the candidate for promotion satisfies established criteria. Documentation shall include evaluation forms approved by the administrative unit concerned.

2.6 Work accomplished before hiring at Ball State, as well as work accomplished while a faculty member at Ball State, will be considered in promotion deliberations. It is understood that greater attention and
significance will be given to the work accomplished during the appointment at Ball State. The evidence must demonstrate a record of continuous activity.

2.7 The departmental and collegiate policies and criteria for promotions must be approved by the University Promotion and Tenure Committee and must be on file with the University Promotion and Tenure Committee and the office of the Provost and Vice President for Academic Affairs.

2.8 All promotions to Associate Professor and Professor will be granted on the basis of the spring recommendations. Regular Instructors will be promoted to Assistant Professor in September on the basis of provisions made in appointment letters. Regular Instructors appointed in 1978 and thereafter must have appointment letters that specify conditions for promotion. Regular Instructors appointed prior to 1978 whose appointment letters do not specifically state such conditions will be considered for promotion each September in accordance with criteria contained in approved departmental promotion and tenure documents.

2.9 No person may serve as a member of a Department or College Promotion and Tenure Committee who is a candidate for promotion.

2.91 An individual so elected who later becomes a candidate for promotion must resign from the committees.

2.92 The one exception to these provisions involves the chairperson of the department when he or she is a candidate for promotion. In that circumstance, he or she shall not participate in his or her ex-officio capacity during the deliberations of promotion to the same rank.

2.93 No candidate shall be evaluated by a Promotion and Tenure Committee of fewer than three (3) eligible voting members. Department committees on which tenured faculty serve must be a minimum of four (4) persons in order to maintain the minimum voting membership requirement when a committee member resigns (see 2.91). Departments, which under these or any other conditions cannot form a Promotion and Tenure Committee of at least three members, may develop specific provisions subject to the approval of the College and the University Promotion and Tenure Committees.

2.10 At any step in the promotion process (Department Promotion and Tenure Committee; department chairperson; College Promotion and Tenure Committee; academic dean; Provost and Vice President for Academic Affairs) the first committee or individual not recommending a faculty member favorably for promotion shall provide that faculty member with a written statement delineating his or her strengths and weaknesses in each of the areas of 1) teaching, 2) scholarship, and 3) service in a professional capacity. The committee or individual may also suggest areas for improvement. All candidates for promotion will be informed of the department committee’s recommendation by a letter written by the committee chair that will include an evaluation of strengths and weaknesses in the areas of teaching, scholarship, and service. At all steps in the promotion process this written statement will be recorded on the Teachers College Pre-Tenure, Tenure, and Promotion Recommendation Form.

2.11 Vote counts shall accompany any final recommendations.

3. Materials to be Presented for Promotion and Tenure
3.1 Materials shall be presented to the Department Promotion and Tenure Committee by individual faculty members according to guidelines listed below.

3.2 A personnel file for every faculty member shall be kept in the Department Chairperson’s office. A promotion and tenure file will be part of the personnel file. This promotion and tenure file shall be open to the faculty member concerned and will contain information relevant to promotion and/or tenure. Appropriate materials shall be placed in the personnel file by the Department Chairperson in a timely manner. All information placed in an individual’s personnel file shall immediately be brought to his or her attention in writing by the Department Chairperson. The faculty member shall have the opportunity to place materials in the file, which may rebut or explain any detrimental information. Detrimental information that has not been brought to the attention of the faculty member cannot be used in promotion or tenure deliberations. Anonymous letters shall not be made a part of this file. An individual’s promotion and tenure file shall be examined by the Department Promotion and Tenure Committee during promotion and tenure deliberations. All materials used by the Department Promotion and Tenure Committee shall be made available to the College Promotion and Tenure Committee, Dean, Provost and Vice President for Academic Affairs, and President, upon request.

3.3 For tenure see 3.4.

3.4 For promotion and tenure, credentials will take the form of a Notebook of Professional Evidence, submitted to the Chairperson of the Departmental Committee. Once the notebook is submitted, no additional material may be added to it.

3.41 A three-ring notebook shall be used to organize the professional evidence.

3.42 Dividers shall be used to classify and structure the evidence submitted for teaching; scholarship; and service in a professional capacity.

