

Division of Food, Nutrition and Exercise Sciences

Promotion and Tenure Guidelines

1. Philosophy

The University of Missouri System guidelines and policies governing the promotion and tenure (P&T) process for faculty at the University of Missouri provide the basis for the process within the Division of Food, Nutrition and Exercise Sciences (FNES). Faculty members seeking promotion and tenure should have demonstrated professional excellence in two areas: (1) teaching and advising, and (2) research and/or creative work. Faculty with Extension appointments may substitute demonstrated excellence in the area of extension teaching and outreach for Item 1. Non-tenure-track faculty (as defined in section 310.035 of the Collected Rules) seeking promotion should demonstrate professional excellence in the area specified by the nature of their appointment (i.e., research, teaching, and/or extension). In addition, a faculty member is expected to devote time to service activities and professional development.

Members of the FNES P&T committee respond to each tenure or promotion nomination as individuals, interpreting achievements described in the nominating documents in light of standards appropriate for the nominee's job responsibilities. The committee's primary responsibility is to promote the retention and advancement of faculty who will maintain and advance the quality of scholarly teaching and research within the Division of FNES.

2. Criteria for Promotion and/or Tenure

2.1. Tenured/Tenure-Track Faculty

The FNES Division includes faculty from a wide variety of research fields who have a large range of assigned responsibilities. Therefore, evaluation of candidates should take into consideration: (1) the field or discipline of the candidate; (2) the nature of the appointment in terms of the percentage effort allocated to teaching, research, and service; and (3) the resources provided by the University to the candidate's activities. It should be noted that a typical expectation for promotion and tenure of faculty on tenure-track/tenured appointment in the Division is successfully serving as primary advisor for graduate students. Successfully mentoring postdoctoral trainees, although not essential, is also viewed positively. Candidates should meet all divisional workload standards for teaching, extension, research, and service, where appropriate. Any significant deviations from divisional workload standards by the candidate should be explained clearly in the letter to the Dean from the FNES Divisional Director or Nutrition and Exercise Physiology (NEP) Chair.

The standards and review criteria for tenure are identical to those at the rank tenure is sought. Thus, a non-tenured candidate at the rank of Associate Professor who is applying for tenure only will be evaluated by the same criteria as a tenure-track Assistant Professor seeking promotion to Associate Professor with tenure. Similarly, a non-tenured candidate at the rank of Professor who

is applying for tenure only will be evaluated by the same criteria as a tenured Associate Professor who is applying for promotion to Professor. This policy also applies in the case of hiring with tenure. For example, a candidate being hired at the rank of Professor who is seeking hire at the rank of full Professor with tenure will be evaluated by the same criteria as a tenured Associate Professor who is seeking promotion to Professor.

Unless otherwise specified in a faculty member's letter of employment, only work conducted at the University of Missouri will be considered for decisions relating to promotion and/or tenure. Additionally, for faculty with joint appointments (i.e., appointments shared between two or more departments or colleges), the body of work produced in total at the University of Missouri will be considered in the evaluation of promotion and/or tenure applications. Faculty with creditable previous experience at other institutions that resulted in a probationary period of less than six years (described in CRR 310.020.D) are expected to demonstrate productivity in teaching, research and service at MU proportional to the time since appointment at MU. Work at their previous institution that resulted in the credit towards the probationary period should be taken into account when making promotion and tenure recommendations, but work completed since the appointment at MU is particularly scrutinized.

As stated in CRR 320.035, "Candidates for promotion and tenure should demonstrate sustained merit and contributions over an extended period of time." Meeting promotion or tenure requirements early is not a sufficient reason for early application of promotion or tenure. Such cases "should be rare and restricted to truly exceptional cases." The policy of the FNES Division is that positive recommendations for early promotion and tenure will only be made when the candidate clearly demonstrates exceptional merit over at least several years. CRR 320.035 specifies, "Early recommendations for promotion and/or tenure should not be made primarily on the basis of market conditions which make it appear that a faculty member might accept an offer elsewhere." Therefore, market conditions may be a factor in recommendations, but should not be the primary factor.

The following outlines important criteria for evaluating promotion and/or tenure decisions.

