

**FREQUENTLY ASKED QUESTIONS ABOUT  
PROMOTION AND TENURE  
2009-10**

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CONFIDENTIALITY

1. *What is confidentiality in relation to the promotion and tenure process?*

Confidentiality of the promotion and tenure process is to be respected forever, not just during that particular year of review. Members of promotion and tenure committees participate with the understanding that all matters related to their deliberations remain confidential. In addition, faculty candidates under review are discouraged from approaching committee members at any time concerning the disposition of their review and should understand that inquiries of this type are deemed entirely inappropriate. (Pages 2-3, I.E.)

THE DOSSIER

2. *Who is responsible for the preparation of the dossier?*

That responsibility is assigned to the department head (or director of academic affairs or division head), but the faculty member must cooperate by assembling whatever materials are in his or her possession by the time line given by the department head and insuring that the parts of the vita that are used in each section of the dossier are up-to-date and accurate before they are reviewed by the department head. (Pages 6-7, III.B.)

3. *Can there be material included in the dossier, besides letters from external reviewers, that is not made available to the candidate for review when he or she signs the signature statement?*

Only the material identified in the *Administrative Guidelines* on page 8, III.C.2.k. (external letters of assessment), is listed as confidential and excluded from the candidate's review or inspection. Before the dossier goes to the committee, the candidate signs a statement that he or she has reviewed all materials in the dossier, with the exception of that section. If material is added to the dossier afterwards, excluding the committee and administrative letters, the candidate should be so informed and be able to review it. (Page 8, III.C.2.k, m.; page 12, III.F.; page 51, Appendix F.)

4. *Can there be internal letters, outside of the required committee and administrative letters, added to the dossier, and can these be confidential?*

If the unit feels that important information can be added to the dossier by seeking an occasional letter internal to the unit, the entire letter (not a summary or selective sections from it) should be included in the dossier, in the section which it addresses most significantly, and it should therefore be reviewed by the candidate with the rest of the contents of the dossier preceding section k. (Page 8, III.C.2.k; pages 9-10, III.C.9)

5. *If candidates disagree with statements by peer or internal reviewers, may they ask that they be removed or write a rebuttal?*

If statements are factually inaccurate, candidates should discuss their concerns with the department head, who should do what is possible to correct factual errors. However, if the disagreement is with the evaluation itself, there should be no change, and no rebuttal. Candidates sign that they have reviewed the dossier, not that they agree with any assessments made in it. If they feel that something about their intentions or methodology needs to be clarified, they may address that in their narrative statement. (Page 7, III.C.2.e)

6. *Can information be added to the dossier after the department committee has reviewed it, and if so, must the committee meet again to review the dossier and write a new letter?*

It is not appropriate to add information to the dossier after it has been reviewed if that information was available at the time the dossier was assembled and reviewed, unless a significant error had been made. However, until February 15, if there are new achievements that might have an impact on the record—a judgment that will need to be made by the appropriate administrator—then that information must be sent back to all who have already acted on the dossier. If the new information has no impact on the recommendation, then that is all that need be indicated. (Page 12, III.F.)

7. *Can a dossier be withdrawn after it has been sent forward for review?*

Once a dossier has been completed and the candidate has signed that he or she has reviewed it, and the peer review committee begins its review, the formal process has begun. However, if it is a promotion review only, and if the peer review committee does not recommend promotion and the department head agrees, the head should discuss with the candidate the advisability of withdrawing the dossier from further consultation. (Page 19, V.D.)

8. *Section II.D says that “It is expected that units will devise ways to assess scholarly substance and the quality of research.” How are such measures to be presented in the dossier?*

The unit should address what potential measures could or should be used in its criteria statement/guidelines. If, for example, publications in the major journals in the field are an indication of quality, then those journals should be listed in the guidelines. In the dossier itself, those achievements should be itemized in section II.D. If, for example, citation indices are being used, the results should be presented in objective form in this section. (Page 6, II.D.)