3.43 Evidence presented should emphasize the overall competence of the candidate and offer a context for evaluation. Introductory summaries highlighting contributions to innovative teaching practices, the integration of scholarship into teaching/service and the scholarship’s impact on the field of study, and the total scope of service to the profession and the university should be included. Materials specific to each section should be incorporated in the portfolio.

3.431 Teaching. A summary page of student evaluation ratings, peer and chair evaluations, and any documents speaking to novel or innovative teaching practices/techniques should be presented.

3.432 Scholarship. Departments will recognize and reward the four areas of scholarship: discovery, integration, application, and teaching. Faculty are not required to participate in each of the four areas for promotion and tenure. Teachers College will expect evidence of scholarship operationalized as a minimum of an average of one refereed publication (e.g., refereed journal article, refereed book chapter) per year prior to application for tenure and promotion. For promotion from Assistant to Associate, the expectation is an average of one refereed publication (e.g., refereed journal article, refereed book
chapter) per year for a total of six. For tenured, assistant professors, interested in becoming promoted to Associate, Teachers College will expect evidence of \textit{scholarship in research}. Therefore, candidates are responsible for providing a rationale describing the quality and significance of their scholarly work since being tenured. Candidates are also responsible for describing how their level of scholarship reflects a significant contribution to their specialty.

At the mid-point (fourth year) pre-tenure review, it is expected that tenure-track faculty will have a minimum of three refereed publications in print and/or in press. Tenure-track faculty with less than three referred publications in print and/or in press must submit with their pre-tenure materials a rationale describing their research agenda over the last four years, the quality and significance of their publications to date, and a plan for meeting the publication requirements for tenure and promotion to Associate. It is the candidate’s responsibility to provide written documentation that the publication is refereed.

For promotion from Associate to Professor, the expectation is that candidates will demonstrate a combination of scholarly productivity, for example, refereed journal publications, books, books chapters, grantmanship, etc. Candidates are responsible for providing a rationale describing the quality and significance of their scholarly work since promotion to Associate Professor. Candidates are also responsible for describing how their level of scholarship reflects a significant contribution to their specialty.

3.433 Service. A summary of activities emphasizing the contributions the candidate makes to committees, professional organizations, and community agencies that enhance professional development should be provided.

3.44 Each department shall evaluate each candidate, using a rating scale approved by the Departmental and College Promotion and Tenure Committees. This rating shall be available to the candidate and shall become a part of the candidate’s cumulative record.

3.45 Names of candidates recommended for promotion and tenure will be forwarded in alphabetical order to the Academic Dean.

3.5 The Department Promotion and Tenure Committee shall forward to the College Promotion and Tenure Committee the credentials of pre-tenure candidates who are in their fourth and seventh/final year of probation along with the committee’s recommendation. For candidates in their fourth year, the recommendation will be satisfactory progress toward tenure, unsatisfactory progress toward tenure, or termination. For candidates being considered for tenure and promotion, the recommendation will be tenure/promote or not tenure/promote. Recommendations will come forward with a vote count and written recommendations recorded on Teachers College Pre-Tenure, Tenure, and Promotion Recommendation Form, to the Dean of Teachers College. Letters, one signed by the
Chairperson of the Committee, indicating support, and one signed by the Chairperson of the Department indicating support or non-support for promotion and tenure, must accompany the credentials. Additionally, departments from which candidates are being considered for promotion to Professor shall submit at least two external review letters addressing the quality of the candidate's scholarship, creative endeavor, and other scholarly productivity (see Appendix C for procedures).

V. **Academic Rank**

1. There are three basic academic ranks: Assistant Professor, Associate Professor, and Professor. Expectations for each rank are:
   
   1.1 **Assistant Professor**
   
   1.11 Evidence of quality performance as a teacher or practitioner in the specialty in which the candidate is hired.
   
   1.12 Evidence of the potential for scholarship.
   
   1.13 Evidence of participation in professional organizations.

   1.2 **Associate Professor**
   
   1.21 Evidence of consistently excellent teaching.
   
   1.22 Evidence of quality contributions to one’s specialty through scholarship.
   
   1.23 Evidence of quality contributions in the capacity of professional service.

   1.3 **Professor**
   
   1.31 Evidence of a continuing record of excellence in teaching.
   
   1.32 Evidence of significant contribution to one’s specialty through scholarship.
   
   1.33 Evidence of significant contributions in the capacity of professional service.

2. Advancement in rank is based on a continuing pattern of achievement throughout the faculty member’s professional career in:

   2.1 **Teaching**;
   
   2.2 **Scholarship**;
   
   2.3 **Service in a professional capacity**.