Promotion with Tenure to Associate Professor. This standard is applied to a tenure-track candidate at the rank of Assistant Professor seeking promotion to Associate Professor with tenure, and a non-tenured candidate at the rank of Associate Professor who is applying for tenure only. The candidate should be self-motivated; exhibit evidence of productivity, creativity, and leadership; and demonstrate a trajectory of excellence in assigned areas of teaching, extension, research, and/or service with national recognition.

Teaching Examples of evidence of exemplary teaching can be demonstrated in the following activities:

- Annual participation in expected course teaching
- Develop or substantially revise at least one graduate level course, and teach at least one graduate level course
- Graduate student advising/mentorship
- Membership on the doctoral faculty
- Membership on graduate student thesis and dissertation committees

- Positive peer teaching evaluations of all courses taught
- Positive student evaluations
- Teaching innovation and leadership (not required but enhances the application for promotion)
- Production of effective learning support materials in the form of course and curriculum development, improved teaching techniques, teaching scholarship, workbooks, study guides, textbooks, and/or other products.

Research. While all parts of a candidate's dossier are important, external review letters weigh heavily in the deliberation of the FNES P&T Committee's assessment of research excellence. Examples of evidence of exemplary research can be demonstrated in the following activities:

- Independence in conducting original research and not simply providing research services.
- Evidence of a consistent publication record. For appointments that are majority research appointments, an output of several high-quality papers per year (as an average) in peer-reviewed journals with high editorial standards (i.e., high impact factor, high cite factor) is expected. For cases in which publications include multiple authors, candidates should clearly explain their contributions, student participation and corresponding authorship.
- Track record of pursuing appropriate funding as a researcher and/or securing external research funding. AAU tier I and tier II funding from national agencies as a Principal Investigator and/or as a key co-investigator with independent scholarly contributions to collaborative efforts is critical for promotion.
- Evidence of national recognition (invited presentations of research such as seminars and symposia talk, chairing and organizing research symposia), invitations to review manuscripts and grants.
- Entrepreneurial activities (such as patents, new enterprise development, etc.), and/or marketing innovations are not required for promotion or tenure but are considered to be positive attributes in promotion and tenure decisions because they contribute to the University's mission of economic development and can also demonstrate translation of research accomplishments to practical use.

Extension/Outreach (if applicable). Exemplary extension and outreach programs are characterized by the following:

- Demonstrated effectiveness of extension programs and capacity for working with clientele groups based on the assessment of participants and evaluators.
- Demonstrated capacity for organizing, presenting and implementing high quality educational programs.
- Evidence of producing effective outreach support materials in the form of material development, improved instructional techniques, state-of-the-art delivery systems, workbooks and guides, applied research demonstrations, reports and publications on applied research/demonstrations, or other products.
- Demonstrated creativity in the form of the development or application of new teaching techniques, delivery systems, learning approaches, and programs relevant to the needs of the discipline.

- Documented use of outreach educational programs demonstrating current and appropriate research.
- Demonstrated cooperation with colleagues as they initiate and complete programs that contribute to the solution of clientele problems.

Service. Exemplary service is characterized by the following:

- A record of service within the candidate's department, the Division, the College, and the University, as well as regional, national, and international service, at levels appropriate for the candidate's rank.
- Demonstrated active participation in professional scientific societies, editorial boards of peer-reviewed journals, peer-review panels for funding applications, and/or service organizations, activity in professional societies, and editing or guest-editing of scholarly publications.
- In promotion considerations, the total contribution of the faculty member to the mission of the candidate's department, the Division, College, the University, and the profession over a sustained period of time is to be taken into consideration.

Promotion to Professor. This standard is applied to tenured candidate at the rank of Associate Professor with tenure seeking promotion to Professor, and a non-tenured candidate at the rank of Professor who is applying for tenure only. The candidate should be self-motivated; exhibit sustained evidence of productivity, creativity, and leadership; and demonstrate a trajectory of excellence in assigned areas of teaching, extension, research, and/or service with international recognition.

