

ARTICLE 24
Promotions for Clinical Faculty

Promotion decisions shall be based on established University criteria as interpreted and clarified by each department/unit in guidelines adopted pursuant to Article 9 for the application of those criteria in terms appropriate or specific to the department's discipline(s).¹⁸ Promotion decisions shall reflect assessments that are not merely a totaling of a faculty member's annual performance evaluations but an assessment of the faculty member's performance since their last promotion or since their hiring (if there is no previous promotion). The rating of Meets Expectations on an annual performance evaluation is not necessarily reflective of successful progress toward promotion. The promotion decision shall reflect a demonstration of the faculty member's potential for growth, teaching, and service contributions.

24.1 Rank Titles

- (a) Titles for the three levels of Clinical Faculty shall be Clinical Assistant Professor, Clinical Associate Professor, and Clinical Professor.

24.2 Promotion Eligibility

- (a) Promotion shall be through the faculty member's department/unit, and faculty members shall carry their rank with them if they change departments. Eligible employees are those classified as Clinical Faculty, whose position has been one of continued employment, and who have not been given notice of non-reappointment or termination.
- (b) To be eligible for promotion, a faculty member must have completed the following minimum number of years of full-time academic service in rank.
 - (1) Clinical Assistant Professor to Clinical Associate Professor – five (5) years of full-time service at the Clinical Assistant Professor level at UNF.
 - (2) Clinical Associate Professor to Clinical Professor – five (5) years of full-time service at the Clinical Associate Professor level at UNF.
- (c) Clinical Faculty are not required to seek promotion. There is no penalty for a Clinical Faculty's unsuccessful bid for promotion.
- (d) **Service for the Purpose of Promotion Eligibility**
 - (1) Full-time service for the purpose of promotion eligibility shall mean employment at 1.0 FTE during at least thirty-nine (39) weeks of any calendar or academic-year contract. Employment for one semester shall

¹⁸ Section 447.209, Florida Statutes, reserves to the University, as the public employer, the right to unilaterally determine the standards of service to be offered by the University.

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constitute one-half year of promotion-earning service.

- (2) Part-time service of a faculty member employed at least one semester in any twelve (12) month period shall be accumulated. For example, two (2) semesters of half-time service shall be considered one-half year of service toward the period of promotion-earning service.

24.3 University Promotion Criteria for Clinical Faculty

The decision to award promotion to a faculty member shall be a result of their meritorious performance and shall be consistent with the University's promotion criteria and the guidelines for application of those criteria adopted pursuant to Article 9. These judgments of academic performance are complex. They cannot easily be reduced to a quantitative formula, nor can the considerations that must be applied in each individual case be completely described in general terms or by numbers alone, separate from necessary qualitative assessments. The promotion decision shall also take into account whether the faculty member has engaged in either a pattern of behavior or a single egregious instance of behavior that disrupts or obstructs the orderly and effective functioning of the department, college, or University. Documentation of such disruptive or obstructive behavior must be made in a timely manner and placed in the faculty member's evaluation file. This section shall not be construed or used to limit the faculty member's right to exercise their academic freedom.

- (a) The faculty member's accomplishments elsewhere which are applicable to the UNF promotion criteria shall be considered in addition to their performance during their service at the University.
- (b) Promotion from Clinical Assistant Professor to Clinical Associate Professor requires a consistent record of excellence in performing assigned duties, and evidence of professional and intellectual accomplishments contributing to the University and the profession. The University values both basic and applied forms of scholarship. The University recognizes teaching, research, and service that engages and impacts local, regional, national, and or global communities. Promotion requires that the candidate maintain current certification/licensure and practice, be an excellent teacher, demonstrate excellent clinical competency, maintain an ongoing agenda of scholarship, and demonstrate meaningful contributions in service. Excellence in teaching is evidenced by a record of high quality teaching and/or clinical supervision. High quality teaching is demonstrated by evidence of effectiveness in presenting knowledge and skills, in stimulating students' critical thinking and/or creative abilities, and in the development or revision of curriculum and course structure. Excellent clinical competency may be evidenced by recognition at the state and/or national level as an authority within a practice specialty, which may be based on documented excellence in patient care, student instruction, professional leadership, practice, and/or service. Evidence of excellence may include departmental, student, and peer evaluations of teaching, teaching awards, examples of successful student learning outcomes, demonstration of leadership and rigor in teaching, contributions to student mentoring and other

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departmental, college, or university service, pedagogical publications or professional presentations, discipline publications and/or creative activities, classroom and laboratory innovations, and performance in other areas of assigned duties. Publications in peer-reviewed or non-peer reviewed journals or textbooks may also be included, as well as oral presentations at state, regional, national, or international conferences. Continuing meaningful contributions in service are evidenced by a record of active participation in departmental and/or university governance through committees and otherwise, as well as a record of active service to one's professional discipline and the broader public which may occur at the local, state, regional, national, and international levels.

