

MEMORANDUM

To: Talia Bugel, Chair
Faculty Affairs Committee

From: Bernd Buldt, Chair
Executive Committee of the Fort Wayne Senate

Date: December 11, 2020

Subj: Provide Feedback on P&T documents

The Executive Committee herewith wishes to charge the Faculty Affairs Committee to review the P&T documents submitted by the Executive Committee of College of Arts and Sciences as well as the P&T documents submitted by the transition teams for the planned College of Science and the planned College of Liberal Arts and to provide feedback accordingly.

Thank you!

Sincerely,

A handwritten signature in black ink, appearing to read "Bernd Buldt", written in a cursive style.

Bernd Buldt
Senate Executive Committee, Chair

To: Fort Wayne Senate
From: College of Liberal Arts Transition Team
Re: COLA Promotion and Tenure Procedures
Date: December 4, 2020

WHEREAS, the College of Liberal Arts voting faculty have approved by majority vote the new COLA governance document, which includes the section on Promotion and Tenure Procedures;

WHEREAS, the College of Liberal Arts transition team has submitted the attached document on the COLA Promotion and Tenure Procedures to the Senate Executive Committee;

BE IT RESOLVED, that the Fort Wayne Senate express its support for the document.

COLLEGE OF LIBERAL ARTS

Promotion and Tenure procedures from the COLA governance document.

12.0 PROCEDURES FOR PROMOTION AND TENURE

Fort Wayne Senate Document SD 14-36 charges each school/division faculty (1) to approve department/program promotion and tenure committee composition and functions (Section 1.1.4) and (2) to establish, with approval by the Senate, school/division promotion and tenure committee composition and functions (Section 1.2.1). The College faculty adopts Senate Document SD 14-35, SD 18-15, and SD 19-9 as College guiding principles regarding promotion and tenure. The following section of the College Governance Document is subordinate to Senate legislation, and revisions to this section require Senate approval.

12.1 Candidates and Their Cases

12.1 Each Assistant Professor must be considered for tenure not later than during the penultimate year of the probationary period. Faculty who are candidates for promotion (but not tenure) may submit a case whenever they are eligible for promotion. That case must be considered according to university policies and procedures.

12.1.2 Each candidate for promotion and/or tenure is responsible for the preparation and submission of the case according to applicable guidelines and schedules. Supporting documentation, such as copies of abstracts, papers, or books cited in the case itself, should be included in the appropriate folder but is not considered part of the case. The candidate shall determine the content of the case and the supporting documentation. No change in the case or the supporting documentation may be made without the consent of the candidate.

12.2 Decision Levels

All cases for promotion and/or tenure shall pass sequentially through the following decision levels before being forwarded to the campus committee:

12.2.1 The department committee, whose composition and functions shall be established according to a procedure adopted by the Faculty of the department and approved by the Liberal Arts Faculty, subject to Senate review. In establishing their committees, departments should be guided by two principles: first, that all lecturer, clinical, tenured or tenure-track members of the department should be consulted about each case for promotion and/or tenure; second, that those persons possessing the same or higher rank or the status to which a candidate aspires should have major responsibility in formulating the department's recommendations.

12.2.1.2 The letter appointing a Faculty member to more than one academic unit shall identify that department whose promotion and tenure process shall apply to the appointee.

12.2.2. The department chair. (Promotion and/or tenure cases of department chairs proceed directly from the department committee to the College committee.)

12.2.3 The College of Liberal Arts Promotion and Tenure Committee, comprising four tenured Voting Faculty members. When necessary, a Senior Lecturer will serve on the Promotion and Tenure Committee for the sole purpose of reviewing cases for promotion to Senior Lecturer.

12.2.3.1 Terms shall be one year. Committee members cannot serve on the promotion and tenure committee for more than two consecutive years.

12.2.3.2 The committee members shall be elected as follows: Each department shall nominate one tenured Faculty member. Nominees must have prior experience at the department level. If a department has fewer than three tenured Faculty members eligible to serve, the department may choose to submit no nominee. Department chairs or program directors whose departments have pending tenure or promotion cases and members of the campus promotion and tenure committee are ineligible to serve. The Voting Faculty of the College shall elect by preferential ballot the four committee members. The ballot shall identify each candidate's department, rank, and tenure status. At least two candidates must have the rank of Full Professor to meet university Promotion and Tenure committee requirements. The dean may not serve as a committee member nor attend College committee meetings as an observer. When necessary, the Nominations and Elections Committee will also call for nominations for a Senior Lecturer to serve on the Promotion and Tenure Committee.