Teaching. Exemplary teaching is characterized by:

- Annual participation in expected course teaching
- Substantial participation (independently teach or co-teach) in at least one graduate course
- Graduate student advising/mentorship
- Membership on graduate student dissertation committees
- Positive departmental evaluations
- Positive student evaluations
- Teaching innovation and leadership (not required but enhances the application for promotion)
- Publications relating to teaching, review of textbooks or articles related to teaching (not required but enhances the application for promotion)
- Participation in professional development opportunities centered on improvement and development of teaching competence.

Research. Both the candidate's dossier and the external review letters will be evaluated in the deliberation of the FNES P&T Committee's assessment of research excellence. Exemplary research can be characterized by the following:

- Evidence of consistent publication. For appointments that are majority research appointments, an output of several high-quality papers per year (as an average) in peer-reviewed journals with high editorial standards is expected. For cases in which publications include multiple authors, candidates should clearly explain their contributions, student participation and corresponding authorship.

- Continued track record of appropriate funding as an independent researcher. Discipline appropriate AAU tier I and II funding from national agencies (such as Bill and Melinda Gates Foundation, Woodrow Wilson, etc) as a Principal Investigator and/or as a key co-investigator with independent scholarly contributions to collaborative efforts is favored for promotion.
- Evidence of national/international recognition (invited review articles, book chapters, postdoctoral fellow supervision, invited research presentations, appointment to editorial boards, and/or associate editor positions, appointment to grant review panels on a regular basis, other intellectual achievements, such as patents and research commercialization).
- Evidence of leadership in the field.

Extension/Outreach (if applicable). Exemplary extension and outreach programs are characterized by the following:

- Sustained and demonstrated effectiveness of high-quality outreach programs based on the assessment of and feedback from clientele groups and peers.
- Recognized leadership in organizing, presenting and implementing high quality outreach educational programs.
- Sustained productivity of high-quality outreach support materials and other guides, reports, and relevant publications.
- Sustained creativity and productivity in the development or application of new or improved teaching techniques, delivery systems, learning approaches, and programs relevant to the needs of the discipline and relevant clienteles.
- Demonstrated leadership in working with colleagues to contribute to the solution of clientele problems.

Service. Exemplary service is characterized by the following:

- Leadership roles within the candidate's department, the Division, College, and the University, as well as regional, national, and international service, at levels appropriate for the candidate's rank.
- Active participation/leadership in professional scientific societies, editorial boards of peer-reviewed journals, peer-review panels for funding applications, and/or service organizations, activity in professional societies, and editing or guest-editing of scholarly publications.
- In promotion considerations, the total contribution of the faculty member to the mission of the candidate's department, the Division, the candidate's college, the University, and the profession over a sustained period of time is to be taken into consideration.
- Contributions to the professional development of other faculty.

2.2. Non-Tenure-Track Faculty with Primary Appointments in CAFNR

The criteria for promotion of faculty with non-tenure-track appointments (as defined in section 310.035 of the Collected Rules) in the FNES Division are defined in the relevant college documents. Criteria for Non tenure track (NTT) faculty with primary appointments in CAFNR are defined in Appendix A: CAFNR Guidelines for Promotion of Full-time, Ranked, Non-Tenure Track Academic Positions.

Promotion to Non-Tenure-Track Associate Professor (CAFNR). Background: Non-tenure track research faculty have the responsibility of conducting research and performing scholarly works that advance their field of study.

The institution has developed general guidelines for appointment and promotion of faculty at different academic ranks in this track as well as a promotion timetable. The institutional guidelines for promotion to each rank are rather broad and do not provide either specific details or meaningful guidance to junior faculty who are interested in knowing the performance expectations of the institution. In as much as nominations for promotion of individuals in this track are generated at the departmental level, this academic unit should provide guidelines for the minimal standards of performance in research that should be achieved prior to nomination for promotion to associate or full research professor. These guidelines, which should be consistent with the broad institutional standards of performance, will provide the basis for recommendations made by the Divisional P&T committee.

