NAVAL POSTGRADUATE SCHOOL
Monterey, CA, 93943

NPS (100)
3 September 2026

MEMORANDUM

From: Provost and Chief Academic Officer (Acting)
To: Faculty

Subj: 2026-2027 PROMOTION AND TENURE PROCESSES

Ref: (a) NPS Policy Regarding Appointment, Promotion, Salary and Tenure of Office of the Civilian Members of the Faculty, the 2015 (PB)
(b) **NPS Faculty Handbook, 2016, revised 2020** (FH)
(c) **Marto Report 1987**
(d) **Powers Report, 1991**

Encl:
(1) 2026-2027 Guidelines for Promotion and Tenure (P&T) Documentation
(2) Sample External Evaluation Letter
(3) Candidate Summary Form

1. Background

The purpose of this memo is to provide the procedures and documentation guidelines for faculty promotion and tenure (P&T). This information is relevant to both tenured/tenure-track and non-tenure-track candidates for promotion and/or tenure, to Academic Unit Chairs, to Department Evaluation Committee members, and to the various promotion and tenure committees.

The "Pink Book," (PB), reference (a), and the Faculty Handbook (FH), reference (b), are the documents informing the P&T process at the Naval Postgraduate School (NPS). In addition, NPS is also guided by the intent of the Marto Report, reference (c), and the Powers Report, reference (d), when evaluating tenure and promotion candidates. This memo and the guidance associated with it clarify and implement the Pink Book and Faculty Handbook procedures for the specific year they cover. These documents inform the understanding of the breadth of faculty expertise needed to fulfill NPS's unique mission and provide guidance for ways to assess the broad range of scholarly output produced at NPS.

Consistent with the Marto and Powers reports, NPS recognizes that a wide range of contributions can be valuable attributes of a candidate up for promotion and/or tenure. All categories of contributions should be captured in a candidate's submission; all contributions should be assessed for their excellence and value to the NPS mission.

2. Overview

The promotion and tenure period begins in the summer quarter with the identification by the academic units of the faculty candidates to be considered in this year's cycle and notification to the Provost of each candidate by name, current rank, and promotion and/or tenure sought in the action. This is followed by the appointment by academic units of a Department Evaluation Committee (DEC) for each candidate. Each candidate prepares their documentation packages following the format prescribed in enclosure 1 and submits them to their respective Academic Unit Chair and DEC, allowing each DEC to begin its deliberations. The Academic Unit Chair solicits external letters of reference in a timely manner for all tenure-track faculty candidates and for any other faculty candidates for whom external references are appropriate. This typically happens before the end of September, as all external reference letters should be received by the end of November or beginning of December. Each Department Faculty Promotion Council (DFPC) meets in December to receive the DEC report and recommendation and to make a recommendation to their Academic Unit Chair on each case in their academic unit. The Faculty Promotion Council (FPC) meets during the winter quarter, making recommendations to the Provost, who reviews those recommendations in consultation with the Vice Provosts and, in turn, makes recommendations to the President, who has the final determination authority. Letters announcing the P&T results are distributed by the Provost in April. Promotions are effective the following July, and tenure is awarded effective on the dates noted on letters sent to the candidates.

3. Definitions

Throughout this document the term “academic unit” will refer to any department, academic group, or institute that can bring candidates forward for promotion or tenure. The term “Academic Unit Chair” will refer to the administrative head, (chair, director, etc.), of any such academic unit. The term “department” is retained for historical consistency in some acronyms such as Department Evaluation Committee (DEC) and Department Faculty Promotion Council (DFPC), but in each case refers to any academic unit that is reviewing and presenting a candidate for promotion or tenure. Academic Unit Chairs will execute or participate in several steps of promotion and tenure processes and must be familiar with the guidance contained herein. The Academic Unit Chair is the administrative lead appointed by the Provost to lead the academic unit, and, as such, is eligible to manage all administrative aspects of promotion and tenure for their faculty, even if they are not eligible to vote on a particular case. In particular, the Academic Unit Chair will be expected to write a summary (Section E) for each case up for promotion or tenure that contains all relevant information regarding the process and a recommendation for action, even if they are not eligible to attend the Faculty Promotion Council.

Discussions of time are central to promotion and tenure, for 1) assessing the amount of experience a candidate has in a particular position, and 2) determining deadlines for the steps in promotion and tenure processes.

