



12.02.99.D0.01 Institutional Procedures for Implementing Tenure and Promotion

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Procedure Statement

The institutional procedures for implementing tenure at the Texas A&M University-Central Texas (A&M-Central Texas) are mainly based on The Texas A&M University System (System) Policies, as revised and approved by the System Board of Regents.

Reason for Procedure

This procedure establishes supplemental guidelines at A&M-Central Texas regarding institutional procedures relating to the granting of tenure and promotion to its faculty members.

Procedures and Responsibilities

1. GENERAL

This procedure of A&M-Central Texas provides guidelines for the faculty tenure and promotion process according to the policies and regulations of the System. The intent of this procedure is to further contribute to the relationship of mutual support and benefit that exists among the University, its Colleges, and its faculty members. Specifically, this procedure aims to give Colleges and their faculty the freedom and support they need to develop in their respective areas of expertise and interest, while ensuring cooperation and compatibility across the Colleges with respect to the wider University mission. This mission includes providing faculty with the opportunity for a tenured position within which they may be free to carry out research, teaching, and service according to the various demands of discipline, interest, and conscience, as well as the opportunity for promotion in rank to encourage, acknowledge, and reward faculty excellence in these pursuits.

2. WRITTEN TERMS OF FACULTY EMPLOYMENT

For the purposes of this procedure, a faculty member is any full-time employee of A&M-Central Texas with a faculty appointment, including professors, instructors and lecturers, as well as visiting, and clinical members of the faculty. Unless otherwise stated, the term of all faculty appointments shall be for a fixed period of nine months (September 1st through May 31st). All appointments are subject to annual renewal or non-renewal unless they are either 1) tenure-track appointments, and tenure has been granted, or 2) they are professional-track appointments, and a three-year renewable appointment has been granted and remains in effect. Employment during the summer months (June through August) is not guaranteed, but is determined by available budget, student demand, availability of courses, and the academic credentials and availability of faculty. For purposes of this procedure, faculty accumulate years of service toward eligibility for promotion and/or tenure on the basis of having full-time status during an academic year. Additional years of service may not be attained on any other basis (e.g., banked workload credits, aggregated summer employment).

3. ELIGIBILITY AND GUIDELINES FOR TENURE

3.1 Eligibility: To be eligible for the granting of tenure, a faculty member must be a full-time employee of A&M-Central Texas with a tenure-track appointment who has fulfilled any requisite years of service to the University mandated by his or her initial appointment letter, and who either already holds the minimum academic rank of Associate Professor or Professor or is concurrently applying for both tenure and promotion to the rank of Associate Professor. Except when a faculty member already holds the rank of Associate Professor or Professor at the start of his or her appointment at A&M-Central Texas, the awarding of tenure and promotion to Associate Professor will be considered and (if approved) conferred simultaneously.

3.2 Probationary Period: For purposes of this document, the probationary period is defined as the maximum number of years a tenure-track faculty member may retain his or her tenure-track appointment without successfully completing the tenure review process or else converting to a professional-track appointment. These processes are found in Section 3.8 and Section 12 respectively.

3.2.1 The probationary period for a faculty member on a tenure-track appointment shall range from one (1) to seven (7) years of consecutive service at A&M-Central Texas. The initial appointment letter issued to the candidate by their respective College Dean shall clearly state the duration of the probationary period. The duration of the probationary period will be determined before the candidate's appointment letter is issued.

3.2.2 When it meets the needs of the University, candidates for new tenure-track appointments with prior service at another college or university who have demonstrated performance at levels consistent with applicable tenure and/or promotion performance standards for the position to which they are applying at A&M-Central Texas can be awarded years of service toward their probationary

period, effectively shortening the years of service they must complete at A&M-Central Texas before becoming eligible for tenure. Years of service credited through this process may also apply when determining faculty eligibility for promotion. The number of years of service credited to candidates in these instances will be jointly determined by the College Dean and Provost, and negotiated with the candidate prior to the start of his or her appointment to best ensure the candidate's success in the tenure and promotion process.