9. *Are there other places where unit-specific criteria might result in a listing that does not appear in the bullets on the rainbow dividers? For example, there seems to be no place listed for conference proceedings, which have a particular value in certain disciplines. Might such a category be added as an additional bullet by a unit?*

The simple answer is yes, if done selectively and with care, and if the new bullet is put in the most appropriate place in the dossier. In the example above, the University assumption is that an article that appeared in conference proceedings would be listed as a refereed or non-refereed article, depending on where it is most appropriate, in the already existing lists, but if a unit feels that it would be best to separate conference proceedings out as a separate category, or as a sub-category, it should feel free to do that. (Similarly, a unit might want to separate out what it considers to be notes, rather than articles, into a separate listing or subcategory.) (Page 6, II.D.; page 9, III.C.7.)

10. *Can peer review letters be written by academic administrators?*

This is acceptable according to our *Guidelines*, and is most often seen in teaching evaluations. (Page 42, bulleted item on the dossier divider, “The Scholarship of Teaching and Learning.”)

#### THE RELATIONSHIP BETWEEN TENURE AND PROMOTION

11. *What is the current thinking about the relationship between tenure and promotion?*

While a faculty member could be promoted without being tenured, the presumption is that a faculty member whose achievements and promise make him or her tenurable should also be promoted out of the assistant professor rank. If a committee or administrator would recommend that an assistant professor be tenured but not promoted, the burden would be on them to make the argument for the special circumstance that merits such separation. (Page 10, III.C.12.c.; page 21, V.H.3.)

#### PEER REVIEW COMMITTEES

12. *When is it appropriate for a committee member to abstain from voting on a candidate who is under review for promotion and/or tenure?*

Committee members should abstain only when there is a legitimate conflict of interest, such as a relative being considered for promotion or tenure, or when there may have been an earlier vote on the candidate in the same review year, or if there was significant collaboration with the candidate. (Page 21, V.H.3.e.)

13. *How should a tie vote at a committee level review be treated?*

It is recommended in the *Administrative Guidelines* that in order to avoid tie votes, committees should have an odd number of members. However, on a rare occasion when a tie vote occurs at a committee level of review (most likely due to an abstention), that tie vote is treated as a negative recommendation under both HR-23 and the *Administrative Guidelines*. Therefore, in such circumstance, the committee chair should mark the “Not Recommended” block on the Promotion and Tenure Form. (Page 14, IV.B)

14. *Who has responsibility for writing the committee letter, and what should it include?*

The chair of the committee has responsibility for writing the letter with input from the committee. If there is disagreement on the decision reached for a particular candidate, the minority opinion must be included in the committee’s letter. Only one letter is written and it should contain the committee’s singular overall vote count. The letter should not contain separate vote counts for each of the three evaluative criteria. If there are abstentions, the general reasons for the abstentions might also be included. These same procedures should be followed for second- and fourth-year reviews. (Page 21, V.H.)

15. *Is it appropriate for a faculty member to serve on a peer review committee when that faculty member is also being reviewed for promotion to professor?*

There is nothing in HR-23 or the *Administrative Guidelines* that prohibits this although it is not a practice that we encourage. It is possible to allow the faculty member to serve on the committee and then to step out when his or her case is being considered. However, individual units might have their own guidelines or practices to avoid the potential awkwardness of this situation. (See page 1, I.B., for a discussion of applicability of guidelines and improvements to the effectiveness and efficiency of the review process.)

16. *Should there be separate committees for tenure and promotion at the various levels?*

No, we assume that single committees decide all tenure and promotion cases in a given year at each level, and that both decisions are addressed in a single letter from each committee. The exception would be when additional senior faculty need to be added to the senior faculty on a promotion and tenure committee in order to consider a candidate for promotion to senior rank. Members below the rank to which a faculty member is being recommended should be excluded from deliberations and are ineligible to vote on such promotion cases. (Pages 14-16, IV.)

17. *Are there policy restrictions on committee members serving while on sabbatical leaves?*

Although a faculty member may serve on a peer review committee while on a sabbatical leave, as long as it is still possible to participate fully in the deliberations, the department should respect the purposes of the sabbatical, and there should be no expectation that faculty on sabbatical leave donate their research time for department service of any kind. (See page 15, IV.C., for a discussion of selection and appointment of review committees.)

18. *Are college committees informed of the dean's recommendations on cases going forward for University-level review?*

The disposition of a candidate's case is a confidential matter. Therefore, there is no duty for a dean to inform the college committee on whether a case is proceeding to the University-level of review. However, should a confidential consultation occur between the dean and the college committee, the natural flow of dialogue often includes a sense of what the dean's decision(s) will likely be. (Page 20, V.G.)