The phrase “total experience” or “total relevant experience” will refer to a total amount of time a candidate has had in a particular position. For example, “total experience as an assistant professor” refers to the total amount of time spent in positions with the title “assistant professor,” (or higher, if applicable), at any appropriate, accredited institution. The phrase “at NPS” can be added to restrict the time being discussed to time in just those positions at NPS.

For the purposes of both tenure calculations and total experience in a position, a promotion or tenure candidate’s time at NPS (frequently referred to as their “clock”) officially starts on their first 1 July on board. Specifically, if a candidate’s onboarding date is 1 July, that is the date at which their clock starts.

For *any other onboarding* date, their clock begins the ***following*** 1 July. A candidate with an onboarding date of 2 July will have almost a full calendar year of employment before their clock starts, while a candidate whose onboarding date is 30 June will only have one day of employment before their clock starts. This can lead to different lengths of actual employment for promotion or tenure candidates who come up for consideration in the same year. This discrepancy can be mitigated somewhat by a candidate requesting an earlier promotion or tenure consideration date based on the extra time in the position. However, this is ***not*** to be used as a basis for requesting a *delayed* consideration date. Such requests will not be considered.

4. Tenure

Timing: "Consideration for award of tenure will be given not later than the end of the sixth year of total experience (accepted prior experience, plus experience at … NPS). A partial year's appointment [at NPS], that is, an [NPS] appointment that begins after the first of July in any academic year, does not count in the total years' service" (PB 8e). To satisfy this requirement, a candidate must submit materials to be considered for tenure near the *beginning* of the sixth year of their clock, and this consideration of their candidacy and the corresponding decision will be completed by the end of that year. This timing applies to untenured, tenure-track faculty holding regular faculty appointments in academic units at the Assistant Professor, Associate Professor, and Professor ranks, as described in sections PB 8d(3)-(5) and section 5.1.3 of the FH.

Candidates wishing to apply for early consideration of tenure may request to do so, as described by section 5.1.3.2 of the FH. Candidates wishing to extend the tenure consideration beyond the sixth year may request to do so, as described by sections 5.1.3.2 and 5.1.8 of the FH. These requests will be considered, as described in the FH, with no guarantee of approval.

Each new tenure-track faculty member, within 90 days of onboarding, should be given clear tenure clock timelines that explicitly state when packages must be prepared and submitted to the Academic Unit and clear criteria for what they need to demonstrate to be considered for tenure. This guidance should be provided in a memo generated by the Academic Unit Chair with a copy to the Vice Provost for Academic Leadership (VPAL) and Provost. For new faculty who have requested prior credit to shorten their tenure clock, this guidance should provide individualized, specific tenure clocks, provide clear criteria for what they need to demonstrate to be considered for tenure, should be provided as part of the memorandum generated by their Academic Unit Chair requesting the prior credit, and should be routed for endorsement through the VPAL and approved by the Provost.

Evaluation: The tenure decision represents an assessment of a candidate's record to answer the question: will this candidate meet the expectations of their (new) position to justify, with sufficient confidence, NPS making a long-term investment in them as a tenured faculty member at the Naval Postgraduate School?

Criteria for tenure are described in sections PB 8. a-c, and emphasize "Instructional Activity and Teaching Effectiveness," "Scholarly Activity," as well as other categories such as "service" and "administrative activities." Tenure at NPS builds upon traditional civilian institution tenure criteria, with the additional criteria of Navy or, more generally, defense and warfare relevance, operational focus, and/or classified work. These criteria are further described and developed in the Marto (ref c) and Powers (ref d) reports. The Marto and Powers reports are not considered an alternative set of criteria;

they should be read as clarifying expectations regarding nonstandard academic work products for any promotion and tenure case. This document provides processes for such contributions to be evaluated.

Promotion and Tenure Denials: Candidates, in principle, have one opportunity to be evaluated for tenure and cannot reapply if tenure is denied. A candidate denied tenure or promotion may appeal the decision as permitted by and using the procedures in sections PB 8.f(3)(b) - (e), and sections 5.1.6 and 5.1.7 of the Faculty Handbook. As indicated in the PB and FH, appeals of tenure or promotion decisions are entertained only if based on procedural errors in the promotion and tenure process. Any such appeal should clearly demonstrate the procedural errors alleged.

5. Promotion

Timing:

- The timing for promotion for non-tenure track follows the same convention as the tenure clock described above, with the first full year of service beginning on July 1. "A partial year's appointment, that is, an appointment [at NPS] that begins after the first of July in any academic year, does not count in the total years' service" (PB 8e).