- (c) Promotion from Clinical Associate Professor to Clinical Professor requires that the candidate maintain current certification/licensure and practice, be an outstanding teacher, demonstrate outstanding clinical competency, demonstrate an agenda of outstanding scholarship, and demonstrate meaningful contributions in service. Outstanding teaching is evidenced by an overall record of high-quality teaching and/or clinical supervision. High quality teaching is demonstrated by evidence of effectiveness in presenting knowledge and skills, in stimulating students' critical thinking and/or creative abilities, and the development or revision of curriculum and course structure. Outstanding clinical competency is evidenced by recognition at the state, regional, or national level as an authority within a practice specialty based on documented excellence in patient care, student instruction, professional leadership, practice, and/or service. Publications in peer reviewed or non-peer reviewed journals or textbooks may also be included, as well as oral presentations at state, regional, national, or international conferences. Continuing meaningful contributions in service are evidenced by a record of active participation in department and University governance through committees and otherwise, as well as a record of active service to one's professional discipline and the broader public which may occur at the local, state, regional, national, and international levels.
- (d) Changes in promotion criteria, or in the guidelines for application of those criteria adopted pursuant to Article 9, shall not become effective until one (1) year following adoption of the changes unless mutually agreed to in writing by the UFF-UNF President and the University President or designee. For changes in promotion criteria, the date of adoption shall be the date the Agreement is fully ratified. For changes in guidelines, the date of adoption shall be the effective date of those changes set forth in Article 9.
- (e) Faculty members shall be evaluated for promotion under the criteria that exist as of the deadline by which the faculty member is required to notify the chair/comparable supervisor that they are a candidate for promotion. However, if new or changed University promotion criteria or department/unit guidelines have been adopted within three (3) years preceding the deadline, the faculty member may elect to be evaluated under the promotion criteria that existed prior to such addition or change. The election must be made not later than the deadline by which the faculty member is required to notify the chair/comparable supervisor that they are a candidate for

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promotion.

24.4 **Initiation of the Promotion Process.** The promotion process begins when the faculty member provides the chair/comparable supervisor written notification of candidacy. A Clinical Assistant Professor or Clinical Associate Professor considering promotion should meet with their department chair or unit head to discuss eligibility. Candidates for promotion shall be provided a copy of the University promotion procedures checklist, the guidelines for application of the University promotion criteria adopted pursuant to Article 9, and any other necessary materials, information, and forms. The department chair shall advise the candidate in the preparation of the promotion dossier.

24.5 **Promotion Dossier**

- (a) The candidate shall be responsible for ensuring that all pertinent information is included in the promotion dossier and for ensuring that the dossier is complete.
- (b) The only documents that may be considered in making a promotion recommendation are those contained or referenced in the promotion dossier.
- (c) Beginning Fall 2017, candidates for promotion shall submit dossiers (“packet”) in the UNF adopted electronic system. The promotion dossier shall include evidence which supports their candidacy. The candidate shall ensure that the following materials are included in the order specified:
 - (1) The University’s promotion procedures checklist.
 - (2) A copy of the guidelines for application of University promotion criteria adopted pursuant to Article 9.
 - (3) Candidate information, including the candidate’s current curriculum vitae.
 - (4) A signed statement by the candidate attesting to the accuracy of the information in the dossier.
 - (5) A copy of the candidate’s annual assignments for the past five years or since the last promotion.
 - (6) A copy of the candidate’s annual evaluations.
 - (7) Candidate's statement setting forth the candidate’s contributions to department program(s) and how they meet the stated criteria.
 - (8) A summary and discussion by the candidate of significant teaching and curriculum efforts, including but not limited to a summary of evaluations of their teaching by students and academic colleagues through University-sanctioned methods such as survey instruments, questionnaires, and in-class

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visitations, observations, and interviews.