3. The doctorate in the faculty member’s specialty area is required for advancement to associate or professor.

4. **Academic Rank for Professional Personnel**

   4.1 A non-teaching employee of the University may be granted academic rank only after the approval of the faculty of the department in which such rank is sought. The extent of the majority required and those faculty members participating in the vote shall be determined by the department in question. Any person with such rank who is not tenured or eligible for tenure shall not participate in tenure discussions or make recommendations concerning tenure as a member of either a Department College Promotion and Tenure Committee.

VI. **Procedures: Tenure and Promotion**

   Recommendations made at each stage of deliberation for tenure and promotion must be shared with the candidate.

1. **Tenure**

   1.1 Departmental policies and criteria must be approved by the College Promotion and Tenure Committee and the University Promotion and
Tenure Committee and shall be on file with the Academic Dean and the ex-officio member of the University Promotion and Tenure Committee.

1.2 Each department shall have a specific evaluation form for rating a faculty member in relation to tenure. This form shall be used when a faculty member is being considered for tenure. This rating form must be kept on file with the Chairperson of the Department and must be approved by the College Promotion and Tenure Committee and the University Promotion and Tenure Committee.

1.3 Recommendations concerning tenure shall be initiated at the department level.

1.4 The recommendations of the Department Promotion and Tenure Committee shall be forwarded to the Dean of Teachers College. Included with the recommendations will be the Department Chairperson’s evaluations and recommendations, if there is a difference of opinion between the Department Chairperson and the Department Committee. Pre-tenure, and tenure recommendations will be recorded on the Teachers College Pre-Tenure, Tenure, and Promotion Recommendation Form. All recommendations will be accompanied by a vote count.

1.5 The College Committee shall review and evaluate the credentials of all collegiate tenure-track persons in the fourth year and forward those credentials, with recommendations, to the Dean of Teachers College.

1.51 Any recommendations from the College Committee not receiving approval by the dean shall be returned to the committee with reasons for the disapproval. A two-thirds vote of the committee shall be required to override the disapproval after which the dean must forward the recommendation.

1.6 The Dean shall forward credentials to the College Promotion and Tenure Committee and charge it with the responsibility of evaluating pre-tenure and tenure credentials and providing a recommendation of satisfactory, or unsatisfactory progress, or termination Recommendations will be forwarded to the Dean of Teachers College and recorded on the Teachers College Pre-Tenure, Tenure, and Promotion Recommendation Form along with a vote count.

1.7 The Dean of Teachers College shall forward recommendations concerning the tenure credentials, including his or her evaluations, to the Provost and Vice President for Academic Affairs. If the recommendations are not acceptable, the Provost and Vice President for Academic Affairs shall consult with the Dean of Teachers College about the differences.

1.8 The Provost and Vice President for Academic Affairs, upon reviewing and being satisfied with the recommendations from the Dean of Teachers College, shall forward these recommendations to the President.

1.9 Final recommendations in all matters pertaining to tenure reside with the President who forwards these recommendations to the Board of Trustees.

1.10 Specific conditions of appointment stated in writing at the time of appointment by the President shall be given in writing to the individual, the department, the school director or chairperson, the appropriate Dean, the appropriate Vice President and the President.

2. Promotion

2.1 Departmental policies and criteria must be approved by the College Promotion and Tenure Committee and the University Promotion and Tenure Committee and shall be on file with the Dean of Teachers College and the ex-officio member of the University Promotion and Tenure Committee.
2.2 Recommendations for promotion shall be initiated at the departmental level. After evaluating the candidate’s qualifications, the Department Promotion and Tenure Committee must indicate whether or not the candidate is to be recommended for promotion.

2.3 Credentials of those candidates to be recommended favorably for promotion by the Departmental Committee shall be forwarded to the Academic Dean in alphabetical order. Included with the credentials will be the Department Promotion and Tenure Committee’s evaluations and recommendations recorded on the Teachers College Pre-Tenure, Tenure, and Promotion Recommendation Form along with a vote count.