- "An Assistant Professor will be given first consideration for promotion to Associate Professor not later than the end of six years of total experience." (PB 8 d(3)) This consideration occurs concomitantly with considerations of tenure.

- Although the PB (PB 8d(4)) specifies a particular timeframe for Associate Professor promotions, this document updates that timeframe as follows: an Associate Professor may be given first consideration for promotion to Professor after five years of total experience as an Associate Professor. Candidates are being "considered" after their packages have been submitted to the FPC, February 6, 2027, in this cycle. Associate Professors may seek an early promotion at the discretion of the Provost and, as stated in the Pink Book, Associate Professors may seek promotion multiple times without penalty (PB 8d(4).

- As an exception to FH 5.2.3.1, a Research Assistant Professor may be considered for promotion to Research Associate Professor multiple times without penalty. The first time the promotion will be considered is not later than the end of six years of total experience (accepted prior experience plus experience at NPS) on a timeline matching tenure cases for Assistant Professors.Therefore Research Assistant Professors should prepare and submit packages after five years (namely, at the beginning of their sixth year of service). If unsuccessful in their first consideration, they should coordinate subsequent considerations with their Academic Unit Chair.

- "A Research Associate Professor may come up for promotion to Research Professor multiple times without penalty. The first time the promotion can be considered is typically after a total of six years as a Research Associate Professor or equivalent in accredited institutions of higher education (or typically twelve years of equivalent professional experience)." (FH 5.2.3.2)

- "A Lecturer may be considered for promotion to Senior Lecturer multiple times without penalty. The first time the promotion can be considered is typically after a total of six years

as a Lecturer or equivalent in accredited institutions of higher education (or equivalent professional experience)." (FH 5.2.3.3)

- "The Professor of the Practice rank is not a ladder rank position." (FH 5.2.3.4) Any faculty member who meets the criteria for Professor of the Practice can apply for available openings at this rank but it is not a natural promotion from the rank of Senior Lecturer. In particular, even with steady progress and excellent performance evaluations, a Senior Lecturer is not expected to meet the criteria to become a Professor of the Practice and such a position is not guaranteed to be available for any Senior Lecturer. It is a separate position, with its own position description.

- Faculty Associates may be considered for promotion from AD-01 to AD-03 and from AD-03 to AD-05 if 1) the consideration occurs after three years of total experience in their current (or equivalent) position and 2) they are academically qualified (FH 5.2.3.5), or if an exception to either or both of these requirements is requested by their Academic Unit Chair through the VPAL and granted by the Provost. Faculty Associate candidates are being "considered" after their packages have been submitted to the Provost.

- "All military faculty with academic appointments are eligible for promotion following the normal procedures for civilian faculty, although, due to the different appointment status of military officers under U.S. Code, academic appointments and promotions do not, and may not, connote academic tenure." Nonetheless, the promotion of a military officer with the title of Assistant Professor to the title of Associate Professor signifies that the officer has met the same academic criteria as applied to civilian faculty and has earned the same title as the civilian faculty. (FH 4.6) In particular, these criteria are *based on the title*, not on the granting of tenure, and promotion actions should be considered as promoting the military faculty member into an untenured position with the same title.

Evaluation: Consideration for promotion represents an assessment of a candidate's record to determine if that candidate has performed well at their current rank and to assess whether it is likely that the candidate will continue to make valuable contributions to the Naval Postgraduate School's mission at their promoted rank. Under the current Defense Performance Management and Appraisal Program (DPMAP), any candidate for promotion or tenure must have a most recent overall performance rating of at least "fully successful" to be considered. A single "unsuccessful" rating (with the corresponding numerical rating of "1") in *any* critical performance element will preclude an overall rating of "fully successful."

For promotions for tenured and tenure track (T/TT) faculty, "decisions on promotion and tenure are based on an extensive evaluation of the candidate's entire performance history in the areas of teaching, research and service" (PB 8f). The faculty member's most recent annual appraisal in DPMAP must be conveyed in the Academic Unit Chair's report (Section E).

For promotions of non-tenure track (NTT) faculty, those with ladder-rank appointments may progress through the ranks in their ladder and their performance will be evaluated based on the portfolio of work conducted and that was previously agreed upon in writing with the Chair of their academic unit as part of an approved annual work plan. The faculty member's annual appraisal in DPMAP must be used as part of the portfolio of work (see FH 5.2.2). As a baseline, NTT faculty should be expected to perform work consistent with the following description:

- The Instructional Faculty includes Senior Lecturers and Lecturers. In general, these faculty focus their activities on instruction and thesis/project advising.