3.3 Tenure upon Appointment: A candidate whose initial appointment to the University faculty is at the rank of Associate Professor or Professor, and who held the rank of Associate Professor or Professor and was tenured at another institution, may be eligible for tenure upon appointment (i.e., with no probationary period). To receive tenure upon appointment, a candidate must have a recommendation put forward on his or her behalf by his or her respective College Dean. This recommendation must be reviewed by both the College and University Promotion and Tenure Committees, who will each make a recommendation to the Provost. Both the Provost and the President of the University must approve the request before it can be submitted for consideration by the System Board of Regents. Faculty members awarded tenure at other institutions in the System, or at any other institution, have no automatic claim to tenure at A&M-Central Texas. Tenure is only ever granted by the affirmative action of the System Board of Regents. When a request for tenure upon appointment is denied by the Board, an appropriate probationary period will be determined and clearly stated in the candidate's appointment letter according to the guidelines in Section 3.2 above.

3.4 Administrative Personnel: Only faculty appointments are tenure eligible. Administrative positions are not eligible for tenure per se. However, administrative personnel, such as the Provost, Associate Provosts, Assistant Provosts, College Deans and Department Chairs, who hold academic rank and tenure in addition to their administrative position, will retain their tenured status as faculty members even if their administrative position is voluntarily or involuntarily terminated. Standard Administrative Procedure 01.03.99.D0.01 (*Appointment of Academic Administrators with Faculty Rank*) provides procedures for appointments of full-time and part-time academic administrators that hold faculty rank.

3.5 Extension of Probationary Period: During the probationary period a faculty member may encounter unanticipated and/or unavoidable circumstances that present a significant impediment toward demonstrating the requisite qualifications for tenure and promotion. In such cases the probationary period for a faculty member with a tenure-track appointment may be extended upon request and subject to approval. This extension may permit a candidate to exceed the initial maximum probationary period described in Section 3.2.1 above.

A candidate will no longer be eligible for a probationary period extension once the formal tenure review cycle scheduled for that candidate has begun. That is, a candidate may neither withdraw a submitted tenure portfolio to request a probationary period

extension, nor may he or she apply for an extension after having failed to submit a portfolio before the deadline.

3.5.1 Eligibility. This policy is not intended to apply to normal delays such as those occurring in the academic publishing cycle. Rather, circumstances that may justify the approval of such an extension include, but are not limited to, serious illness or injury; responsibility for the primary care of a dependent; responsibility for the primary care of a close relative who is disabled, elderly, or seriously ill; or other serious disruptions of the probationary period for unexpected reasons beyond the faculty member's control.

3.5.2 Application. A candidate must apply for an extension with his or her Chairperson, who, if in agreement with the faculty member that an extension is warranted must make a written request to the College Dean on the candidate's behalf. If the Dean also supports the extension, the Dean must petition the Provost in writing, and the Provost will either approve or disapprove the request. If the request is approved, the Provost will issue a new appointment letter to the faculty member with revised probationary period dates. If denied, the probationary period dates on the faculty member's original appointment letter will remain in effect.

3.5.3 Length of extension. The typical probationary period extension is one year, but a longer period may be requested and granted when the circumstances warrant it.

3.6 College and/or Department Criteria: The faculty and administrators of each College shall define and distribute a set of performance criteria and standards for the promotion and tenure of its respective faculty members. This provision is primarily intended to permit Colleges to establish norms and standards of scholarship appropriate to their respective disciplines, which are more varied across disciplines than standards of teaching and service are.

3.6.1 These criteria must address the principal performance categories of teaching, scholarship, and service, and should incorporate criteria and evaluation standards appropriate for the particular College. Any criterion or standard established by a College may not reduce, replace or eliminate any general criterion or standard established by the University. The evaluation criteria and standards for a College shall be compiled into a document that must be made available immediately to all faculty within the College. New faculty shall be given the standards at the time of appointment.

3.6.2 In the College performance criteria and standards document, each evaluation criteria and standard must be clearly defined and classified or weighted according to its relative importance, and minimum standards (if the College has defined any) as well as normal performance levels should be clearly indicated. If desired, Colleges should also specify whether, when, and how scholarly work that was partially or fully completed at another university (e.g., during a doctoral program or previous faculty appointment) should count. All College guidelines and

requirements must be consistent with the wider mission of the University, in compliance with overall System policies and University policies and procedures, and shall be submitted to and approved by the Provost and the University President before being used to review faculty members undergoing a formal tenure and/or promotion review.