12.2.3.3 The committee shall choose a chair from among its voting members. The first meeting shall be called by the Dean.

12.2.3.4 Each candidate may select from among the tenured, tenure-track, clinical, or lecturer faculty a nonvoting representative who will be available to answer questions pertaining to the case. The representative will have the option of making an opening statement. The representative is bound by the same rules of confidentiality as committee members and shall withdraw before the committee's vote is taken. A candidate may not act as the representative before the committee, nor shall a committee member to committee members.

12.2.3.5 Each case is to be duplicated in full and distributed to all committee members by the committee chair. The supporting documentation is to be maintained in confidence by the Liberal Arts office and made available to committee members upon request.

12.2.3.6 A tie vote of the committee shall be considered neither an endorsement nor a rejection of the candidate's application for promotion and/or tenure.

12.2.4 The Dean of the College of Liberal Arts. (The Dean's promotion and/or tenure case proceeds directly from the College committee to the campus committee).

12.3 Operation of Committees

12.3.1 The administrator or committee chair at each level shall inform the candidate in writing of the recommendation and vote on the nomination, with a statement of the reasons therefor, by the time the case is sent forward. The administrator or committee chair shall also send to the previous level(s) a copy of the recommendation and statement of reasons. When the vote is not unanimous, a written statement stipulating the majority opinion and minority opinion must be

included. The candidate may submit a written response to the statement to the committee chair within 7 calendar days of the date of the recommendation; this response must proceed with the case. At the same time the case is sent forward to the next level, the committee chair shall also send a copy of the recommendation and statement of reasons, and the candidate's response, if any, to the department chair and the department promotion and tenure committee chair. The committee chair shall distribute copies to committee members.

12.3.2 All committee deliberations shall be confidential. The committee's recommendation and vote shall be communicated only by the chair. Within the committee, individual votes shall be openly declared. Outside the committee, only the total vote shall be disclosed. No abstentions or proxies are allowed. Committee members must be present during deliberations in order to vote. When a committee member must step down due to an extreme personal emergency, the Nominations and Elections Committee shall find a replacement for the remainder of that committee member's term using a process similar to the one for electing committee members to full terms.

12.3.3 All cases except tenure cases in the penultimate year may be withdrawn by the candidate at any stage.

12.3.4 The substantive evaluation of a candidate's qualifications shall occur primarily at the department level. The college committee shall review how well the process has adhered to documented procedures and review the recommendation of the lower levels. This review shall include a consideration of the basis of the decisions from the lower levels. If the committee judges that a decision from a lower level is contrary to the evidence, the committee may include consideration of the evidence in the case as it compares to department criteria.

12.3.5 When a candidate has been nominated for both promotion and tenure, separate committee votes shall be taken for each change of status, and separate rationales provided when the votes are not identical. Separate recommendations on each change of status shall similarly be supplied by the department chair and Dean.

12.3.6 Committee members shall recuse themselves from considering cases of candidates with whom they share significant credit for research or creative endeavor or other work which is a major part of the candidate's case or if they have other conflicts of interest. The committee will decide if committee members who collaborate with the candidate need to recuse themselves. Any committee member who recuses her/himself shall leave the room during the discussion of that case.

12.3.7 The Committee writes a letter of recommendation from the College committee based on the committee's review of the process to this point, and must clearly state and explain the recommendation of the committee including an explanation of agreement or disagreement with the decisions of lower levels.

12.4 Individual Participation

12.4.1 No candidate shall serve on any promotion and tenure committee, nor shall any candidate make a recommendation on his or her own case.

12.4.2 The department level excepted, no individual shall serve in a voting or recommending role at more than one decision level. In order that this be accomplished, the campus committee shall be filled before the College Committee.

12.5 Selection of the Liberal Arts Nominees for the Purdue Fort Wayne Campus Committee.

For the campus committee, the Voting Faculty shall elect by preferential ballot five nominees, at least two of whom shall be full professors and one of whom must be a senior lecturer. The ballot shall identify each candidate's academic rank.