- (9) **Evidence of Excellence in Teaching.** Both the quality and the quantity of the individual's achievements (evidence of outstanding performance in the case of promotion to Clinical Professor) should be presented in the dossier.
- a. A table showing course numbers and titles taught for the past five years, or since the last promotion, including the number of times each course was taught, with average enrollment during the period. Provide a brief narrative that highlights any special aspects, such as on-line, writing intensive, honors, or service-learning.
 - b. A list of assigned duties other than teaching.
 - c. Complete annual end-of-year departmental evaluations for the past five years or since the last promotion.
 - d. Additional evidence of instructional effectiveness if applicable, may be included:
 - i. A maximum of three peer evaluations of instruction or teaching observation reports completed within the past five years or since the last promotion.
 - ii. A list of awards or other recognitions for teaching effectiveness.
 - iii. Other evidence, as appropriate, including letters from colleagues external to the department.
- (10) **Curricular Development.** A description of in-class assignments and exercises, program, curriculum, or assessment efforts completed during the past five years or since the last promotion.
- (11) **Administration and Service.** A description of administration and service activities during the past five years or since the last promotion.
- (12) **Review Process Materials.** A section for the insertion of the assessments and recommendations by the Department Promotion Committee, the Department Chair, the Dean, the University-Wide Promotion Committee, and the Provost and Vice President of Academic Affairs, should be provided.
- (d) **Optional Component.** Additional information supporting candidacy that may be included.
- (1) **Evidence of Professional Development.** A statement of efforts taken to develop professionally and remain current in one's field during the past five

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years or since the last promotion.

- (2) **Advising or Mentoring.** A description of mentoring and advising activities during the past five years or since the last promotion.
- (3) **Scholarly or Creative Work.** A description, in discipline specific citation format, of relevant scholarly or creative work presented, published, or performed during the past five years or since the last promotion.
- (4) **Colleagues Letters.** All letters received from departmental faculty, which are submitted by the deadline.

24.6 Alterations to the Clinical Faculty Promotion Dossier

- (a) Once the dossier has been compiled by the candidate and submitted to the department chair, no material shall be removed from the dossier. However, the chair, dean, or Provost shall remove materials proven to be contrary to fact or in violation of this Agreement. This section shall not authorize the removal of materials from the dossier when there is a dispute concerning a matter of judgment or opinion, rather than fact. Any changes to the dossier shall be recorded in the Activity Log.
- (b) Once the dossier has been compiled by the candidate and submitted to the department chair, the candidate may not introduce new information into the dossier but may update information already in the dossier
- (c) No materials shall be added to the dossier after this point without the candidate's consent, except:
 - (1) The written assessments and recommendations of faculty committees and administrators who are charged with making recommendations regarding the candidate's application, and the candidate's response to these, if any;
 - (2) Clarification, documentation, or validation of assertions made by the candidate in the dossier, when requested in writing by reviewing faculty committees and administrators;
 - (3) Information as specified in Section 24.5 which may have been inadvertently omitted; and
 - (4) All timely submitted letters from department faculty. These letters are intended to focus solely on the candidate's teaching, assigned duties, scholarship or service. Only the portions of the letters that focus on the candidate's teaching, assigned duties, scholarship, or service shall be considered in the promotion recommendations and decision.
- (d) No candidate shall be required to provide additional information or materials not referenced in Section 24.5, nor shall the candidate be penalized or disadvantaged

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for refusing to provide such information or materials.

- (e) Prior to the consideration of the candidate's dossier and at any point in the review process, the candidate shall have the right to review upon request the contents of the dossier and may attach a brief and concise response to any materials therein.
- (f) If any material is added to or changed in the dossier after the commencement of consideration, the date shall be recorded in the Activity Log, and a copy of the log shall be sent to the candidate within five (5) days. The candidate may attach a brief response within five (5) days of their receipt of the added or changed material. The dossier shall not be forwarded until either the candidate submits a response or five (5) days have elapsed from the date of receipt of the additional or changed materials by the candidate.
- (g) Except by consent of the candidate, there shall be no anonymous material in the dossier except for numerical summaries of student evaluations that are part of the regular evaluation procedure of classroom instruction and/or written comments from students obtained as part of that regular evaluation procedure. All written comments by students in the course must be included.
- (h) The contents of the dossier shall only be available for inspection by the candidate, the candidate's representative, University officials who use the information in carrying out their responsibilities, the Department Promotion Committee, and the University-Wide Promotion Committee, which are charged with the responsibility of evaluating the candidate's performance. Faculty members in the candidate's department who may choose to write letters of recommendation and/or who participate in the department vote shall also have access to the dossier. In addition, the candidate may grant access to the dossier to a faculty member from another department from whom he or she has requested a letter of recommendation.