- 3.6.3 Discipline-specific standards. In addition to these general standards established by each College, discipline-specific departmental standards may also be established at the discretion of the faculty within individual Departments, subject to approval by the Dean of the College as well as the other guidelines and restrictions described in the preceding two paragraphs of this section. Department-specific standards must be consistent with wider standards within the College, and should also be incorporated (i.e., as a sub-section or appendix) into the respective College criteria and standards document.
- 3.6.4 Joint appointments. In the case of any faculty members holding a joint appointment in two different Colleges (or generally, any appointment for which more than one set of standards apply), the Deans of the two academic units must jointly prepare a unique performance criteria and standards document for the faculty member that satisfies the criteria listed in this section.
- 3.6.5 Revision of standards. If the faculty and administrators of a College jointly decide to revise their standards, the new standards must be immediately distributed to all faculty members within the College. All revisions are subject to the approval guidelines described in Section 3.6.2 above. To minimize the impact on faculty in a probationary period, revisions of College standards should take place in the fall semester after the submission deadlines for tenure and fourth-year review portfolios have already passed. Any revision to College standards shall not apply to tenure and/or promotion portfolios already undergoing the formal review process described below.
- 3.6.6 Grace period. In addition to the provisions of the preceding section (Extension of Probationary Period), an optional automatic grace period of up to two (2) years may be exercised by faculty members still in their probationary period following the establishment of, or changes to, College or Department criteria for promotion and tenure. Faculty members who exercise this grace period will be eligible to delay the submission of their tenure and promotion portfolios for up to two calendar years without penalty. The duration of the grace period will be reckoned from the date when the faculty member's tenure portfolio would have been due based on the tenure eligibility date indicated on the faculty member's original appointment letter. Once new/revised College or Department standards are approved, faculty members still in their probationary period should meet with their respective Department Chairs or Deans to discuss the grace period option. Those faculty members who wish to exercise this grace period should notify their Department Chairs and/or College Deans as soon as possible, who will in turn notify the Provost. The Provost will issue new appointment letters to faculty

defining the range of the grace period during which the faculty member may submit his or her portfolios. The tenure and promotion review process of faculty members who exercise this option will follow the schedule issued by the Provost's office for the academic year during which they choose to submit their portfolios.

3.7 Application: The evaluation of faculty applying for tenure and/or promotion shall be guided by approved College and University guidelines. Candidates shall submit application data packets to their division directors by the application deadline published in the University calendar. Data packets must include a candidate's vita and self-evaluation, student evaluations and grade distributions for the previous three years, and copies of supervisor evaluations. Scholarly reviews of a candidate's publications may also be included if available. Candidate eligibility for tenure and/or promotion shall be determined according to the standards listed in Sections 3.1, 3.2, and 5.1.

The application for tenure and promotion consists of the preparation of two (2) identical portfolios. The portfolio submission deadlines and initial recipients are described in Section 3.8 below. Each portfolio must be organized in a 3-ring binder no larger than 3.5 inches wide, and must contain updated versions of the same items required for the candidate's fourth year review dossier (see A&M-Central Texas procedure 12.02.99.D0.02 *Fourth Year Review for Tenure-Track Faculty*), plus any additional items mentioned below. The necessary items are as follows:

1. A current curriculum vita that includes information on degrees and certifications, professional appointments, teaching, research, and service, honors and awards, and other professional contributions
2. A self-evaluation, in which the candidate succinctly summarizes and provides general reflection about the information that is to follow in the portfolio
3. Copies of all annual performance evaluations conducted during the probationary period (or, for applicants to the rank of full Professor, during the period under review—and so on below)
4. A section (organized with tabs and sub-tabs, as needed) related to the candidate's teaching at the University during the probationary period (or period under review). This section must include at least the following:
 - The candidate's statement on teaching (teaching philosophy)
 - A list of all classes taught, with commentary on new preps, teaching innovations, distance learning courses, integration of technology, and course level (graduate or undergraduate)
 - Statistical summaries of all available official student evaluations from the last three (3) years, and copies of student comments from these evaluations
 - Data and commentary on the candidate's grade distributions from the last three (3) years
 - Copies of teaching observations (classroom or online) conducted by a supervisor (Chair or Dean)