- The Research Faculty includes Research Assistant Professors, Research Associate Professors, and Research Professors. In general, these faculty focus their activities on sponsored research and thesis/project advising.

- Faculty Associate positions with promotion potential include Faculty Associates-Research and Faculty Associates-Education. (FH 4.3.2). (Promotion procedures do not apply for the non-ladder positions of Faculty Associates-Assessment and Accreditation, Faculty Associates-Instruction, and Faculty Associates Learning Support Systems.) Faculty associates primarily focus their efforts on various education and/or research activities.

6. Councils and Committees

Department Evaluation Committee (DEC)
A candidate's DEC is appointed by their Academic Unit Chair to make a thorough evaluation of that candidate's credentials for promotion and/or tenure. It presents its recommendation to the Department Faculty Promotion Council (DFPC). The DEC report consists of a single recommendation signed by all members of the DEC. Votes should not be conducted by the DEC and no vote results should be mentioned in the DEC report. The DEC report should convey an overall assessment of the candidate and the consensus (or lack thereof) of the Committee with respect to the granting of promotion and/or tenure. Because the DEC report is not a vote, the eligible (i.e., non-emeritus, department) members of the DEC, including the DEC Chair but not the DEC representative from an academic unit not containing the candidate, vote individually as part of the DFPC.

A DEC consists of at least three faculty members, one of whom must be a representative from an academic unit not containing the candidate. An exception to the above is that the DECs of candidates with joint appointments do not need a representative from a third academic organization; however, both of the candidate's academic units must be represented on the DEC. Each candidate from an academic unit has a separate DEC, although one faculty member can serve on multiple DECs, including those in their own academic unit and (as outside members) in other academic units.

As an update to the guidance in the FH (Section 5), emeritus faculty who also are approved as NPS volunteers may serve on DECs but may not serve as DEC Chairs; they may attend but *may not vote* in the DFPC. Their contributions are to the analysis and recommendations of the DEC report.

All DEC members must hold an academic rank at or above the rank of the position being sought in the promotion or tenure action. For any promotion or tenure action regarding a tenured or tenure-track faculty member, all DEC members must be tenured, even if the decision does not involve granting of tenure (FH 5.1.5.2). For promotions of non-tenure track faculty, the members of the DEC must be in the same ladder (research or education) as the candidate or be a member of the tenured/tenure-track faculty of sufficient rank: for promotion to Senior Lecturer all members must be Senior Lecturers, Associate Professors, or Professor. For promotion to Research Associate Professor all members must be Research Associate Professors, Research Professors, Associate Professors, or Professors. For promotions to Research Professor all members must be Research Professors or Professors. Professors of the Practice

do not typically participate in promotion and tenure actions, but exceptions to this policy for a Professor of the Practice can be requested by the Academic Unit Chair through the VPAL, to be approved by the Provost, based on the Professor of the Practice's contributions to the research or teaching activities of the Academic Unit and academic experience.

The evaluation of "non-standard" academic work (with suggested procedures described in the Powers report) is an important element of tenure considerations. The value and weight given to each such nonstandard academic work should be based on scholarly merit as determined by those involved in the Promotion and Tenure process. In agreement with the Marto and Powers reports, classified work that is to be considered for promotion and/or tenure deliberations should be documented in classified articles or technical reports, and must meet the standards of academic, applied contribution to be considered a positive factor in promotion and tenure cases. If the candidate's package of materials includes references to classified work products, the DEC shall form a "classified work" subcommittee of at least two people consisting of DEC members with the required clearances, or, if there are not at least two members of the DEC with the required clearances, other faculty from the academic unit or in related fields who would otherwise be eligible to serve on the DEC and who have the required clearances, to assess any classified teaching, research, consulting, and other relevant contributions submitted in a P&T package.

In line with recommendations in Appendix C of the Marto Report, this "classified work" subcommittee can ask outside evaluators with particular knowledge of the work and appropriate clearances for input on the quality and contribution of these products. The subcommittee should then report to the DEC in general, unclassified terms about the quality, quantity, and impact of classified work and this unclassified discussion should be explicitly summarized in the DEC report. The discussion of each classified product must include a direct comparison of the structure of that product to a classic academic product such as a journal article, book or book chapter, technical report, published software, etc., and it *must provide a clear evaluation of the quality of that product as an applied, academic product, including of its rigor and novelty*.