19. *What is the thinking on allowing academic administrators, or individuals who report directly to the dean, to serve on peer review committees?*

This is prohibited by our *Guidelines*. The problem is that an individual who reports directly to the administrator (one who does have line responsibility) is that he or she may well bring that administrator's point of view into the committee room. Moreover, his or her presence on the committee might make some committee members feel that they do not have the necessary independence they need to say things and to act in ways that might displease the administrator. (Page 16, IV.E.)

## CRITERIA AND EXPECTATIONS

20. *How are entries in the dossier to be weighted?*

Neither HR-23 nor the *Administrative Guidelines* assign weights to any item in the dossier. It is expected that each administrator and committee will weigh the evidence presented in the dossier, according to its own criteria and expectations, to judge the extent to which it demonstrates excellence in each area. Each subsequent level of review is dependent on the discipline itself, and its guidelines and criteria statements, to indicate the importance of items listed in the dossier, and to explain its judgment in the committee and administrator letters that evaluate the candidate's achievements. (Pages 3-6, II.)

21. *Can collegiality be a factor in tenure reviews?*

If collegiality is to be considered as a factor, it should be according to its impact on the candidate's contributions to one or more of the three cells evaluated in the dossier. For example, a candidate's lack of collegiality, defined as the ability to collaborate and cooperate constructively, can be addressed in the teaching cell when it impinges on his or her ability to work with colleagues in advising students or in preparing them for prerequisites for more advanced courses, or in preparing them for group activities required of the academic discipline; or in the research cell when it impinges on the candidate's ability to work collaboratively with colleagues in developing research or creative activities, or in creating grant proposals or organizing conferences; or in service when it prevents departmental committees or programs from functioning as they should.

At the same time, we need to heed the warning from the 1999 AAUP report, that "invoking collegiality as a separate element can insure homogeneity and threaten academic freedom. Moreover, it can be confused with the expectation that a faculty member exhibit enthusiasm, dedication, a constructive attitude, and a willingness to defer to the judgments of superiors." (*Chronicle for Higher Education*, September 22, 1999)

## ASSESSMENT PROCEDURES FOR TEACHING

22. *What is appropriate to include in the dossier in the way of peer reviews of teaching?*

Full peer review reports of teaching should be included in their entirety in the dossier—not just a summary of the evaluation. (Pages 4-5 II.C.)

23. *Who can conduct peer reviews of teaching?*

Unless determined by the unit's governance procedures, peer reviews of teaching are arranged by the department head or the director of academic affairs or the division head, who can ask that they be conducted by any faculty member in the department. (Page 5, II.C.c.)

24. *Are peer reviews of teaching accessible for review by the candidate at the time when the candidate signs that he or she has reviewed the dossier?*

Yes, peer reviews of teaching are accessible for review by the candidate. (Page 7, III.C.2.f.; Page 8, III.C.3.)

25. *What is appropriate to include in the dossier in the way of student reviews of teaching?*

The overall SRTE scores for instructor and course for each course reviewed must be presented. The practice is for provisional faculty to have every course evaluated from date of appointment into a tenure-eligible position; courses taught at other institutions or at Penn State during non-tenure-eligible appointments should not be included. In addition, there must be at least one other method (such as summary of student comments) for presenting student evaluations of teaching. (Page 4, II.C.1; pages 26-31, Appendix A.)

26. *Where can the candidate address the issue of his or her teaching?*

According to legislation of the University Faculty Senate, the issue may be addressed in the narrative statement, and/or in supplementary material provided, such as a teaching portfolio. (Pages 4-5, II.C.1.b; page 7, III.C.2.e; page 8, III.C.5.)

27. *When a previous promotion occurred five or more years ago, how far back must one go in regard to including teaching information?*

Our *Guidelines* don't mandate a requirement but normally teaching assessments or evaluations since the last promotion review are included. However, if that formal review was more than five years ago, the benchmark would be to provide evaluation for only the most recent five years.

28. *What is appropriate to include in the dossier in the way of student narrative comments from the SRTEs?*

If including student SRTE narrative comments in the dossier, these should be done by presenting a summary statement - not by inserting all or a selection of the narrative comments. This summary can be prepared by the department head, division head, director of academic affairs or a department heads' administrative or faculty delegate. Sometimes this may be done in consultation with the chair of the department's promotion and tenure committee in order to ensure consistency in presentation. A candidate should not be involved in preparing the summary of student comments. (Page 4, II.C.1.a.1.)