- Copies of two different syllabi and three or four examples of other teaching materials (handouts, examinations, assignments, rubrics, discussion questions, etc.). Faculty members who teach at both the graduate and undergraduate level should include at least one syllabi and teaching material item from each level.
5. A section (organized with tabs and sub-tabs, as needed) related to the candidate's scholarship, particularly that which was conducted or completed during the probationary period or period under review. This section must include at least the following:
- A summary of the candidate's scholarship/creative activity
 - Copies of publications, grant applications, or other materials that document and/or depict the candidate's scholarship within his or her discipline. Candidates within disciplines for which books are the standard form of scholarship should include a copy of a representative chapter or excerpt. If the candidate's binder will not hold multiple items in this category, the candidate should include the one scholarly/creative work that best represents his or her abilities.
 - Evidence that supports the quality of each work of scholarship within its respective discipline. This evidence may include such items as journal acceptance rate, citations, impact factor, quality of publisher or journal, editorial board membership, status of the publication within the candidate's discipline, evidence of published materials being used in an undergraduate or graduate course at another university, etc.
 - For any co-authored work, a description of the contributions that were made by the candidate

In addition to the above required items, Colleges may elect to require all of their respective tenure candidates to include an external reference that provides an assessment of the candidate's standing/reputation in the larger academic or professional community. This requirement, should a College choose to adopt it, must be included in the College standards document described in Section 3.6. When an external letter is required by a College, it will be up to the administrators of the College in question to procure the letter from the reviewer on behalf of the candidate. External letters of reference should be from experts who are tenured, who hold the rank of Associate Professor or Professor, and who are working in the candidate's field at other peer or aspirational colleges and universities.

6. A section (organized with tabs and sub-tabs, as needed) related to the candidate's service completed during the probationary period or period under review. This section must include the following:
- An overview summary of the candidate's service to the University, community, and profession (See Section 4.2) A list of all Department, College, and University committees and/or task forces on which the candidate served during the probationary period, with

- a discussion of the candidate's contributions, as well as other service related roles and functions within the University community (e.g., student organization advisor)
- A list of service to the profession, with a discussion of what contributions the candidate made and how this service relates to his or her faculty role
- If applicable, any other service that relates to the faculty member's particular discipline, with a discussion of what contributions the candidate made and how this service relates to his or her faculty role

Candidates applying for promotion to full Professor must also include in their portfolios three (3) outside references that address the quality and significance of the candidate's scholarly work, and that provide an assessment of the candidate's standing/reputation in the larger academic or professional community. External reviewers must be tenured faculty in the candidate's field who hold the rank of Professor at peer or aspirational institutions. The administrators of the candidate's College are responsible for soliciting and securing these letters on the candidate's behalf, although the candidate may be involved in determining faculty who may be eligible to write such a letter.

In addition to the foregoing required items, each candidate for tenure and/or promotion may submit additional items to provide further support for his or her tenure or promotion application. See the Appendix to this document for a thorough but non-exhaustive list of items that can be used for this purpose. It is up to the candidate (with perhaps the guidance of mentors and his or her Department Chair) to select the appropriate type and number of supplemental evidentiary items that will present his or her work in the most favorable light given the space limitations of the portfolio.

3.8 Process of Tenure and/or Promotion Review: Candidates will become eligible for tenure and/or promotion according to the probationary period specified in the candidate's initial appointment letter (for tenure applications) or according to the requisite years of service indicated in the version of the tenure and promotion SAP that is current and in effect for the applicable review cycle (for promotion-only applications: see Sections 5.1 and 5.2 below).

A faculty member who is eligible for tenure consideration will be notified of his or her eligibility in writing by the Office of the Provost during the year prior to the academic year in which his or her tenure review is scheduled to occur. This notification will include the deadline for the submission of the candidate's tenure portfolios. The tenure review process will take place during the penultimate year of the candidate's probationary period, as defined in the candidate's original appointment letter (or, if one has been issued, in a revised appointment letter). The tenure and/or promotion review process begins once the candidate's tenure and/or promotion materials are submitted, and typically takes a full academic year to complete. The tenure and/or promotion review

timeline will proceed according to the schedules published by the Office of the Provost for each year, and will adhere to the following sequence:

- 1) The candidate will submit two (2) identical copies of his or her portfolio—one copy to the Chairperson of the promotion and tenure committee of the candidate's respective College, and one copy to the candidate's Department Chair.^{1,2} A copy of current approved College standards should be included with each portfolio.
- 2) The College promotion and tenure committee and the Department Chair shall conduct independent and concurrent reviews of the candidate's portfolio:
 - a) Review by the College promotion and tenure committee:
 - i) Each member of the committee should individually review the candidate's portfolio. Once this has taken place, the committee will collaboratively decide whether or not to recommend the candidate for tenure and/or promotion. The committee's written recommendation should be addressed to the Dean of the College, and must provide specific details in support of the committee's decision, such as in which areas and to what extent the candidate's performance exceeded or fell short of applicable College standards, and whether or not the committee's recommendation was unanimous (the identities of individual assenting or dissenting members should not be included). After completing its review and drafting its recommendation, the committee should deliver its written recommendation (in a sealed envelope) with the candidate's portfolio to the Dean of the respective College for review.
 - b) Review by the Department Chair:
 - i) The Department Chair shall review the candidate's portfolio independently and prepare a written recommendation addressed to the Dean that provides specific details in support of his or her recommendation, including in which areas and to what extent the candidate's performance exceeded or fell short of applicable College standards. After drafting his or her recommendation, the Department Chair should deliver the written recommendation (in a sealed envelope) with the candidate's portfolio to the Dean of the respective College for review.
- 3) The Dean will review the portfolio and draft a written recommendation addressed to the University Promotion and Tenure Committee. This written recommendation should incorporate relevant details relating to the candidate's performance relative to approved College standards. After enclosing his or her own recommendation as well as the recommendations of the College committee and Department Chair, the Dean should submit the candidate's

¹ If the candidate either is, or does not have, a Department Chair, both copies of the portfolio should be submitted to the Chair of the promotion and tenure committee of the candidate's College.

² Candidates with joint appointments will need to coordinate in advance with their respective supervisors and/or the Provost so that the promotion and tenure committees and supervisors of both academic units have ample opportunity to review the portfolio.

portfolios to the Chair of the University Promotion and Tenure Committee by the deadline stated in the current applicable review schedule published by the Office of the Provost.

- 4) After each member of the University Promotion and Tenure Committee has individually reviewed the candidate's materials against approved and applicable College standards, the committee will collaboratively decide whether or not to recommend the candidate for tenure and/or promotion. The committee's decision will be submitted as a written recommendation directly to the Office of the Provost. The written recommendation must include specific details in support of the committee's decision vis-à-vis applicable standards, and should also indicate whether or not the committee's decision was unanimous (the identities of individual assenting or dissenting members should not be given). The candidate's portfolios should be delivered to the Provost along with all written recommendations submitted as part of the formal tenure and promotion review process thus far.
- 5) The candidate's portfolios and recommendations will be reviewed by the Provost and then by the President for their approval. If the President and Provost elect to make a positive recommendation on behalf of the candidate, the Provost shall submit the requisite System tenure and promotion documents to the Vice Chancellor for Academic Affairs at the System. If approved, the Chancellor of the System will submit the tenure documents to the System Board of Regents. As outlined in Section 5.2 below, final approval for promotion-only applications is given by the Chancellor alone, and does not require a vote by the Board of Regents. At this point in the review process the Provost shall notify each candidate as to whether or not his or her application has been approved for promotion (for promotion-only applications) or is being forwarded to the Board of Regents for final approval (for tenure applications). In the case of promotion-only applications, this step concludes the formal review process. Promotion-only applicants will be notified in writing by the Office of the Provost of the outcome of their application no later than the start of the next academic year.
- 6) The System Board of Regents will vote to grant or deny the candidate's tenure application. Tenure is granted only by the affirmative action of the System Board of Regents. Candidates who are not granted tenure will be permitted to complete their final year of the probationary period, at the conclusion of which their faculty appointment with the University will end.
- 7) As a professional courtesy, the Office of the Provost will typically relay the decisions of the System Board to the candidates electronically as soon as a decision is announced. In addition, written notification of the Board's decision shall be delivered to the candidate by no later than start of the final year of the candidate's probationary period.

Once the tenure and/or promotion review process is complete, a faculty member is permitted upon written request to the Provost to review the recommendations of the reviewers of his or her application.

3.9 Consideration of Portfolio Items Submitted after the Deadline: Under certain conditions candidates may be permitted to submit additional items to their tenure and/or promotion portfolio after the applicable submission deadlines published by the Office of the Provost.

3.9.1 Eligibility. Candidates may submit such additional items provided (1) the candidate's original portfolio was submitted on time, (2) the additional items relate to faculty work that was already completed at the time the portfolio was due, and (3) the final recommendation of the University with respect to the candidate's application has not yet been sent to the Chancellor and/or System Board of Regents. Examples of items that could be included under the provisions of this subsection include (but are not limited to) new publications for which the candidate was awaiting final editor/publisher decision at the portfolio submission deadline and awards or prizes won for which the candidate was already under consideration at the submission deadline.