Department Faculty Promotion Council (DFPC)

The DFPC for a particular candidate includes all members of the academic unit who hold an academic rank at or above that of the position being sought in the promotion or tenure action and who are not the Faculty Chair (as defined in the Faculty Handbook), the Provost, or a Vice Provost. For a tenured or tenure-track candidate, all DFPC members must be tenured. If the Academic Unit Chair does not qualify to be a member of the DFPC, a qualifying delegate from the Academic Unit must be appointed to perform the duties of the Academic Unit Chair for purposes of the DFPC as described below.

Members of the DFPC are provided access to the candidate's entire confidential dossier as considered by the DEC, including all external appraisal letters, and to the DEC report, which is typically presented by the chair of the DEC to the DFPC. The Academic Unit Chair (who does not vote at this time, and who conducts the proceedings in a fair and responsible fashion) then conducts one anonymous vote of the DFPC on the action before them to grant or deny promotion and/or tenure to the candidate under consideration. A case requesting both promotion and granting of tenure is *always considered as a single action*. By "anonymous vote" we mean that nobody, including the Academic Unit Chair, should be aware of, or record in any way, who in the DFPC cast a particular vote. (This requirement is, of course, waived for unanimous votes.) Deviations from this procedure should be remediated immediately (or as soon as possible) and fully documented in the "procedures" section of the Academic Unit Chair's report.

Any "no" vote ***must*** be accompanied by a clear explanation for that vote, using a method that preserves the anonymity of the votes. The result of the vote by the DFPC, a summary of the discussions and justifications for "no" votes, and the Academic Unit Chair's summary recommendation are then reported to the Faculty Promotion Council in the Academic Unit Chair's report (Section E). The Academic Unit Chair must convey the numerical result of the DFPC vote and the substance of any material factual concerns or criteria-based deficiencies raised in the discussion (i.e., clear reasons for non-support), with no attributable details, to the candidate within five business days of the DFPC meeting. If there is more than one DFPC meeting on a particular candidacy, the Academic Unit Chair must convey the required information to the candidate within five business days of the conclusion of the last such meeting.

For Faculty Associate candidates, a Faculty Council Professional Practices Committee (PPC) representative serves as a non-voting observer to the DFPC to ensure that appropriate procedures are followed.

Given the principle of "one person, one vote," the Provost, the Vice Provosts, the Associate Provosts, the Faculty Chair, and any other faculty who are eligible to vote at a later stage of the P&T process may not participate in any DEC and may not attend or vote in any DFPC meetings. Academic Unit Chairs do not vote on candidates from their own academic units in their DFPCs). Their report includes their recommendation, which will be recorded in the Faculty Promotion Council actions as described below.

Faculty Promotion Council (FPC)

The FPC makes recommendations to the Provost through their votes and comments. The voting members of the FPC must be tenured Professors and consist of the Academic Unit Chairs and the Faculty Chair (FC). As the Faculty Chair is considered a voting member of the FPC, they may not participate in any of their home academic unit DFPC deliberations or votes. The FPC includes, as non-voting members, the Provost, the Vice Provosts, the President (who is invited, but whose attendance is optional), and a member of the Faculty Council Professional Practices Committee (PPC). All the members of the FPC are expected to attend all FPC meetings. The Provost, Vice Provosts, and PPC members are to be present at FPC meetings to answer questions and provide clarifications if asked.

In case of circumstances requiring a substitute for an Academic Unit Chair to serve due to scheduling conflicts, illness, rank, or tenure status, the Provost, in consultation with the Academic Unit Chair and Vice Provost for Academic Leadership (VPAL), will select one of the members of the academic unit (if possible) to serve as the FPC representative in place of the Academic Unit Chair. The selected representative must be a tenured Professor. If no such representative is available, special arrangements will be made that provide appropriate representation for the Academic Unit.

In case of circumstances requiring a substitute for the Faculty Chair to serve due to scheduling conflicts, illness, rank, or tenure status, The Faculty Council Executive Board will select a substitute as the FPC representative, for example the incoming Faculty Chair or the former Faculty Chair, as available. A substitute Faculty Chair who serves on the FPC must be a tenured Professor.

The Provost will run the FPC meeting and the Provost's staff designee (e.g. the Provost's Executive Assistant) will assist. Should the Provost be unexpectedly unavailable, the VPAA will run the meeting. Upon conclusion of the FPC meeting(s), a final vote will be recorded from the voting members. The Academic Unit Chair must convey to the candidate within five business days of the close of this vote the numerical result (number in favor and total number of votes) of this vote and the substance of any

material factual concerns or criteria-based deficiencies raised in the discussion, with no details that could be attributed to any individual on the FPC.