24.7 Promotion Review and Recommendation Procedures

The timeline for these procedures will follow the dates of the promotion calendar published annually by the Office of Academic Affairs.

Recommendations for the awarding of promotion shall include the following levels of review:

- (a) **Department Promotion Committee**
 - (1) The Department Promotion Committee for the purpose of this Article shall include all tenured faculty members in the department at the Associate or Professor level and all Clinical Faculty in the department with a rank above the candidate. The members of the Committee shall be elected by a vote of all permanent faculty members in the department/unit.
 - (2) The Department Committee's function shall be to review each candidate's promotion dossier, to provide a separate written assessment of the

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candidate's qualifications for promotion and to provide a written recommendation to the department chair. This written assessment and recommendation, which shall become a part of the candidate's promotion dossier, shall include a description of the Committee's procedures, a discussion of the candidate's qualifications for promotion with reference to the University promotion criteria and the guidelines for application of those criteria adopted pursuant to Article 9, and the result of the vote taken by the Committee. Judgments of academic excellence are complex. They cannot easily be reduced to a quantitative formula, nor can the considerations that must be applied in each individual case be completely described in general terms or by numbers alone, separate from necessary qualitative assessments. The vote shall be conducted consistent with approved college or department bylaws or accepted departmental operating procedures. Only Clinical Faculty with a rank above the candidate, and tenured faculty at the Associate or Full Professor level may vote.

- (3) The Department Committee shall forward a copy of its assessment and recommendation to the candidate, who shall have five (5) days from receipt to submit a written response. The candidate's response, if any, shall be included in the promotion dossier. The Committee's written assessment and recommendation must address the breadth and depth of the candidate's accomplishments, in teaching, scholarship, and professional service.
- (4) The Department Committee shall not forward the promotion dossier to the department chair until either the candidate submits a response or the five (5) day period for responding expires, whichever occurs first.

(b) **Department Chair**

- (1) The department chair shall review all procedural and substantive matters for completeness in order to ensure that the Department Promotion Committee has met its responsibilities.
- (2) After reviewing each candidate's promotion dossier and considering the written assessment and recommendation of the Department Promotion Committee, and the candidate's written response, if any, the department chair shall submit a written assessment of the candidate's qualifications with reference to the University's promotion criteria and the guidelines for application of those criteria adopted pursuant to Article 9, and shall make a positive or a negative recommendation. The department chair's written assessment and recommendation shall also report the vote of the faculty.
- (3) The department chair shall meet with each candidate to give the candidate a copy of their written assessment and recommendation, prior to sending a copy to the Department Promotion Committee chair, to be shared with the other members of the committee. The department chair shall discuss with the candidate both the chair's assessment and recommendation and that of

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the Department Promotion Committee.

- (4) The candidate shall have five (5) days from receipt of the department chair's assessment and recommendation to submit a written response. The candidate's response, if any, shall be included in the promotion dossier.
- (5) The department chair shall not forward the promotion dossier to the dean until either the candidate submits a response or the five (5) day period for responding expires, whichever occurs first.

