



SYRACUSE UNIVERSITY
THE MARTIN J. WHITMAN SCHOOL OF MANAGEMENT
PROMOTION AND TENURE COMMITTEE

February 29, 2008

Prof. Yogesh Malhotra
Accounting Dept.
522 Whitman School of Management
Syracuse University
Campus

Dear Prof. Malhotra,

I am writing to inform you that the Promotion and Tenure Committee has completed its deliberations with respect to your candidacy for tenure. I am pleased to inform you that the committee has decided to recommend to the Dean that you be granted tenure, and has voted to promote you to the rank of Associate Professor. Congratulations. I have enclosed the committee's vote and comments. Please review them at your earliest convenience.

Please understand that in tenure cases, the Promotion and Tenure Committee makes a recommendation to the Dean, who in turn makes a recommendation to the Vice Chancellor for Academic Affairs. I will forward our recommendation to the Dean for appropriate further action. With regard to the promotion to Associate Professor, the Whitman School of Management Promotion & Tenure Committee has the final decision. The University Senate Committee on Appointment and Promotions does review all promotion decisions of the various schools and colleges; that committee can hear appeals of unfavorable decisions provided the grievance pertains to procedural matters.

In the next week, Prof. Basu and I, as representatives of the P & T Committee, will meet with you to discuss the vote and comments. We can provide additional feedback and further explanation of the comments as necessary.

The comments are the individual expressions of the committee members and do not necessarily reflect the sense of the committee as a whole. You should read them with an eye toward finding consistent themes or threads.

We have forwarded a copy of the committee vote and comments to your department chair. He will meet with you after you have had a chance to talk with your reporters from the committee.

If you have not already done so, you should familiarize yourself with the post-decision procedures that are available to you. You will find them detailed in the P & T Source Document.

Very truly yours,

Pat Cihon

Co-Chair, Promotion and Tenure Committee