Conflicts of Interest

If an Academic Unit Chair, or anyone involved in the promotion process, is aware of a conflict of interest in evaluating a candidate, that person must provide a statement outlining this conflict of interest to the Provost by September 1 of the year a candidate is being reviewed, or as soon as possible thereafter. The candidate, Academic Unit Chair, or any member of the Naval Postgraduate School can submit a written statement of concern regarding potential conflicts of interest to the VPAL and the Provost before the end of November, after the start of the P&T process, and before the meetings of the DFPCs. The Provost, in consultation with the VPAL, HRO, and OGC, will determine whether the submitted concern represents a conflict of interest that reasonable people would agree rises to the level that would disqualify the person in question from participating. If there is a determination that the Academic Unit Chair has a conflict of interest, the Provost, in consultation with the VPAL, will select a substitute for the Academic Unit Chair from the candidate's academic unit or from the Professional Practices Committee (PPC) to act as the candidate's Academic Unit Chair in the Promotion and Tenure process. The substitute P&T Academic Unit Chair will handle all the roles specified for the Academic Unit Chair in the Promotion and Tenure process, including-soliciting external letters, and can decide (if deemed necessary) to stand up a separate DEC for that candidate. The Academic Unit Chair (not the substitute P&T Academic Unit Chair) will continue to serve in all roles specified in the promotion and tenure process for all other academic unit members and serve as this candidate's Academic Unit Chair in all capacities other than the promotion and tenure process unless otherwise specified by the Provost. If there is a determination of a conflict of interest, the Provost will provide both the candidate and the Academic Unit Chair with written notification of the concern and mitigation efforts/actions. If there is a determination that there is not a conflict of interest, the Provost will communicate that determination to the person who submitted the conflict-of-interest claim. This same process applies to anyone directly involved in the P&T consideration process.

If an Academic Unit Chair is being considered for promotion and/or tenure, the Provost, in consultation with the VPAL, will select from the candidate's academic unit (if possible) a substitute Academic Unit Chair to act as the Academic Unit Chair in the promotion and tenure process. The substitute Academic Unit Chair would handle all aspects and roles of the Academic Unit Chair for all candidates in the promotion and tenure process. Academic Unit Chairs who are not tenured Professors must inform the Provost as part of their standard notification of P&T candidates if they plan to be considered for promotion and/or tenure in the current cycle.

7. Procedures

a) "The promotion and tenure review process begins in summer when the Academic Unit Chairs provide candidate names to be considered for P&T to the Provost. Candidates prepare their documentation following the guidelines [attached in enclosure (1)]." (FH 5.1.5.1)

b) For each candidate, the Academic Unit Chair appoints a Department Evaluation Committee (DEC) which conducts a formal review of the candidate's professional qualifications. (FH 5.1.5.2)

   The DEC members familiarize themselves with the candidate's work and perform an objective evaluation that is included in the documentation package presented to the Department Faculty Promotion Council (DFPC) and to the Academic Unit Chair. For Assistant/ Associate/Professors

and Research Assistant/Associate/Professors, the DEC also suggests the names of possible evaluators to the Academic Unit Chair as part of the external evaluation process. Faculty Associates and Lecturers do not require external reviewers. The specific procedure for the external review is at the discretion of the individual Academic Unit, within guidelines [attached in enclosure (1)], to ensure equitable treatment of all faculty. The DEC submits its report, which includes an explicit recommendation but does not include a vote, to the DFPC.

c) The Academic Unit Chair convenes the DFPC to consider each case within the Academic Unit Chair's purview. The DFPC inspects the documentation, hears the presentation of the DEC, and discusses the case. All members of the DEC, including the external member, should be present in this discussion. Following discussions, all eligible DFPC members, including academic unit members of the DEC, are expected to vote (for, abstain, or against) in an anonymous ballot. Emeritus faculty may attend, but may not vote in, the DFPC even if they served on the DEC. This ballot must ensure that no person's vote is known to the other members of the academic unit or to the candidate. The Academic Unit Chair does not vote at this step. The results of this vote are advisory to the Academic Unit Chair. The numerical results of the vote in addition to the substance of any material factual concerns or criteria-based deficiencies must be communicated by email (Cc: the Provost) to the candidate within five business days of the conclusion of the DFPC meeting(s) regarding that candidate. The numerical results of the vote and any material factual concerns or criteria-based deficiencies along with any comments made by the DFPC and the Academic Unit Chair's position on the action must be included in the Academic Unit Chair's report (Section E) of the documentation package. Any deviations from, and subsequent corrections to, the process and/or the voting procedure must be documented in the Academic Unit Chair's report as well. Written justifications of any DFPC votes other than "for" must be provided to the Academic Unit Chair in a manner that does not compromise anonymity. (FH 5.1.5.3)