## SECOND- AND FOURTH-YEAR REVIEWS

29. *Could fall semester SRTE scores be made available earlier in the spring semester for faculty members who are being reviewed in the second year?*

The Schreyer Institute for Teaching Excellence provides scanning and reporting of SRTE results earlier for faculty members who may be undergoing a second-year review. Reports will be generated on an as-needed basis. The forms for second-year faculty need to be separated from other forms and submitted to The Schreyer Institute along with a Special Processing form, available from SRTE area representatives. Please call The Schreyer Institute at 814-863-2802 if you have any additional questions about this process. (See Appendix B, pages 32-33, for the timetable.)

30. *Can a candidate be terminated as a result of a second- or fourth-year review? Don't we guarantee our candidates a sixth-year provisional period?*

There is no such guarantee—only that for candidates who are on the tenure track for six years, a positive tenure decision will be made by the end of the sixth-year. However, a decision not to continue a faculty member on the tenure track can be made during an earlier review. (Pages 16-25, V.)

31. *Must second- and fourth-year reviews be reviewed by the college committee?*

The use of the college committee in second- and fourth-year reviews is at the discretion of the dean, but the dean should seek the advice of the college committee before terminating as a result of a provisional review. (Pages 17, V.B.2.)

32. *What is the timing of a decision to terminate in provisional years in regard to the candidate having an additional year of employment?*

Any notice after March 1 of the first year requires the additional year. (Page 24, V.I.8.)

33. *When is it appropriate to call for a third- or fifth-year review?*

A dean may require a third- or fifth-year review when, as a result of the second- or fourth-year review, the record is judged to be strong enough to merit continuation but weak enough to suggest that without measurable progress by the following academic year termination from the tenure-track would be an appropriate action. Deans may call for such a review as a result of a recommendation from the department head or the department or college committees, but they need not accept such recommendations and may decide to terminate or continue without such a review. At the same time, there is no requirement that a provisional candidate be given a special third- or fifth-year review before termination, and the call for a special review should not be a substitute for making a negative decision when a candidate has not been making satisfactory progress. Third- and fifth-year reviews for candidates who continue on the tenure-track become part of the permanent dossier that builds towards the final, sixth-year decision. (Pages 17, V.B.2.)

## CONSULTATION

34. *When do the department head and the dean need to consult with their committees? Can the department head or dean, or the committees, redo their letters as a result of this consultation?*

Actually all reviewing agents, administrators, or committees must consult with the unit that made the prior recommendation if they seek clarification or if they render a contrary recommendation or decision. They must call for that consultation only after they have received the review letters from the previous reviewers, but before they write theirs, and those letters cannot be changed as a result of the consultation. The purpose of the review is to insure that the current reviewer fully understands the reasons that the previous one used to reach a decision that may be divergent before rendering final judgment, but there is no opportunity for the current reviewer to influence or pressure the previous one into changing the already considered and written recommendation. In addition, for candidates holding joint appointments, prior to writing the evaluative letter, the dean of the primary college must consult with the dean of the secondary college. (Page 20, V.G.3.)

THE UNIVERSITY PROMOTION AND TENURE REVIEW COMMITTEE

35. *Are all decisions reviewed by the University Promotion and Tenure Review Committee?*

A positive tenure or promotion decision must be reviewed by the University Promotion and Tenure Review Committee, as well as by the Provost and President. A negative decision by the dean is final, unless all other committees and administrators prior to the dean have been positive. (Pages 18, V.B.4.g-i.)

EARLY TENURE, TIME TOWARD TENURE, AND IMMEDIATE TENURE

36. *I have heard that bringing faculty members up for early tenure is discouraged. Is it still possible, and if so under what circumstances?*

There is a sense in which it is discouraged, since the normal provisional period is six years, over which time we have an opportunity to measure candidates' abilities to develop and sustain a tenurable record before investing a multi-million dollar commitment over the rest of their working lives at Penn State. At the same time, we should be willing to recognize special excellence or a circumstance when we see it, and our policies allow for early tenure decisions in those situations. Deans must make requests of the Provost's Office before undertaking early tenure reviews. (Page 54, Appendix H)