2.31 If in presenting evaluations, the Department Chairperson has serious reservations concerning a faculty member’s qualifications, the Department Chairperson shall inform the Department Committee of the bases of the reservations. If the differences between the Chairperson and the Department Committee are not resolved, the Department Chairperson may forward to the Academic Dean his or her evaluations and recommendations concerning the faculty member’s qualifications.

2.4 The Dean shall forward credentials to the College Promotion and Tenure Committee and charge it with the responsibility for evaluating each individual’s credentials and determining whether or not candidates are to be recommended for promotion (See Appendices A and B for rating forms).

2.5 The College Committee will forward its recommendations to the Dean of Teachers College recorded on the Teachers College Pre-Tenure, Tenure, and Promotion Recommendation Form along with a vote count.

2.51 Any recommendations from the College Committee not receiving approval by the Dean of Teachers College shall be returned to the Committee with reasons for the disapproval. A two-thirds vote of the Committee shall be required to override the disapproval after which the Dean must forward the recommendations.

2.6 The Dean shall forward the recommendations, including his or her evaluations, to the Provost and Vice President for Academic Affairs. If the recommendations are not acceptable, the Provost and Vice President for Academic Affairs shall consult with the Dean of Teachers College about the differences.

VII. College Reconsideration

1. Reconsideration

1.1 Reconsideration is the act whereby a candidate may request that an initial adverse decision at the departmental, collegiate, or Provost level be reexamined. Reconsideration can take place before an appeal. Reconsideration provides an opportunity for a candidate to clarify content of material.

1.2 If the initial adverse recommendation has been made by the Department Promotion and Tenure Committee, then the candidate may ask for a reconsideration of that recommendation by the Department Committee before he or she may proceed further.

1.21 The candidate must ask, in writing, for the reconsideration within ten (10) calendar days following the date of the faculty member's receipt of the written recommendation adversely affecting him or her. For example, if a Department Promotion and Tenure Committee advises a faculty member in writing that it is recommending against awarding
tenure to such member, the period to request reconsideration would run from the date of receipt of that communication, rather than from the date on which the Board of Trustees subsequently announces the names of faculty members who have been awarded tenure. Any request for reconsideration not filed within this time limit will be denied automatically, unless the academic dean determines that good cause has existed for the delay.

1.22 The written request for reconsideration shall be filed in the office of the department chairperson.

1.23 After receiving a request for reconsideration, the Department Committee must meet to reconsider its initial adverse recommendation. The Department Committee must meet with the candidate if he or she so requests. The candidate may provide an oral presentation of the request for promotion or tenure. No additional materials may be introduced or added to the documents or the process.

1.24 After meeting to reconsider the candidate’s materials, the committee shall vote to overturn or affirm the previous decision. This vote supersedes the previous vote.

1.25 The candidate’s materials for promotion and/or tenure shall be held in the departmental office and shall not be forwarded to the College Promotion and Tenure Committee until the requests for reconsideration has been completed.

1.3 If the initial adverse recommendation has been made by the College Committee or the Dean, then he or she may ask for reconsideration at the collegiate level.

1.31 The candidate must ask, in writing, for the reconsideration within ten (10) calendar days following the date of the faculty member's receipt of the written recommendation adversely affecting him or her. For example, if the College Promotion and Tenure Committee advises a faculty member in writing that it is recommending against awarding tenure to such member, the period to request reconsideration would run from the date of receipt of that communication, rather than from the date on which the Board of Trustees subsequently announces the names of faculty members who have been awarded tenure. Any request for reconsideration not filed within this time limit will be denied automatically, unless the academic dean determines that good cause has existed for the delay.

1.32 The written request for reconsideration shall be filed in the office of the college dean.

1.33 After receiving a request for reconsideration, the College Committee or Dean of Teachers College must meet to reconsider its or his/her initial adverse recommendation. The College Committee or Dean must meet with the candidate if he or she so requests. The candidate may provide an oral presentation of the request for promotion or tenure. No additional materials may be introduced or added to the documents or the process.