TO: Bernd Buldt, Chair of Senate Executive Committee
FROM: Carol Lawton, Chair of College of Science Transition Team
DATE: 12/4/2020
SUBJ: College of Science Promotion and Tenure Procedures

WHEREAS, the voting faculty of the future College of Science has approved by majority vote the procedures for promotion and tenure for the new College, and

WHEREAS, the document on the College of Science promotion and tenure procedures is attached,

BE IT RESOLVED, that the Fort Wayne Senate express its support for the College of Science procedures for promotion and tenure, and

BE IT FURTHER RESOLVED, that approval of these promotion and tenure procedures is contingent on approval of the establishment of the College of Science at Purdue University Fort Wayne by the Purdue University Board of Trustees.

**College of Science, Purdue University Fort Wayne
Principles and Procedures for Promotion and Tenure**

1.0 GUIDING PRINCIPLES FOR PROMOTION AND TENURE

Fort Wayne Senate Document SD 14-36 charges each school/division faculty (1) to approve department/program promotion and tenure committee composition and functions (Section 1.1.4) and (2) to establish, with approval by the Senate, school/division promotion and tenure committee composition and functions (Section 1.2.1). The College faculty adopts Senate Documents SD 14-35, 14-36, 18-15, 19-9, 19-13, and 19-22 as College guiding principles regarding promotion and tenure. The procedures described in this document are subordinate to Senate legislation, and revisions to this section require Senate approval.

2.0 PROCEDURES FOR PROMOTION AND TENURE

Candidates and Their Cases

Each Assistant Professor must be considered for tenure not later than during the penultimate year of the probationary period. Faculty who are candidates for promotion (but not tenure) may submit a case whenever they are eligible for promotion. That case must be considered according to university policies and procedures.

Each candidate for promotion and/or tenure is responsible for the preparation and submission of the case according to applicable guidelines and schedules. Supporting documentation, such as copies of abstracts, papers, or books cited in the case itself, should be included in the appropriate folder but is not considered part of the case. The candidate shall determine the content of the case and the supporting documentation. No change in the case or the supporting documentation may be made without the consent of the candidate. No information, other than updates to items in the case, can be added to the case after the vote and recommendation from the department level.

Decision Levels

All cases for promotion and/or tenure shall pass sequentially through the following decision levels before being forwarded to the campus committee:

- **Department Committee**

The composition and functions of the department committee shall be established according to a procedure adopted by the Faculty of the department and approved by the Strategic and Innovations Committee, subject to Senate review. In establishing their committees, departments should be guided by two principles: first, that all lecturer, clinical, tenured, or tenure-track members of the department have the opportunity to read

and give feedback on each case for promotion and/or tenure; second, that the majority of the departmental committee shall be persons possessing the same or higher rank to which a candidate aspires.

If, by established departmental criteria, fewer than three tenured persons, or in cases of promotion to associate or full clinical professor, no associate clinical professors, or, in cases of promotion to senior lecturer, no senior lecturer, are eligible to serve on the department committee, the department shall submit to the Dean the names of Faculty members from other departments whom it deems suitable to serve on the department committee. From this list, the Dean shall appoint enough Faculty members to bring the committee membership to between three and five.

If a Faculty member is appointed to more than one academic unit, the letter of appointment shall identify that department whose promotion and tenure process shall apply to the appointee.

- **Department Chair** (Promotion and/or tenure cases of department chairs shall proceed directly from the department committee to the College committee).
- **College Promotion and Tenure Committee**

The College committee shall comprise one tenured faculty member or clinical associate professor or clinical professor from each department who is a Voting Faculty member (as defined in the College Governance Document). These members shall participate in discussion and vote on all promotion and/or tenure cases. In addition, one Senior Lecturer shall be selected at large from the College who will only participate in discussion of and vote on cases for promotion to Senior Lecturer.

If, by established college criteria, there are not enough eligible tenured or promoted clinical faculty members from a department to serve on the committee, the department shall submit to the Dean of the College the names of faculty members from other departments whom it deems suitable to serve on the committee. From this list, the Dean shall appoint enough faculty members to bring the committee membership to six, excluding the Senior Lecturer. If, by established college criteria, there are not enough eligible Senior Lecturers to serve on the committee, the Dean shall solicit the names of Senior Lecturers from other colleges and select one deemed suitable to serve on the committee.

Terms shall be two years. Each year three tenured or promoted clinical faculty committee members shall be elected as needed to maintain representation from each department in accord with the conditions described above. Every other year, a senior lecturer shall be elected. In

years when a senior lecturer must be elected to the committee, each department may also nominate one of its senior lecturers. Committee members whose terms have expired cannot serve on the promotion and tenure committee in the subsequent academic year. Department chairs or program directors whose departments have pending tenure or promotion cases and members of the campus promotion and tenure committee are ineligible to serve. The Dean may not serve as a committee member nor attend College committee meetings as an observer.