NTT Research (for promotion from Assistant Research Professor to Associate Research Professor):

- Evidence of consistent publication (minimum 4 papers/year) in peer-reviewed journals with high editorial standards. For cases in which publications include multiple authors, candidates should clearly explain their contributions, student participation and corresponding author(s).
- Track record of appropriate funding as a researcher. AAU tier I funding from national agencies as a Principal Investigator and/or as a key co-investigator with independent scholarly contributions to collaborative efforts is favored for promotion.
- Membership in a nationally recognized professional society within research discipline.
- Demonstrated ability to produce published works, including refereed articles and books, films, audio/video recordings, computer programs, public presentations, or other appropriate delivery channels for scholarly work.

NTT Teaching (for promotion from Assistant Teaching Professor to Associate Teaching Professor):

- Demonstrated effectiveness of teaching based on the assessment of students and peers.
- Demonstrated production of effective learning support materials in the form of course development, improved teaching techniques, state-of-the-art delivery systems, curriculum development, teaching scholarship, workbooks, guides or textbooks, and/or other products.

- A record of advisement of students and student organizations appropriate to one's department, position, and standing.
- Extensive annual participation in expected course teaching which may include some graduate teaching.
- Teaching innovation and leadership.

NTT Extension (for promotion from Assistant Extension Professor to Associate Extension Professor):

- Demonstrated capacity for organizing, presenting, and implementing high-quality outreach educational programs.
- Demonstrated effectiveness of outreach programs based on the assessment of participants and evaluators.
- Demonstrated production of effective outreach support materials in the form of material development, improved instructional techniques, state-of-the-art delivery systems, workbooks and guides, applied research demonstrations, reports and publications on applied research/demonstrations, or other products.
- Demonstrated creativity in the form of the development or application of new teaching techniques, delivery systems, learning approaches, and programs relevant to the needs of the discipline.
- Documented use of outreach educational programs demonstrating current and appropriate research.
- Demonstrated cooperation with colleagues as they initiate and complete programs that contribute to the solution of clientele problems.

Service (for all NTT promotion from Assistant to Associate Professor):

- Record of excellence in contributing to the goals of the College. This service may be in the form of activities in areas outside of the candidate's position emphases (e.g., teaching by candidates in research positions or research by candidates in Extension positions).
- Record of service in response to requests to serve on division, departmental, college and/or university committees.
- Demonstrated excellence in providing information to the public as appropriate to the candidate's position.

Promotion to Non-Tenure-Track Full Professor (CAFNR). The candidate should be self-motivated and have a sustained record of leadership and creative abilities. Evidence of these characteristics is to be demonstrated in the candidate's dossier and/or reference letters. The candidate must show sustained excellence in the area (Teaching, Extension, or Research) designated by the position title, as well as in Service and Professional dimensions related to the candidate's discipline and position.

NTT Research (for promotion from Associate Research Professor to Research Professor)

- Conducted research and produced research products recognized as significant by nationally and internationally known experts in the discipline of the candidate.
- Sustained production of published works, including refereed articles and books, films, monographs and series publications, films, audio/video recordings, computer programs, public presentations, and other appropriate delivery channels for scholarly work.
- Sustained ability to secure extramural funding or other resources to support an independent research program.
- Demonstrated leadership role in collaborative research projects with colleagues.

NTT Teaching (for promotion from Associate Teaching Professor to Teaching Professor):

- Extensive annual participation in expected course teaching which may include some graduate teaching
- Sustained positive student evaluations.
- Sustained teaching innovation and leadership.
- Scholarly publication in peer reviewed education journals would be viewed positively.
- Serving as a reviewer of textbooks or articles related to teaching.
- Demonstrate excellence in the production of effective learning support materials in the form of course development, improved teaching techniques, state-of-the-art delivery systems, curriculum development, scholarship, workbooks, guides or textbooks, and/or other products.
- A record of effective and sustained advisement of students, and student organizations, as appropriate to one's department, position, and standing.

