The Ad Hoc Promotion and Tenure committee recommends a few progressive changes in the Promotion and Tenure process. These changes are designed to increase the transparency and the fairness of the process. Some of the changes are to improve the accuracy of the information available at every level of the process. The main changes are summarized below.

- 1. Collegiality is no longer a separate category consistent with recommendations from AAUP. Instead we propose collegiality is incorporated into all areas of consideration: teaching, research, service and outreach. Collegiality is required to earn tenure.
- 2. We change the university criteria for promotion and tenure to be the guidelines determined by the departments and approved at the Provost's office.
- 3. We open the promotion and tenure dossier so that the candidate can see all information except the outside letters. A summary of the proposed process is described below.
 - a. The candidate submits the document to the department. The department votes on the candidate and submits a departmental letter. Individual faculty can also submit letters at this point.
 - b. The department chair reviews all information and writes a letter.
 - c. The candidate reviews all information (except outside letters). The candidate can choose to withdraw at this point. If going forward, the candidate can choose to write a rebuttal letter.
 - d. This information is submitted to the college committee (if there is one). The college committee votes and writes a letter.
 - e. The Dean sees all the information and writes his/her letter.
 - f. The candidate reviews all information (except outside letters). The candidate can choose to withdraw at this point. If going forward, the candidate can choose to write a rebuttal letter.
 - g. All information is submitted to the University P&T committee.
 - h. The P&T committee considers the candidate and forwards a recommendation to the President. The president makes the final decision.
 - i. A candidate who is turned down has the right to know the vote from the University P&T committee.
- 4. As described in the above process, all letters (except the dean and the college committee) are submitted at the department level.