(c) **Dean**

- (1) The dean shall review all procedural and substantive matters for completeness in order to ensure that the Department Promotion Committee and the department chair have met their responsibilities.
- (2) If the promotion recommendations of the Department Promotion Committee and the department chair disagree, the dean shall meet jointly with the Department Promotion Committee and the department chair to discuss the differing recommendations. Upon the faculty member's written request, the dean shall also meet with the candidate to discuss the promotion recommendations of the Department Promotion Committee and the department chair and to correct any misunderstanding or misinformation.
- (3) After reviewing each candidate's promotion dossier and considering the written assessments and recommendations of the Department Promotion Committee and the department chair, and the candidate's written responses, if any, the dean shall submit a written assessment of the candidate's qualifications for promotion with reference to the University's criteria for promotion and the guidelines for the application of those criteria adopted pursuant to Article 9, and make a positive or a negative recommendation. The dean's written assessment and recommendation shall point out if their recommendation differs from that of the Department Promotion Committee, the department chair, or both, and shall include confirmation that all procedural and substantive responsibilities of the Committee and the department chair have been met.
- (4) The dean shall forward a copy of their assessment and recommendation to the candidate, the department chair, and the chair of the Department Promotion Committee to be shared with other members of the Committee. The candidate shall have five (5) days from receipt to submit a written response. The candidate's response, if any, shall be included in the promotion dossier.
- (5) The dean shall not forward the dossier to the Provost and Vice President for Academic Affairs until either the candidate submits a response or the five

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(5) day period for responding expires, whichever occurs first.

- (6) In cases in which the dean’s recommendation differs from the recommendation of the Department Promotion Committee, the department chair, or both, the Provost and Vice President for Academic and Student Affairs (the “Provost”) shall retain those promotion dossiers and meet jointly with the Committee, the department chair, and the dean. Following this meeting, the Provost shall forward the dossiers to the University-Wide Promotion Committee.

(d) **University-Wide Promotion Committee**

- (1) The University-Wide Promotion Committee shall be constituted as provided in Article 21.7(d), except that it shall for the purposes of this Article include an additional two at large Clinical Faculty at the Clinical Associate or Clinical Professor level who do not have line authority over promotion decisions and are not personally related to candidates for promotion. The additional members of the Committee shall be elected by a vote of all permanent faculty members of the University. The vote shall be conducted in a lawful manner that is intended to assure a free and voluntary exercise of choice. At least one (1) tenured faculty shall be from each college.¹⁹ Faculty members serving on the Department Promotion Committee may not serve on the University-Wide Committee. No candidate being considered by the Committee for promotion may serve on the Committee.
- (2) The University-Wide Promotion Committee shall have access to the promotion dossier from the Provost once the Provost has verified that the Department Promotion Committee, the department chair, and the dean, have fulfilled their procedural and substantive responsibilities.
- (3) The Provost shall meet with the University-Wide Promotion Committee before it begins evaluation of the promotion dossiers in order to give the Committee its charge and to explain and clarify its procedural and substantive responsibilities according to this Agreement. Prior to convening and charging the University-Wide Promotion Committee, the Provost shall meet with the UFF-UNF President to discuss the information the Provost intends to present to the University-Wide Promotion Committee.
- (4) The University-Wide Promotion Committee’s function shall be to review each candidate’s promotion dossier according to the University’s promotion criteria and the guidelines for application of those criteria adopted pursuant to Article 9, to provide a separate written assessment of the candidate’s

¹⁹ Since there are currently insufficient numbers of Clinical Faculty within the University, vacancies in positions on the Committee normally allotted to them shall be filled by tenured faculty until Clinical Faculty are elected to those positions.

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qualifications for promotion, and to provide a written recommendation to the Provost. This written assessment and recommendation, which shall become a part of the candidate's promotion dossier, shall include a description of the Committee's procedures, a discussion of the candidate's qualifications for promotion with reference to the University promotion criteria and the guidelines for the application of those criteria adopted pursuant to Article 9, and the result of the vote taken by the Committee. The vote shall be conducted in a lawful manner which is intended to assure a free and voluntary exercise of choice.

- (5) The University-Wide Promotion Committee shall provide a copy of its assessment and recommendation to the candidate, who shall have five (5) days from receipt to submit a written response. The candidate's response, if any, shall be included in the promotion dossier.
- (6) The chair of the University-Wide Promotion Committee shall not forward the promotion dossier to the Provost until either the candidate submits a response or the five (5) day period for responding expires, whichever occurs first.
- (7) The University-Wide Promotion Committee shall give an accounting to the faculty at large of the number of positive and negative recommendations for promotion it gave to the Provost. The Committee shall also provide a report to the UFF delineating its positive or negative recommendations for promotion by rank and college. Committee members shall not report to anybody information regarding their deliberations on individual candidates, unless it is required as part of a formal grievance hearing or other administrative or judicial forum.