NTT Extension (for promotion from Associate Extension Professor to Extension Professor)

- Sustained record for organizing, presenting, and implementing high-quality outreach educational programs.
- Sustained excellence in the organization and participation in a variety of outreach or continuing education programs contributing to the success of the extension program.
- Sustained effectiveness of outreach programs based on the assessment of participants and evaluators.
- Produced a body of effective outreach support materials in the form of material development, improved instructional techniques, state-of-the-art delivery systems, workbooks and guides, applied research demonstrations, reports and publications on applied research/demonstrations, and/or other products.
- Sustained creativity in the form of the development or application of new teaching techniques, delivery systems, learning approaches, and programs relevant to the needs of the discipline.
- Sustained use of outreach educational programs demonstrating current and appropriate research.
- Assumed leadership role in cooperative projects with colleagues that contribute to the solution of clientele problems.

Service (for all NTT promotion from Associate Extension Professor to Extension Professor):

- A record of excellence in the contributions to the achievement of the goals of the College. This service may be in the form of activities in areas outside of the

- candidate's position emphases (e.g., teaching by candidates in research positions or research by candidates in Extension positions).
- A record of sustained service in response to requests to serve on division, departmental, college, and/ or university committees.
 - A record of excellence in providing information to the public as appropriate to the candidate's position.
 - A record of excellence in cooperation with agencies and constituencies meeting public needs.
 - A record of ancillary activities showing disciplinary recognition of stature, including service on professional committees or panels, participation in program or application reviews, consultation with regional or national organizations, or other appropriate activities.
 - Developed linkages with international scientists and institutions, as well as undertaken international experience, as is appropriate to position and field.

Faculty whose primary tenure home is in another college they will need to fulfill the P&T requirements of the respective college.

3. The FNES P&T Committee

3.1. Scope of the FNES Division P&T Committee

The FNES P&T committee is responsible for processing P&T cases for all faculty in the FNES Division, including faculty with primary appointments either in CAFNR or the SOM. In the case of faculty with primary appointments in CAFNR, the relevant administrative contact to whom recommendations are forwarded is the FNES Division Director. In the case of faculty with primary appointments in the SOM, the relevant administrative contact to whom recommendations are forwarded is the SOM Department Chair.

3.2. Division P&T Committee Membership

- The committee will consist of all faculty who are promoted and tenured in the Division and of rank above the candidate. In the event that there are fewer than five faculty available to participate on the committee, the Division Director Chair may nominate Associate Professors and/or Emeritus faculty of the appropriate rank to serve on committees (CRR 320.035.A.1.d).
- If others than tenured Professors are included on the committee, only those who are tenured may participate in voting for a candidate seeking *tenure*. If others than tenured Professors are on the committee to consider a candidate for *promotion to Professor*, only those who are tenured Professors may vote for a candidate seeking promotion to Professor.
- The above committee composition is applied to tenure-track/tenured faculty evaluation. When non-tenure-track faculty are being considered for promotion, the committee's membership will also be supplemented by all non-tenure-track faculty who hold a rank higher than the candidates.

- At the commencement of committee actions, the committee members will elect a chair to provide leadership. The P&T Committee Chair will be elected to serve a three-year term and may be re-elected with a limit of two consecutive terms.

4. The P&T Process

4.1. Faculty Preparation

All faculty who have expectations of being considered for promotion and/or tenure shall develop and maintain a dossier following the guidelines of the Provost. This is a requirement for faculty working toward tenure and is strongly encouraged for tenured faculty and non-tenure-track faculty who are below the rank of Professor or the equivalent non-tenure-track rank.

4.2. P&T Committee Action

In general, the P&T committee will conduct reviews of faculty being considered for promotion and/or tenure as follows:

- Evaluate and make recommendations regarding promotion and tenure of tenured or tenure-track faculty.
- Evaluate and make recommendations regarding promotion of non-tenure-track faculty.
- Conduct required “three-year reviews” of faculty working towards tenure. Report recommendations from these reviews to the Division Director for communication to the Dean.
- Conduct other reviews (e.g., pre-promotion and progress) as described in the next section.
- Make recommendations on hiring decisions for tenure-track/tenured faculty which involve awarding of tenure and/or hiring above the Assistant Professor level.

4.3. Committee Meetings

The committee will meet as necessary. In keeping with current university and college schedules, the following dates shall be observed unless otherwise changed by a vote of the committee. The committee chair will schedule these meetings as early as possible, but generally not until most, if not all, outside letters of review have been returned and are available for committee consideration. The committee chair will notify affected candidates of any changes in the dates due to a vote of the committee.