For Lecturers promoting to Senior Lecturer and for Faculty Associate promotions, the Academic Unit Chair will forward all promotion cases voted upon by the Academic Unit and make a recommendation supported by the appropriate documentation to the Provost, bypassing the FPC.

d) The Academic Unit Chair makes a recommendation to the FPC in the Academic Unit Chair's section of the documentation package. This recommendation is supported by appropriate documentation specified in the "Guidelines for 2026/2027 Promotion and Tenure (P&T) Documentation" and must include the written report of the candidate's DEC and all reference letters received. During the winter quarter, the FPC will consider all appropriate candidates (specifically, they will not consider promotions of Lecturers to Senior Lecturer, nor will they consider promotions of Faculty Associates). The FPC shall be provided copies of the DEC and Academic Unit Chair's recommendations, as well as documentation for all candidates, including all letters of recommendation solicited and received. The voting FPC members will be provided the opportunity to review the cases, to input a "straw vote," to submit questions, and to request additional information or clarifications. Academic Unit Chairs will be responsible for providing answers to the FPC questions and may consult with the candidate and the DEC chair at their discretion and as appropriate for the confidentiality of the proceedings of the FPC. Questions and answers should be included in the final dossiers that will be considered at the FPC meeting.

If a candidate for tenure is not in the last year of their tenure clock and, for any reason, decides to withdraw their package from consideration, the Academic Unit Chair must notify the Provost by the FPC package submission deadline and the package should not be submitted. Once the package has

been submitted to the Provost for the FPC meeting it is being "considered" and it will proceed through the remaining steps in the process.

Cases that do not involve the granting of tenure can be withdrawn at any time with the exception of a promotion from Research Assistant Professor to Research Associate Professor. Such a case may be withdrawn up to the point of submission to the FPC, similarly to a tenure case, but only if the candidate is being considered before their sixth year of total experience in the position.

The FPC will meet as a body to discuss all cases and to provide a formal vote on each case. All FPC members are expected to be available for the duration of the meeting. FPC members who do not attend the entire meeting may not vote. At the FPC meeting, the Academic Unit Chair will make a presentation of each case in their purview and will answer questions about the candidate's qualifications. The Provost will ensure that sufficient time is provided for a detailed and critical discussion of each case. "After full discussion, FPC voting members individually make their recommendations regarding all candidates to the Provost." (FH 5.1.5.4). The file will also include the Academic Unit Chair's summary of the candidate's case.

Following the meeting, voting members of the FPC will provide the Provost with their votes and appropriate comments (required for any votes other than "for"). In a change from prior years, chairs or their delegates vote on each candidate from their own academic unit, officially recording their vote consistent with the recommendation contained in their report (Section E). The Provost will determine what voting process and scale will be used for all candidates and alert the FPC beforehand. If there are cases that cannot be decided at this meeting because of a lack of information or because of issues that need further discussion, a follow-on meeting will be held one week later. The results of this vote are advisory to the Provost and, along with the substance of any material factual concerns that were raised or criteria-based deficiencies that were identified, must be communicated by the Academic Unit Chair to the candidate by email (Cc: the Provost) within five business days of the close of the voting process.

e) The Provost will convene a meeting with the Vice Provosts who were able to attend the FPC to consider all the cases and to solicit their verbal recommendations before making the Provost's recommendations to the President.

f) The Provost presents his/her recommendations to the President. The President, after consideration, makes the final decision on each case and notifies the Provost. (FH 5.1.5.6)

g) "Notification of final decisions will be made in writing by the Provost to all candidates." (FH 5.1.5.7)

h) "At each step of the process in which a vote and/or recommendation is made, the candidate and DFPC will be informed of the numerical results of the vote and/or general content of the recommendation being made to the next level" (FH 5.1.5.8). To maintain the confidentiality of individuals and the openness of the discussions *during* the process, while preserving accountability at the *end* of the process, this memorandum clarifies and implements the Faculty Handbook language regarding recommendations. Candidates will be informed in writing of the numerical results of committee votes (DFPC and FPC) as their case advances through the review process. This notification must be provided by the Academic Unit Chair (by email, for documentation purposes) to the candidate within five business days of the vote. The Academic Unit Chair should also convey to the candidate the substance of any material factual concerns or criteria-based deficiencies

identified in the case. No other information about the deliberations will be conveyed during the process, and any discussion should be completely non-attributional. Recommendations and reports from individual Academic Unit Chairs, recommendations from the Vice Provosts, and the Provost's final recommendations to the President are pre-decisional and confidential for the purposes of this process, except as required by law or by any applicable administrative, grievance, or appeal process. If a decision is made to deny promotion or tenure, the Provost will provide the candidate with an explanation of the material criteria-based issues in the record that led to that decision.