1.34 After meeting to reconsider the candidate’s materials, the committee shall vote or the Dean shall decide to overturn or affirm the previous decision. This vote supersedes the previous vote.

1.35 The College Committee or Dean will inform the candidate of its or his/her decision following reconsideration.

1.36 The candidate’s materials for promotion and/or tenure shall be held in the collegiate office and shall not be forwarded to the University Promotion and Tenure Committee until all requests for reconsideration have been exhausted.
1.4 If the initial adverse recommendation has been made by the Provost, then the candidate may ask reconsideration by the Provost.
1.41 The candidate must ask, in writing, for the reconsideration within ten (10) calendar days following the date of the faculty member’s receipt of the written recommendation adversely affecting him or her. For example, the Provost advises a faculty member in writing that he or she is recommending against awarding tenure to such member, the period to request reconsideration would run from the date of receipt of the communication, rather than from the date on which the Board of Trustees subsequently announces the names of faculty members who have been awarded tenure. Any request for reconsideration not filed within this time limit will be denied automatically, unless the Provost determines that good cause has existed for the delay.
1.42 The written request for reconsideration shall be filed in the office of the Provost.
1.43 After receiving a request for reconsideration, the Provost must reconsider his or her initial adverse recommendation. The Provost must meet with the candidate if he or she requests. The candidate may provide an oral presentation of the request for promotion or tenure. No additional materials may be introduced or added to the documents or the process.
1.44 After reconsideration of the candidate’s materials, the Provost shall overturn or affirm the previous decision. This decision supersedes the previous decision.
1.45 The Provost will inform the candidate of his or her decision following reconsideration.
1.46 The candidate’s materials for promotion and/or tenure shall be held in the Provost’s Office and shall not be forwarded to the university President until all requests for reconsideration have been exhausted.

VIII. College Appeals

1. Steps to the Appeal
Regular full-time faculty and regular professional personnel may appeal promotion and tenure decisions that adversely affect such individuals in accordance with provisions set forth in this Part VIII. Appeal refers to actions taken by the appellant when the outcome of the department, college, or Provost reconsideration is the same as the original recommendation. An appeal may be filed without following the reconsideration process. Appeals examine the process not the content.

1.1 The Appellant writes a letter to the Dean
1.11 The letter has to be written within ten (10) calendar days of receipt of the official letter from the previous recommendation adversely affecting him or her.
1.12 The letter must state specific reasons for appeal. The appeal must be based on at least one of the following reasons:
1.121 Allegation of violation of approved departmental, collegiate, and/or University policies, including those set forth in the section of the Faculty and Professional Personnel Handbook, University Promotion and Tenure Document, Section VIII Right of Appeal;
1.122 Allegation of unfair treatment on the part of the decision makers;
1.123 Allegation of discriminatory treatment on the part of the decision makers.
1.13 The letter must provide detail about what the specific allegations are.

1.14 The letter is limited to a maximum of four (4) pages.

1.2 The Dean will review the appeals letter to determine whether the appeal specifies a criterion listed in 1.12. A letter which does not specify any of the criteria will be returned immediately to the Appellant for review and resubmission. The Appellant must resubmit or withdraw the appeal within five (5) working days from the date of notification by the Dean. Upon resubmission, assuming an established criterion has been specified, the Dean will form an appeal panel to hear the appeal.

1.3 The academic dean is responsible for preparing an appeal file that will consist of (a) the formal request for hearing and any other materials submitted by the appellant; (b) the response and any other materials submitted by the Department Committee or Department Chair. The appeal file will be forwarded to the chairperson of the hearing panel who will make certain that it is made available to all parties to the hearing.

1.4 The College Committee must hold the hearing within thirty (30) calendar days of its receipt of the request for hearing. Days outside the regular academic year will not be counted in the thirty day computation. The chairperson of the College Committee may, with good cause, extend the thirty day deadline.

1.5 The Dean and Chair of the College Promotion and Tenure Committee meet with the Appellant and Respondents to explain the appeals process.

1.6 The materials and witness list must be submitted to the Dean five (5) working days before the hearing.

1.7 Documentation shall not exceed twenty (20) pages (one side) plus a comprehensive vita.

1.8 All parties are given ten (10) calendar days notice of the hearing.

1.9 The Dean distributes copies of the documentation provided by the Appellant and Respondents to the Appellant, Respondents, and Panel at least three (3) working days prior to the Hearing.