37. *If a candidate is reviewed for early tenure and the decision is negative, can that individual be reviewed again in the sixth-year or earlier? Is the candidate damaged for having had an earlier negative decision?*

The candidate is not penalized in any way and may be reviewed again up through the sixth-year without jeopardy to his or her case. Earlier external letters should be excluded from subsequent tenure reviews. (Page 54, Appendix H)

38. *If a faculty member had been granted time towards tenure when hired, would she then have to pass the "exceptional" criteria before coming up for tenure at what would be early had she not been granted such time?*

A faculty member who had time granted towards tenure upon hiring, presumably because he or she has already spent some time in provisional status in a previous institution, normally should not be coming up for "early tenure" at Penn State, but rather according to a normal timetable with the time granted towards tenure being listed as time earned towards tenure just as if such time were spent at Penn State. (See HR23, "Promotion and Tenure Regulations," Provisional or Pre-tenure Period, 5.)

39. *Is it better to grant a faculty member with time on the tenure clock elsewhere time towards tenure or rather have them take no years towards tenure and then bring them up for early tenure?*

That should be decided on a case-by-case basis, but units should not make it policy to refuse time towards tenure so that they have the most flexibility. This is not fair to a candidate who should have a clear sense of what the tenure clock would be, and who should not be in a position of being

evaluated by the standard of an exceptionally strong case that early tenure decisions require. Nor is it fair to the unit, which should want to see a tenurable record built in what is close to a normal combined provisional period. Circumstances and the strength of a candidate's record should dictate how much time is granted towards tenure. (See reference above.)

40. *What then are the expectations for immediate tenure?*

Immediate tenure may be granted to new faculty appointments, almost always when they have a tenured appointment at the institution they are leaving. Since we assume that they are being hired because they increase the excellence of the department, and that they are being recruited in a competitive market, we do not ask departments to slow the negotiation process by asking such faculty to develop full Penn State dossiers. They must, however, go through the full Penn State process, with the usual letters from the usual committees and administrators. Letters that address their research expertise that were written for the search may be used in lieu of external letters solicited by the department, but there needs to be evidence of good teaching before any new faculty member is granted tenure. Normally, what is presented for review is the candidate's vitae, the external letters on file, and evidence of good teaching, to which will be added in the review process the normal administrative and committee letters. The formal signatory page used in the standard promotion and tenure dossiers should not be used for immediate tenure cases. (Appendix I, pages 55-56.)

#### NOMINATION FOR PROMOTION

41. *Can a candidate nominate himself for a review? If not, what has to happen before a candidate is considered for promotion?*

A candidate can request to be considered for review, but that request does not by itself begin the review process. To begin the process, a candidate must be nominated by an appropriate academic administrator who would be in the review process, or by a peer review committee, in consultation with the department head. (Page 18-19, V.C.)

#### EXTERNAL LETTERS

42. *How are external reviewers chosen?*

External reviewers are chosen from a list of possibilities submitted by the candidate and another list compiled by the department head, usually in consultation with senior faculty in the field. It is best if the preponderance of external evaluators not be names that appeared solely on the list compiled by the faculty member. At no point should the candidate be informed of the final list of evaluators who will be asked to contribute letters. (Page 8, III.C.k.; pages 12-13, III.G.; page 48, dossier divider, "External Letters of Assessment.")

43. *The Guidelines say that, in addition to former mentors and students, significant collaborators should not be external evaluators. What is meant by “significant?”*

Disciplines will have to make that judgment, but clearly external evaluators should not be in the position of evaluating their own work in writing a letter about the quality of the candidate’s publications, nor should they be such close collaborators that their objectivity will be questioned by those who read the dossier. (Letters of appreciation of the skill and achievement of a candidate by a collaborator, who might also comment on the particular nature of the candidate’s contribution, may be solicited, but such letters would belong in the research section of the dossier, rather than in the section on external evaluations.) Collaborators are not meant to include editors of books or journals in which candidates have published, or co-researchers on a very large project, or one of a number of people who are listed as contributors to a book of conference proceedings. (Page 13, III.G.10.)

44. *Can external letters be requested for second- and fourth-year provisional reviews?*

We advise against this practice. Administrators who go back to fourth-year reviewers for sixth-year letters might be able to choose referees according to letters that were received previously. In addition, external referees might be confused by being asked to write letters in response to a tenure review after they had already written assessments in the fourth year, or else they simply might refuse to write again. Departments are expected to make assessments of their provisional faculty on their own in accord with the criteria and guidelines established by the University, colleges, and departments. (See pages 17, V.B.1-3, for a discussion of participants in provisional tenure reviews.)