In the 2021-22 academic year, the Strategic and Innovations Committee will randomly determine which three departments will have members that serve one-year terms. Because this clause only deals with an initial staggering of member terms, it will be voided and expunged after December 31, 2022.

Each candidate may select from among the tenured, tenure-track, clinical, or lecturer faculty a nonvoting representative who will be available to answer questions pertaining to the case. The representative will have the option of making an opening statement. The representative is bound by the same rules of confidentiality as committee members and shall withdraw before the committee's vote is taken. A candidate may not act as the representative before the committee, nor shall a committee member act as representative.

All committee deliberations shall be confidential. The committee's recommendation and vote shall be communicated only by the chair. Within the committee, individual votes shall be openly declared. Outside the committee, only the total vote shall be disclosed. No abstentions or proxies are allowed. Committee members must be present during deliberations in order to vote. A tie vote of the committee shall be considered neither an endorsement nor a rejection of the candidate's application for promotion and/or tenure.

When a committee member must step down due to an extreme personal emergency, the department will select a replacement to carry out the remainder of that committee member's term.

- **Dean of the College** (The Dean's promotion and/or tenure case shall proceed directly from the College committee to the campus committee.)

Operation of Committees

The administrator or committee chair at each level shall inform the candidate in writing of the recommendation and vote on the nomination, with a statement of the reasons therefor, by the time the case is sent forward. When the vote is not unanimous, a written statement stipulating the majority opinion and minority

opinion must be included. The candidate may submit a written response to the statement to the committee chair within 7 calendar days of the date of the recommendation; this response must proceed with the case. At the same time the case is sent forward to the next level, the committee chair shall also send a copy of the recommendation and statement of reasons, and the candidate's response, if any, to the department chair and the department promotion and tenure committee chair. The committee chair shall distribute copies to committee members.

All committee deliberations shall be confidential. The committee's recommendation and vote shall be communicated only by the chair of the committee. Within the committee, individual votes shall be openly declared. Outside the committee, only the total vote shall be disclosed. No abstentions or proxies are allowed. Committee members must be present during deliberations in order to vote. When a college committee member must step down due to an emergency, the department of the person who stepped down shall find a replacement.

All cases except tenure cases in the penultimate year may be withdrawn by the candidate at any stage.

The substantive evaluation of a candidate's qualifications shall occur primarily at the department level. The college committee shall review how well the process has adhered to documented procedures and review the recommendation of the lower levels. This review shall include a consideration of the basis of the decisions from the lower levels. If the committee judges that a decision from a lower level is contrary to the evidence, the committee may include consideration of the evidence in the case as it compares to department criteria.

When a candidate has been nominated for both promotion and tenure, separate committee votes shall be taken for each, and separate rationales provided when the votes are not identical. Separate recommendations on promotion and tenure shall similarly be supplied by the department chair and Dean.

Committee members shall recuse themselves from considering cases of candidates with whom they share significant credit for research or creative endeavor or other work which is a major part of the candidate's case or if they have other conflicts of interest. The committee will decide if committee members who collaborate with the candidate need to recuse themselves. Any committee member who recuses her/himself shall leave the room during the discussion of that case.

The college committee writes a letter of recommendation based on the committee's review of the process to this point, and must clearly state and explain the recommendation of the committee including an explanation of agreement or disagreement with the decisions of lower levels.

Individual Participation

No candidate shall serve on any promotion and tenure committee, nor shall any candidate make a recommendation on his or her own case.

The department level excepted, no individual shall serve in a voting or recommending role at more than one decision level. In order that this be accomplished, the campus committee shall be filled before the college committee.

MEMORANDUM

TO: Senate Executive Committee
Bernd Buldt, Chair

FROM: COAS Executive Committee
Bernd Buldt, Chair

DATE: December 11, 2020

SUBJ: COAS Governance Document Revisions Concerning P&T

WHEREAS, on November 2 and November 30, 2020, the College of Arts and Sciences Council voted on amending the language of Section 12 of the College of Arts and Sciences Governance Document to align college policies for promotion and tenure with the procedures and guidelines for senior lecturer and clinical faculty as put forth in various Senate documents (see COASCD#20-10, COASCD#20-14); and

WHEREAS, the faculty of the College of Arts and Sciences approved of those amendments December 4–9, 2020; and

WHEREAS, the text of the amended version is attached;

BE IT RESOLVED, that that the Fort Wayne Senate approves of the amended version contingent on a positive outcome of the review conducted by the Senate Faculty Affairs Committee.