1.9.1 Challenges to documented evidence must be made in writing by 1:00 p.m. on the working day before the Hearing to the Chair of the Hearing Panel.

1.9.2 A decision on the admissibility of materials must be made by the Hearing Panel before the Hearing begins in a closed session by vote using a written ballot. A simple majority vote is required to support a decision.

1.10 Both parties are given the names of the panel as early as the Hearing date is set.

1.11 Challenges to panel members must be made in writing, four (4) days before the Hearing to the Chair of the Hearing Panel.

1.12 A decision on the challenge to the Panel must be made in a closed session by the Hearing Panel, by vote using a written ballot. A simple majority vote is required to support a decision.

1.13 If a successful challenge results in fewer members than needed for a quorum, the Hearing will be rescheduled.

2. The Hearing Panel

2.1 Persons who will be involved in the Appeal Hearing:

2.1.1 The Appellant has the prerogative of being accompanied by a full-time regular Ball State faculty or professional personnel member to serve as a faculty colleague who may also serve as a recording secretary.
2.12 The Department Chairperson and the Department Promotion and Tenure Committee Chairperson who will present the case for the department including such material as minutes of promotion and tenure meetings involving the Appellant.

2.13 The Dean or the Dean’s designee who will be an ex-officio, non-voting attendant at the hearing.

2.14 The Appeal Panel, which will be comprised of the elected representatives of six (6) of the seven (7) departments or alternates. The representative or alternate of the Appellant’s department will not serve on the Appeal Panel.

2.2 Appeals will be conducted only when all members of an Appeal Panel are present.

2.3 The Chairperson of the Hearing Panel reads an introductory script to participants reviewing procedures.

2.4 Each side is given 30 minutes total for presentation. The 30 minutes may be divided in any way that seems appropriate. The time used by witnesses will be included within the 30 minutes. Only one witness may appear and be present at a time.

2.5 No presentation may be interrupted.

2.6 At the close of each presentation, members of the Hearing Panel may question participants, witnesses, or observers.

2.7 Opportunity for rebuttal will be given to each party following the questions from the Hearing Panel. Rebuttals are limited to five (5) minutes for each party.

2.8 Following the rebuttals, members of the Hearing Panel may ask additional questions.

2.9 The Chairperson of the Hearing Panel will ask both parties if they believe the Hearing was conducted fairly. Responses will be recorded in the minutes of the hearing.

2.10 All copies of materials distributed to participants, except those prepared by and belonging to them, are to be left with the Hearing Panel. A copy is available in the Office of the Dean in the event it is needed for further appeals.

2.11 The Hearing Panel will seek an immediate decision. However, deliberations may continue at another time and/or location convenient to the members, if necessary.

2.12 Appellants and Respondents will be notified informally of the outcome of the Hearing as soon as possible.

2.13 Formal notification of the Hearing Panel’s recommendation will be sent to both parties and to the Dean.

2.14 The approved minutes of the Hearing will be available to the parties, upon request. The Secretary of the College Promotion and Tenure Committee will serve as secretary for the Hearing, unless the chair designates another person.
Approved by University Promotion and Tenure Committee, December 5, 2005
Approved by Teachers College Promotion and Tenure Committee November 6, 2006
Approved by Teachers College Promotion and Tenure Committee November 5, 2007
Approved by Teachers College Promotion and Tenure Committee November 3, 2008
Approved by University Promotion and Tenure Committee, April 10, 2009
Approved by University Promotion and Tenure Committee, May 8, 2009
Approved by Teachers College Promotion and Tenure Committee November 2, 2009
Approved by University Promotion and Tenure Committee, February 26, 2010
Approved by Teachers College Promotion and Tenure Committee, November 1, 2010
Approved by University Promotion and Tenure Committee, February 9, 2011
Approved by Teachers College Promotion and Tenure Committee, November 1, 2010
Approved by University Promotion and Tenure Committee, February 9, 2011
Approved by Teachers College Promotion and Tenure Committee, November 21, 2011
Approved by University Promotion and Tenure Committee, July 2012
Approved by Teachers College Promotion and Tenure Committee, November 1, 2012
Approved by the University Promotion and Tenure Committee, February 26, 2013
Approved by Teachers College Promotion and Tenure Committee, October 4, 2013
Approved by Teachers College Promotion and Tenure Committee, February 17, 2014
Approved by Teachers College Promotion and Tenure Committee, November 6, 2014
Appendix A