45. *What is the process for logging in external letters, even when a response is not received or in the case of a letter that is non-responsive?*

The dossier divider, “External Letters of Assessment,” specifies that requested letters should be logged in, even if the referees do not agree to write. The log should indicate when official requests are made in writing, and need not include preliminary requests made by telephone or by a brief e-mail in which potential referees are asked if they would be responsive to a formal written request. (Page 48, dossier divider, “External Letters of Assessment,” bullet 5.; Page 49, dossier divider, “Log of External Letters.”)

46. *Is it appropriate for candidates to contact external reviewers who may be asked by the department head to write a letter of assessment for them?*

It is inappropriate for candidates to initiate any contact with external reviewers concerning their potential roles in the review process. Those units that feel it is a matter of courtesy for potential reviewers to be called in advance of receiving a letter requesting an assessment should make such calls through the dean or department head. Of course, any such preliminary contact with a potential reviewer should not give any indication of whether a positive or negative evaluation is desired. (Pages 12-13, III.G.)

47. *Is it appropriate for peer review and administrator letters to quote directly from external letters?*

Peer review and administrator letters may excerpt quotes from external letters as long as there is no reference to the referee's institution or other information that would violate the anonymity of the referee. (See page 8, III.C.3. for a discussion of confidentiality of external letters.)

48. *If we cannot get the required minimum of external letters, is it all right to have fewer letters?*

Every effort should be made to receive the minimum of four letters required by the University. If an evaluator who has promised to write a letter fails to deliver one, a substitute should be sought. It is therefore best to give yourself some leeway between when you are asking letters to be sent to you and when they are actually needed. (Page 12, III.G.4.)

49. *Must external references come only from academe?*

If there is a person of stature who is appropriate to write an external evaluation, even if he or she is not in the academy, that is acceptable. That should be the exception, though, and the preponderance of letters should be from people with the appropriate academic rank. (See pages 12-13, III.G. for a discussion of expectations of external evaluators.)

50. *If a candidate had been reviewed two years ago, for example, is one required to solicit new external letters?*

Yes. All letters should be fresh and newly solicited. The assumption is that something has happened in the past two years to require an updated assessment. (Page 12, III.G.1.)

## TIMETABLE

51. *What is the appropriate timetable of reviews?*

The University timetable is printed annually in the *Administrative Guidelines*. Departments and colleges may set their own schedules in conjunction with the University timetable. Once a dossier has been reviewed and signed by the candidate, it is considered to be in the sequence for formal review. (Appendix B, pages 32-33)

52. *When are candidates informed about decisions?*

Deans must send forward to the University Promotion and Tenure Review Committee all dossiers that are still under consideration for positive decisions by March 1, and at that time they should tell candidates whether or not their dossiers have been sent forward. The only recommendation that they need share concerning the dossiers they are sending forward is the one that they themselves are making. Candidates who are reviewed by the University Committee and the Provost and President can expect to receive a letter from the President in mid-May. (Page 23, V.I.2 and 3.)

## SUPPLEMENTAL MATERIAL

53. *Are there any limitations of what is to be included in the supplemental file?*

We do not say what should be in the supplemental file, and leave that up to individual units, with the assumption that there should be consistency as to what is allowed from candidate to candidate. Units might want to make some suggestions as to what might be put on file (including any items that they want to mandate, such as copies of publications), and to say what may not be included (such as certain kinds of notes or e-mail messages), with the understanding that the administrator has the right and responsibility to make other decisions on a case-by-case basis concerning whether submitted items are appropriate. (Page 8, III.C.5.)

## STAYING OF THE PROVISIONAL TENURE PERIOD

54. *What is appropriate to include in the dossier regarding staying of the provisional tenure period?*

A staying of the provisional tenure period should not, in any way, penalize or adversely affect the faculty member during a tenure review and is intended to ensure equity in the tenure system. The signatory page of the dossier contains an area to indicate, as appropriate, the academic year of any granted staying of the provisional tenure period. This is the only place in the dossier in which this should be referenced. (Page 25, VI; Page 52-53, Appendix G.)

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