Members approve disapprove abstain absent

Ron Friedman, Interim Dean
Bernd Buldt, Presiding Officer (Chair)
Janet Badia
Andrew Downs
James Hersberger
Carol Lawton
Erik Ohlander

COAS Faculty Governance Document

Note: Sections 1–11, 13 of the document are not relevant and therefore omitted. Changes to Section 12 are marked below as follows:

stricken language is indicated by strike-through and yellow font color

new language is indicated by italics and red font color

12.0 PROCEDURES FOR PROMOTION AND TENURE

Fort Wayne Senate Document SD 14-36 charges each school/division faculty (1) to approve department/program promotion and tenure committee composition and functions (Section 1.1.4) and (2) to establish, with approval by the Senate, school/division promotion and tenure committee composition and functions (Section 1.2.1). The College faculty adopts Senate Document SD 14-35, *SD 18-15, and SD 19-9* as College guiding principles regarding promotion and tenure. The following section of the College Governance Document is subordinate to Senate legislation, and revisions to this section require Senate approval.

12.1 Candidates and Their Cases

12.1.1 ~~Each Faculty member must be considered for tenure not later than during the penultimate year of the probationary period.~~ *Each Assistant Professor must be considered for tenure not later than during the penultimate year of the probationary period. Faculty who are candidates for promotion (but not tenure) may submit a case whenever they are eligible for promotion. That case must be considered according to university policies and procedures.*

12.1.2 Each candidate for promotion and/or tenure is responsible for the preparation and submission of the case according to applicable guidelines and schedules. Supporting documentation, such as copies of abstracts, papers, or books cited in the case itself, should be included ~~in a file labeled “Supporting Documentation”~~ *in the appropriate folder* but is not considered part of the case. The candidate shall determine the content of the case and ~~of the sSupporting dDocumentation file.~~ No change in the case or the ~~sSupporting dDocumentation file~~ may be made without the consent of the candidate.

12.2 Decision Levels

All cases for promotion and/or tenure shall pass sequentially through the following decision levels before being forwarded to the campus committee:

12.2.1 The department committee, whose composition and functions shall be established according to a procedure adopted by the Faculty of the department and approved by the Arts and Sciences Faculty, subject to Senate review. In establishing their committees, departments should be guided, ~~where possible,~~ by two principles: *first*, that *all lecturer*,

clinical, tenured, or tenure-track members of the department should be consulted about each case for promotion and/or tenure; ~~and~~ *second*, that those persons possessing the same or higher rank or the status to which a candidate aspires should have major responsibility in formulating the department's recommendations.

12.2.1.1 If, by established departmental criteria, fewer than three *tenured* persons, *or in cases of promotion to associate or full clinical professor, no associate or full clinical professors, or, in cases of promotion to senior lecturer, no senior lecturer*, are eligible to serve on the department committee, the department shall submit to the Dean the names of Faculty members from other departments whom it deems suitable to serve on the department committee. From this list, the Dean shall appoint enough Faculty members to bring the committee membership to between three and five.

12.2.1.2 The letter appointing a Faculty member to more than one academic unit shall identify that department whose promotion and tenure process shall apply to the appointee.

12.2.2 The department chair. (Promotion and/or tenure cases of department chairs proceed directly from the department committee to the College committee.)

12.2.3 The College of Arts and Sciences Promotion and Tenure Committee, comprising six tenured Voting Faculty members—two each from the Sciences, the Social Sciences, and the Humanities (as defined in Section 1.6 above)—*and one senior lecturer*.

12.2.3.1 Terms shall be two years. Each year three *tenured* committee members shall be elected, one from the Humanities, one from the Social Sciences, and one from the Sciences. *Every other year a senior lecturer shall be elected*. Committee members whose terms have expired cannot serve on the promotion and tenure committee in the subsequent academic year.

12.2.3.2 The committee members shall be elected as follows: Each department with no continuing committee members shall nominate one tenured Faculty member. Nominees must have prior experience at the department level. If a department has fewer than three tenured Faculty members eligible to serve, the department may choose to submit no nominee. *In years when a senior lecturer must be elected to the committee, each department may also nominate one of its senior lecturers*. Department chairs or program directors whose departments have pending tenure or promotion cases and members of the campus promotion and tenure committee are ineligible to serve. The Voting Faculty of the College shall elect by preferential ballot the three committee members,—one from the Humanities, one from the Sciences, and one from the Social Sciences—*and, every other year, one senior lecturer*. The ballot shall identify each candidate's department, rank, and tenure status. The dean may not serve as a committee member nor attend College committee meetings as an observer.