TEACHERS COLLEGE PROMOTION RATING SHEET

Tenure and/or Assistant to Associate Professor

The evidence submitted by the candidate and the Departmental Promotion and Tenure Committee will be rated by each member of the Teachers College Promotion and Tenure Committee. Each section to be rated will be assigned a number from 1 through 7, with 7 representing substantial evidence of excellence and 1 representing little to no evidence of excellence.

<table>
<thead>
<tr>
<th>SECTION I: Teaching</th>
<th>1 2 3 4 5 6 7</th>
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</thead>
<tbody>
<tr>
<td>SECTION II: Scholarship</td>
<td>1 2 3 4 5 6 7</td>
</tr>
<tr>
<td>SECTION III: Service</td>
<td>1 2 3 4 5 6 7</td>
</tr>
</tbody>
</table>

______________________________
Name of Candidate
Appendix B

TEACHERS COLLEGE PROMOTION RATING SHEET

Associate to Professor

The evidence submitted by the candidate and the Departmental Promotion and Tenure Committee will be rated by each member of the Teachers College Promotion and Tenure Committee. Each section to be rated will be assigned a number from 1 through 7, with 7 representing substantial evidence of excellence and 1 representing little to no evidence of excellence.

Only evidence of contributions during the period of time since the date of last promotion shall be acceptable.

SECTION I: Teaching
1 2 3 4 5 6 7

SECTION II: Scholarship
1 2 3 4 5 6 7

SECTION III: Service
1 2 3 4 5 6 7

Name of Candidate
Appendix C

Policies and Procedures for the Use of Supplemental External Letters of Review of Scholarship in Promotion to Professor

1. Candidates shall submit to the Department Promotion and Tenure Committee or Department Chairperson, a list of external reviewers (i.e., not in the employ of BSU) from their field of study and from whom letters of review may be solicited. Candidates shall disclose relationships, if any, between the candidate and a potential reviewer (e.g., collaborators on research/publications, advisor). Such letters shall provide supplementary review of the candidate's scholarship.

2. The Department Chairperson and/or Department Promotion and Tenure Committee and the candidate shall be involved in the selection of reviewers from the list and from whom reviews will be solicited. The department may develop a policy to supplement the candidate's list of reviewers; however, one-half of contacted reviewers must come from the candidate's list. Challenges to the list of reviewers shall be handled according to departmental policies. The Department Chairperson or Chairperson of the Department Promotion and Tenure Committee will be responsible for contacting the selected reviewers and securing the external letters.

3. Candidates shall provide to the Department Chairperson a comprehensive vita and a representative sampling of their work (e.g., reprints, book chapters, awards) that can be sent to reviewers. Documentation can include information using a digital format. Additionally, information about the candidate (e.g., teaching load, service, involvement in undergraduate and graduate programs), Ball State’s philosophy, and department and college procedures for promotion should be provided to the reviewers to offer them a frame of reference.

4. All letters received from external reviewers will be available for the promotion review process. At least two external letters will be required to be included before consideration of promotion to Professor can commence. External review letters shall be inserted and retained in the candidate's Promotion and Tenure file for use by departmental, collegiate, and, in the case of an appeal, University Promotion and Tenure Committees, and by the Provost in promotion and tenure deliberations for the current year.

1. The candidate has the right to examine all external review letters. For examination of the letters by the candidate, anonymity of the external reviewers must be assured in accordance with procedures established by the department. The candidate has the right to respond in writing to information contained in the letters. Should a response occur, this document shall be made available with the external review letters during the promotion review process.

