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7+ . 6!' - (!1%&'(%&)#!Q67!' - (6!') / (!+6(!1%&'(%&+6)!)!'&2(!)5!;+;! . %&'(#!P(5()1-!&67&1)'(5!'-)'!
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)1,4';!2(2*(%!'(1-&69!&6'#+!)5! . (44!)5!5(6&+%!14)55(50!1+%(!14)55(50!)!?)%&(';!+:!5,*>(1'50!
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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) 2 34(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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