i) In a departure from (FH 5.1.5.9), the electronic, pre-decisional, working records of the P&T process will be retained by the Provost's office for an appropriate amount of time. Academic units should destroy their versions of these records (paper, digital copies, MS Teams, Sakai, Sharepoint, or other sharing sites, etc.) within one year from the date of the official notification of the results of the P&T process but can do so earlier.

7. 2026/2027 Proposed Schedule for Preparation and Submission of P&T Cases

(Note: Up until the early February package submission deadline for the FPC deliberations, the dates below are recommended "no later than" dates to facilitate DFPC meetings no later than mid-January, and to allow Academic Unit Chairs time to prepare their reports and submit the complete packages. Departments can start on any of these steps at any time.) The following schedule guides the preparation and submission of the cases. The schedule will be updated if necessary.

2026:

14 August (Friday): Each Academic Unit Chair sends a list of potential candidates to the Provost, explicitly identifying any candidates going up for early consideration of promotion or tenure. In addition to the list, the Academic Unit Chair provides a one-page resume to include the candidate's academic and employment history, including their start date (day/month/year, usually available in TWMS) for each position at NPS, prior academic experience credited, and any extensions to their P&T clock that have been granted.

21 August (Friday): The Provost transmits to the Academic Unit Chairs permission to proceed with any approved early tenure reviews. All other actions are considered approved. The Academic Unit Chair appoints the DEC for all approved candidates for promotion and/or tenure as soon as possible.

28 August (Friday): DECs submit the list of recommended external evaluators (with complete addresses, phone numbers, and email) to the Academic Unit Chairs, including the reason for each evaluator being on the list, any known relationship with the candidate, and a determination of whether they are considered an independent evaluator. No internal NPS evaluators will be used.

4 September (Friday): Academic Units send requests to evaluators requesting letters of evaluation. A minimum of five and a maximum of ten responses are required, with at least three letters being independent external reviews (selected by the academic unit and as described in the P&T Guidelines). Academic Unit Chairs should send these requests well in advance of the end of the fiscal year to avoid delays relating to federal government funding.

13 November (Friday): All evaluation letters should be due to Academic Unit Chairs. Electronically transmitted letters are acceptable if they have been digitally signed or are scanned with a wet signature.

4December: (Friday): DECs should forward written reports to the Academic Unit Chairs.

December/Early January: Department Faculty Promotion Councils (DFPCs) meet to consider and vote on cases. All deadlines above are to facilitate DFPC meetings by mid-January.

2027:

5 February (Friday): The complete promotion and/or tenure files for faculty candidate P&T cases (except for Lecturer and Faculty Associate cases) are due electronically to the Office of the Provost including the candidate's documentation package, the DEC's written report, all letters from the external evaluators and the Academic Unit Chair's final report (including a recommendation and the final vote of the DFPC). This is the date that marks when the cases are being "considered."

12 February (Friday): Straw votes and questions on all faculty candidates due on P&T website.

19 February (Friday): Answers to questions from straw vote due on P&T website.

26 February (Friday): Questions/answers sent out to the Faculty Promotion Council.

4 March: (Thursday): FPC deliberations.

5/6 March (Friday/Saturday): Extra days of deliberations, if required.

8 March (Monday): Final votes due on P&T website (NLT close of business on 7 March).

8 March (Monday): The complete promotion files for all **Lecturer and Faculty Associate** candidates are due electronically to the Office of the Provost including the candidate's documentation package, the DEC's written report, the final vote of the DFPC, and the Academic Unit Chair's report and recommendation to the Provost.

11 March (Thursday): Back up day for deliberations for cases for which more information is required.

12 March (Friday): The Provost consults with the Vice Provosts.

19 March (Friday): Provost submits recommendations to the President for approval.

1 April (Thursday): Promotion and tenure letters distributed to candidates.

11 July (Sunday): Promotion and tenure decisions become official (The first Sunday of the first pay period on or after 1 July).

TBD December: Annual Faculty Recognition Ceremony