- Deliberations and votes related to decisions involving promotion/tenure of tenure-track/tenured faculty will be scheduled during the period from August 15 through September 15. In the event of negative votes leading to an appeal by the candidate, the candidate shall be afforded at least three working days to prepare a written rebuttal and to prepare to meet directly with the committee.

- Deliberations and votes related to decisions involving non-tenure-track faculty will be scheduled during the period from November 1 through November 15.
- “Three-year reviews” will be scheduled during the period designated by the Provost’s office.

4.4. Committee Proceedings and Protocol

The FNES P&T review process in general will follow campus and college rules and guidelines, with specific attention to candidates’ rights to privacy and appeal. In addition, Division procedures allow and encourage input from appropriate Divisional faculty who are not directly involved in the process as committee members.

- A table of important dates for the P&T process for all candidates is provided on the last page of this document. It is expected that any faculty member who desires to be considered for promotion and/or tenure will submit a dossier to the P&T committee for review prior to the academic year when formal action will be requested. The dossier should be completed in the form required by campus guidelines. Similarly, candidates submitting their dossier for the 3-year review should submit a draft to the committee chair for preliminary review well ahead of the deadline.
- All P&T candidates, including those in 3-year review, are encouraged to work with the committee chair to plan and schedule a seminar open to interested faculty in the Division. Through the seminar, candidates can provide an overview of their research (or other outreach for extension appointments) for the period relevant to the particular P&T process. In addition to helping the candidate organize materials which will be important to P&T, these seminars will provide an early opportunity for both committee members and other interested Divisional faculty to learn about the candidate’s scholarly activities. Seminars for tenure-track actions will be scheduled during the spring semester, while those for professional-track and adjunct or other non-tenure-track promotions during the fall semester. This needs to be scheduled early enough to be accommodated in the seminar schedule.
- The committee will submit a written statement (signed by the chair of the committee) to the Division director regarding the suitability and qualifications of the candidate for promotion and tenure. The candidate are provided with information on the decision of the vote (yes or no). Faculty proceeding through the three-year review process are exempt from this step.
- Committee deliberations will include discussion of the candidate’s promotional dossier, outside letters of review, and non-voting faculty comments (only the dossier will be considered for 3-year reviews). Each voting member will vote on the application by anonymous written ballot. The vote shall be “Yes” or “No” to recommend promotion and/or tenure as applicable, and “On Track” or “Not on Track” for 3-year reviews. Results of the vote, including any abstentions, will be communicated in writing immediately to the candidate, along with a summary of any

committee discussion points which might have led to negative votes. A unanimous positive vote at this point will be considered final.

- The rights of appeal for candidates during the P&T process are clearly defined in the MU System P&T guidelines. If one or more negative votes are indicated, the candidate will be given the option of preparing and submitting a written rebuttal to the committee's action and may further request to meet directly with the committee to present additional information and/or discuss any areas of concern. The candidate may also accept the original vote, in which case this vote will be considered final.
- A final committee vote will be taken after any rebuttal comments provided by the candidate have been reviewed and discussed and/or the committee has met directly with the candidate at the candidate's request. The candidates will be advised in writing of the final vote, and the P&T committee chair will prepare a letter advising the Division Director of the results of the committee's deliberations and summarizing the reasons supporting the committee's recommendation. A copy of this letter should be furnished to the candidate. Both the preliminary and final votes will be reported. Any rebuttal comments provided by the candidate will also be forwarded. The letter will become part of the dossier submitted to the college P&T committee.