12.2.3.3 The committee shall choose a chair from among its voting members. The first meeting shall be called by the Dean.

12.2.3.4 Each candidate may select from among the tenured, tenure-track, *clinical, or lecturer* faculty a nonvoting representative who will be available to answer questions pertaining to the case. The representative will have the option of making an opening statement. The representative is bound by the same rules of confidentiality as committee members and shall withdraw before the committee's vote is taken. A candidate may not act as the representative before the committee, nor shall a committee member act as representative.

12.2.3.5 Each case is to be duplicated in full and distributed to all committee members by the committee chair. The Supporting Documentation file is to be maintained in confidence by the Arts and Sciences office and made available to committee members upon request.

12.2.3.6 A tie vote of the committee shall be considered neither an endorsement nor a rejection of the candidate's application for promotion and/or tenure.

12.2.4 The Dean of the College of Arts and Sciences. (The Dean's promotion and/or tenure case proceeds directly from the College committee to the campus committee.)

12.3 Operation of Committees

12.3.1 The administrator or committee chair at each level shall inform the candidate in writing of the recommendation and vote on the nomination, with a statement of the reasons therefor, by the time the case is sent forward. The administrator or committee chair shall also send to the previous level(s) a copy of the recommendation and statement of reasons. When the vote is not unanimous, a written statement stipulating the majority opinion and minority opinion must be included. The candidate may submit a written response to the statement to the committee chair within 7 calendar days of the date of the recommendation; this response must proceed with the case. At the same time the case is sent forward to the next level, the committee chair shall also send a copy of the recommendation and statement of reasons, and the candidate's response, if any, to the department chair and the department promotion and tenure committee chair. The committee chair shall distribute copies to committee members.

12.3.2 All committee deliberations shall be confidential. The committee's recommendation and vote shall be communicated only by the chair. Within the committee, individual votes shall be openly declared. Outside the committee, only the total vote shall be disclosed. No abstentions or proxies are allowed. Committee members must be present during deliberations in order to vote. When a committee member must step down due to an extreme personal emergency, the Nominations and Elections Committee shall find a replacement *for the remainder of that committee member's term using a process similar to the one for electing committee members to full terms*.

12.3.3 All cases except tenure cases in the penultimate year may be withdrawn by the candidate at any stage.

- 12.3.4** The substantive evaluation of a candidate's qualifications shall occur primarily at the department level. The college committee shall review how well the process has adhered to documented procedures and review the recommendation of the lower levels. This review shall include a consideration of the basis of the decisions from the lower levels. If the committee judges that a decision from a lower level is contrary to the evidence, the committee may include consideration of the evidence in the case as it compares to department criteria.
- 12.3.5** When a candidate has been nominated for both promotion and tenure, separate committee votes shall be taken for each change of status, and separate rationales provided when the votes are not identical. Separate recommendations on each change of status shall similarly be supplied by the department chair and Dean.
- 12.3.6** Committee members shall recuse themselves from considering cases of candidates with whom they share significant credit for research or creative endeavor or other work which is a major part of the candidate's case or if they have other conflicts of interest. The committee will decide if committee members who collaborate with the candidate need to recuse themselves. Any committee member who recuses her/himself shall leave the room during the discussion of that case.
- 12.3.7** The Committee writes a letter of recommendation from the College committee based on the committee's review of the process to this point, and must clearly state and explain the recommendation of the committee including an explanation of agreement or disagreement with the decisions of lower levels.

12.4 Individual Participation

- 12.4.1** No candidate shall serve on any promotion and tenure committee, nor shall any candidate make a recommendation on his or her own case.
- 12.4.2** The department level excepted, no individual shall serve in a voting or recommending role at more than one decision level. In order that this be accomplished, the campus committee shall be filled before the College committee.

12.5 Selection of Arts and Sciences Nominees for the Campus Committee

For the campus committee, the Voting Faculty shall elect by preferential ballot ~~six~~ *seven* nominees, at least three of whom shall be full professors *and one of whom must be a senior lecturer*. The ballot shall identify each candidate's academic rank.