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B# C)?(!14()%!'(6,%(=3%+2+'&+6!3+4&1;!4)69,)9(!&6!34)1(#D!EF((!G)1,4';!C)67*++/!)67!HA!IJK3(1')'&+65!:+%!L(6,%(MN!

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U# 8+!5+2(!%()7&69!+6!2&'&9)'&69!*&)5!)67!+6!:)&%0!(V,&')*4(!%(?&(.#DD!F',7&(5!5,99(5'!'-)'!(?(6!'-(!).)%(6(55!+:!'-(!3+55&*&4&';!+:!*&)5!-(435!,5!'+!*(!2+%(!)11,%)'(!)67!:)&%!&6!+,%!)55(552(6'5#!

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W# 8+!6+'!1+23)%(!1)67&7)'(5#!

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X# J?)4,)'(!-+4&5'&1)44;#!Y)4,(!6+!5&694(!7)')!3+&6'!(K1(55&?(4;#!8+6T'!9,(55!)'!'-(!2()6&69!+:!+6(!7(')&4!&6!'-(!:&4(#!Z++/!:+%!3)''(%65#!!

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"B# P()7!4+69!:+%2!:((7*)1/!)67!FPG5!-+4&5'&1)44;0!%(2(2*(%&69!'-)'!6,2(%+,5!5',7&(5!-)?(!
7(2+65'%)'(7!'-(!*&)5!&6-(%(6'!&6!5',7(6'!(?)4,)'&+65!+:!'()1-&69#!<(!1),'&+,5!)67!-,2*4(!&6!
&6'(%3%('&69!)67!1&'&69!V,)6'&')'&?(!2()5,%(5!:%+2!'-(!FPG5#!<(!).)%(0!:+%!(K)234(0!'-)'!)6!
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DD!:+%!)!*%&(:!*,'!&6:+%2)'&?(!%()7&69!.&'-!)!3%)1'&1)4!*(6'0!5((“Questions to Consider during Promotion & Tenure Review Processes.”!Rochester Institute of Technology, November 30, 2016. https://www.rit.edu/nsfadvance/assets/pdf/promotionandtenureworkshopunconsciousbiashandout%2030nov2016.pdf.
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