4.5. General Faculty Review and Comment Rights.

Review of materials and input on faculty promotions to specific ranks will be limited to the following faculty groups who are not members of the FNES P&T committee:

- Candidates for promotion with tenure to Associate Professor: Review and Comment shall be limited to tenured faculty in the Division.
- Candidates for promotion to Professor: Review and Comment shall be limited to tenured faculty in the Division holding the rank of Professor.
- Candidates for promotion to non-tenure-track ranks (as defined in section 310.035B of the Collected Rules) at the Associate level: Review and comment shall include all tenure-track and non-tenure-track faculty in the Division at the rank of Associate Professor or Professor, including the relevant non-tenure-track ranks (e.g., Research Associate Professor, Teaching Professor).
- Candidates for promotion to non-tenure-track ranks at the Professor level: Review and comment shall include tenure-track and non-tenure-track faculty in the Division at the rank of Professor, including the relevant non-tenure-track ranks (e.g., Extension Professor).

4.6. Voting Procedures

- If agreed to by committee members, some votes (except as noted below) may be conducted by electronic ballot instead of during a formal meeting. The committee may also choose to conduct business by video or audio teleconference. Votes will be openly tallied and reported to the committee immediately following any vote.
- Voting by secret written ballot will be required for:

- All votes related to three-year reviews.
- All votes related to promotion and tenure for both tenure-track/tenured and non-tenure-track faculty.
- Absentee votes will be accepted from committee members under the following circumstances:
 - The committee member has previously been involved in at least one committee deliberation on the candidate in question.
 - The committee member has indicated a desire and intent to provide a vote.
 - In the case where one or more committee members will cast absentee votes, all votes shall be delivered to the office of the Division Director for safe keeping until all votes have been collected. At that time, the committee chair and Division Director (or his/her designee) shall count the votes. Electronic methods of casting and tallying absentee votes are also acceptable as long as the secrecy of voting is maintained. The P&T committee chair will immediately communicate the results of the vote to the committee members.

4.7. Reporting of Votes

Immediately following all committee votes, the P&T committee chair shall communicate the results as follows:

- Verbally, in writing, or by e-mail to committee members.
- In writing, preferably on letterhead, to the candidate. An electronic version may be sent to the candidate in addition to, but not in place of, the hard copy. A summary of the committee's findings leading to the vote is to be provided to the candidate, particularly if a negative vote is being reported.
- Verbally, in writing, or by e-mail to the Division Director if there is likely to be additional review and a final vote to report.
- In writing (e-mail is acceptable if the Director is agreeable) to the Division Director/Chair if the vote is final. Any rebuttal information provided to the committee by the candidate, a restatement of the results of the first vote, and a summary of the committee's deliberations will also be communicated in writing.

Promotion and Tenure Calendar
Important Dates for Promotion and Tenure Process

Item	From	To	Regular Track ⁴		Professional Track
			Mid-Term Review ¹	P&T Review	
List of upcoming faculty P&T candidates	Division Director	Dean		1 April	1 April
Provide list of external reviewers	P&T Candidate	Division P&T Committee and Division Director		10 April	
Contact the potential external reviewers (initial requests)	Division Committee		---	15 April	1 Sept
Dossier	P&T Candidate		15 Jan	10 June ³	1 Aug
Send out dossier to external reviewers	Division P&T Committee and Division Director	Outside reviewers		15 June	
Receipt of external evaluation letters	External reviewers	Division P&T Committee	---	15 Aug	1 Oct
Revised dossier (if revisions necessary)	P&T candidate	Division P&T Committee	1 March	15 Aug	1 Oct
Final dossier & recommendation letter	Division Committee	Division Director	15 March	15 Sept ³	15 Nov
Final dossier & recommendation letter	Division Director	Dean/College Committee	15 April	30 Sept	1 Dec
Recommendation letter	College Committee	Dean		15 Nov	15 Feb
Final dossier & recommendation letter	Dean's office	Provost		1 Dec	1 Mar

New appointment effective	Provost	P&T candidate / Division Director		1 Sept	1 Sept
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¹ If it appears that there will be a recommendation for non-retention as a result of the 3-year review, the dossier must be submitted to the Dean's office by November 1

² Dates set by the CAFNR Dean or Provost are shown in boldface; other dates are somewhat flexible depending on internal needs.

³ These dates different from those indicated in "2" above.

⁴ College of Engineering dates are later, however FNES requires all BBCE faculty to adhere to the earlier schedule.

⁵ This date has a one-month window. The candidate can discuss with the committee to set a specific date between Dec 15 and Jan 15.