(e) **Provost and Vice President for Academic and Student Affairs**

- (1) After the University-Wide Promotion Committee has submitted its written assessments and recommendations, the Provost shall meet with the Committee to discuss each candidate's promotion dossier.
- (2) After reviewing each candidate's promotion dossier and considering the written assessments and recommendations of the Department Promotion Committee, the department chair, the dean, and the University-Wide Promotion Committee, and the candidate's written responses, if any, the Provost shall submit to the candidate (with a copy to the chair) a draft written assessment of the candidate's qualifications for promotion with reference to the University's criteria for promotion and the guidelines for application of those criteria adopted pursuant to Article 9, and shall make a positive or a negative recommendation. The assessment shall confirm that all procedural and substantive responsibilities have been fulfilled.
- (3) Within five (5) days of receipt of the draft written assessment, the candidate

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may submit a written response or schedule a meeting with the Provost to discuss the candidate's qualifications for promotion, the procedures used in consideration of the candidate's case, and the Provost's recommendation.

- (4) The Provost shall forward a copy of their final assessment and recommendation to the candidate after the candidate submits a response to the draft written assessment or after the five-day period for responding expires, whichever occurs first. The candidate shall have five (5) days from receipt of the final assessment and recommendation to submit a written response. The candidate's response, if any, shall be included in the promotion dossier.
- (5) The Provost shall not forward the promotion dossier to the President until either the candidate submits a response or the five (5) day period for responding expires, whichever occurs first.
- (6) The Provost shall also forward their final assessment and recommendation to the candidate's dean and department chair, and to the chairs of the University-Wide Promotion Committee and the Department Promotion Committee, who shall share it with other members of their committees.
- (7) Following the submission of both the Provost's final assessments and recommendations to the President, the Provost shall make a report to the faculty at large delineating the positive or negative recommendations for promotion in comparison to those forwarded by the University-Wide Promotion Committee and the number of withdrawals from the Instructor/Lecture promotion process. The Provost shall also provide a report to the UFF delineating the positive or negative recommendations for promotion in comparison to those forwarded by the Department Promotion Committee, the Department Chair, the Dean, the University-Wide Promotion Committee, the Provost, and the President, by rank and college, and the number of withdrawals from the promotion process by rank and college.

(f) **President**

After reviewing each candidate's dossier and considering the written assessments and recommendations of the Department Promotion Committee, the Chair, the Dean, the University-Wide Promotion Committee, the Provost, and the candidate's written responses, if any, the President shall make a final decision whether to award promotion. The President or designee shall notify the faculty member in writing as soon as possible, but no later than ten (10) days after the date of the decision. A copy of the President's decision shall also be sent to the Provost, the Dean, the Chair, the Chair of the Department Promotion Committee (who shall share it with the other members of the Committee), and the Chair of the University-Wide Promotion Committee (who shall share it with the other members of the Committee).

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24.8 Promotion Decision

- (a) The President shall award promotion. The President or designee shall notify the faculty member in writing of the decision as soon as possible, but no later than ten (10) days after the date of the decision.
- (b) If a faculty member is denied a promotion and makes a written request to the President within twenty (20) days after receipt of notification of denial, the President or designee shall provide the faculty member with a written explanation of the reasons why promotion was not granted. The written explanation shall be provided within twenty (20) days of the faculty member's request.
- (c) Within thirty-five (35) days after the promotion decisions, the dossiers shall be returned to the faculty members. However, if a grievance has been filed, a copy of the promotion dossier shall be provided to the grievant, and the Provost shall retain the original promotion dossier until final disposition of the grievance.
- (d) Allegations of procedural deficiencies shall be subject to the grievance procedure; however, the final decision of the President as to promotion is not subject to an arbitrator's decision.

24.9 Withdrawal From the Process

- (a) A candidate for promotion may withdraw, without prejudice, at any stage in the process before March 15 or before the Provost submits their final assessment and recommendation to the President, whichever is later.
- (b) If a candidate withdraws from consideration, the promotion dossier (including all assessments and recommendations) shall be downloaded and returned to the candidate upon request.

24.10 Promotion Salary Increases

The University Administration shall increase the annual base salary rate of each faculty member awarded promotion by twelve and one-half (12.5) percent, effective at the beginning of their next respective annual appointment.