2. At the conclusion of deliberations for the current year, the letters and any response shall be retained only in a separate confidential file in the Office of the Dean of the College. Once letters are placed in this separate confidential file, they cannot be reopened for purposes of subsequent promotion deliberations at any level of consideration unless requested by the candidate.
### Appendix D
Teachers College Pre-tenure/Tenure/Promotion Recommendation Form

<table>
<thead>
<tr>
<th>Candidate’s Name:</th>
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<tbody>
<tr>
<td>Department:</td>
<td></td>
</tr>
<tr>
<td>Date Tenure Track Began:</td>
<td>Current Rank:</td>
</tr>
<tr>
<td>Years Earned Toward Tenure:</td>
<td>Years Completed at Current Rank:</td>
</tr>
<tr>
<td>Year Tenured (for promotion consideration only):</td>
<td>Years Since Last Promotion:</td>
</tr>
</tbody>
</table>

#### Departmental Committee

- **Pre-tenure Recommendation**: Satisfactory Progress  Unsatisfactory Progress  Termination
- **Tenure Recommendation**: Tenure  Not Tenure
- **Promotion Recommendation**: For Promotion  Against Promotion
- **Department Committee Vote Count (Indicate a number for each category.)**: Yes ____  No ____  Abstained ____

**Supporting Reasons (Strengths, Weaknesses, Recommendations, and Statement of Progress Toward Tenure):**

---

Committee Chair ____________________________________________ Date of Recommendation ____________________________
Department Chair

Pre-tenure Recommendation: Satisfactory Progress    Unsatisfactory Progress    Termination
Tenure Recommendation: Tenure    Not Tenure
Promotion Recommendation: For Promotion    Against Promotion

I concur with the recommendation of the Department Promotion and Tenure Committee.

or

I concur with the recommendation of the Department Promotion and Tenure Committee. I have also included additional statements on the attached addendum.

or

I disagree with the recommendation of the Department Promotion and Tenure Committee. I have included a statement outlining the reasons in the attached addendum.

Department Chair Additional Comments:

________________________________________________________________________

Department Chair ____________________________ Date of Recommendation __________

Teachers College Promotion and Tenure Committee (To be completed for 4th and 7th year candidates and candidates requesting promotion.)

4th Year Pre-tenure Recommendation: Satisfactory Progress    Unsatisfactory Progress    Termination
Tenure Recommendation: Tenure    Not Tenure
Promotion Recommendation: For Promotion    Against Promotion
Teachers College Committee Vote Count (Indicate a number for each category.): Yes ____ No ____ Abstained ____

The Teachers College Promotion and Tenure Committee concurs with the recommendation of the Department Promotion and Tenure Committee and the Department Chair.

or

The Teachers College Promotion and Tenure Committee concurs with the recommendation of the Department Promotion and Tenure Committee and the Department Chair. The Teachers College Promotion and Tenure Committee also included additional statements on the attached addendum.

or

The Teachers College Promotion and Tenure Committee disagrees with the recommendation of the Department Promotion and Tenure Committee and/or the Department Chair. The Teachers College Promotion and Tenure Committee have included a statement outlining the reasons on the attached addendum.

College Committee Additional Comments:

________________________________________________________________________

Chair, Teachers College Promotion and Tenure Committee ____________________________ Date of Recommendation __________

Dean, Teachers College

Pre-tenure Recommendation: Satisfactory Progress    Unsatisfactory Progress    Termination
Tenure Recommendation: Tenure    Not Tenure
Promotion Recommendation: For Promotion    Against Promotion

I concur with the recommendation of the Department Promotion and Tenure Committee, the Department Chair, and the Teachers College Promotion and Tenure Committee.

or

I concur with the recommendation of the Department Promotion and Tenure Committee, the Department Chair, and the Teachers College Promotion and Tenure Committee. I have also included additional statements on the attached addendum.

or

I disagree with the recommendation of the Department Promotion and Tenure Committee, the Department Chair, and/or
the Teachers College Promotion and Tenure Committee. I have included a statement outlining the reasons in the attached addendum.

Dean Additional Comments:

____________________________________  __________________
Dean, Teachers College                Date of Recommendation
ADDENDUM
Teachers College Pre-tenure/Tenure/Promotion Recommendation Form

<table>
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<tr>
<th>Candidate's Name:</th>
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<tr>
<td>Department:</td>
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</table>

**Completed By:**
- Department Chair
- Chair, Teachers College P & T Committee
- Dean, Teachers College

Supporting Reasons (Strengths, Weaknesses, Recommendations, and Statement of Progress Toward Tenure):

_____________________________________________________________________

__________________________
Signature

__________________________
Date