3.9.2 Submission. Candidates should notify the Office of the Provost of any items they wish to have considered under the provisions of this section. Candidates must provide evidence of the publication, award, etc., plus any applicable indicators of quality as described in Section 3.7. The Office of the Provost will notify the appropriate reviewers of the additional items, and will be responsible for including the additional items with the candidate's portfolio (e.g., an updated vita, copy of editor/publisher decision letter, etc.). Per Section 3.10.3 below, neither the candidate nor the reviewers are permitted to modify the portfolio in any way once the formal review process has begun.

3.10 Responsibilities of Administrator and Faculty Reviewers of Tenure and Promotion Portfolios:

3.10.1 Confidentiality. Only the Provost is permitted to give feedback to promotion and tenure applicants. All administrator and faculty reviewers of promotion and tenure materials should consider their deliberations and decisions (whether individual or as part of a committee) confidential except where permitted to other official participants in the formal review process described above.

3.10.2 Security of Submitted Materials. The utmost care should be taken to protect the security and integrity of submitted applicant materials. Only official reviewers within the formal process described above should be allowed to access and review applicant materials, and materials should be kept in a locked and/or secure storage area when not being actively reviewed. A sign-out/-in sheet should be maintained by committee chairs and/or administrators to ensure that the location and possessor of the application materials are known at all times throughout the review process. If needed, the Office of the Provost will designate a secure and centralized location for each review cycle (e.g., conference room, library) in which the application materials should be stored (and from which they can be

checked out) to ensure both materials security and ease of access to relevant reviewers.

3.10.3 Integrity of Submitted Materials. Submitted materials shall be maintained in the exact state as received from the applicant throughout the formal review process, and shall not be modified in any way during this process. Except under the provisions described in Section 3.9, and regardless of intention, it is strictly forbidden for any person to modify, remove, replace, or reorganize any of the materials in a promotion and tenure application, or to ask/appoint someone else to do so.

3.10.4 Review of Submitted Materials. In evaluating a faculty member being considered for tenure or promotion, the appropriate faculty committees and academic administrators shall give adequate consideration to the faculty member's performance vis-à-vis established College standards. Adequate consideration of a tenure or promotion case consists of a conscientious review undertaken in good faith, in which the reviewer seeks out and considers all available evidence bearing on the relevant performance of the faculty member, and in which it is assumed that the other participating members of the review process have adhered to their approved procedural guidelines. Reviewers have the right and responsibility to verify the contents of tenure and promotion portfolios within the limits of applicable System and University policies.

Consideration of a tenure or promotion case should be based upon substantive deliberation over the evidence in light of relevant and applicable College standards. As such, the evaluation of a tenure case should constitute a bona fide exercise of professional academic judgment.

3.11 Selection and Composition of Promotion and Tenure Review Committees:

3.11.1 College Promotion and Tenure Committee. Each College shall organize its own promotion and tenure committee to review the portfolios of its own faculty members. This committee shall be chosen by election from among the eligible faculty of the College. Each individual College shall determine the appropriate term lengths, limits, and rotations for members of its respective committee. Each College committee shall have an odd number of members (minimum 3 when practicable), and shall only include tenured faculty. Preference is given to faculty members that hold the rank of Professor when making recommendations about applications for promotion to Professor. Once a college has enough faculty at the Professor rank to sit on the College Promotion and Tenure Committee, any committee member whose academic rank is not greater than or equal to the rank to which a particular candidate is applying must recuse himself or herself from deliberations and voting for that candidate. Current Deans and Department Chairs are not eligible to serve on this committee. Members of this committee may not simultaneously serve on the University Promotion and Tenure Committee. Aside from the provisions of the review protocol described in Sections 3.8 and 3.10,

members of this committee are not permitted to post, discuss, share, duplicate, or disseminate in any way the contents of candidate portfolios or of committee deliberations with anyone not on the committee.

3.11.2 University Promotion and Tenure Committee. This committee shall include two (2) tenured faculty members from each College. Preference is given to faculty with the rank of Professor. Subject to the availability of qualified faculty members, the Provost shall determine the appropriate term lengths, limits, and rotations for members of this committee. The members of this committee will be selected by, and according to the normal protocols of, the Faculty Senate Committee on Committees. The University Promotion and Tenure Committee shall elect its own Chair. For promotion applications only, any committee member whose academic rank is not greater than or equal to the rank to which a particular candidate is applying must recuse himself or herself from deliberations and voting for that candidate. In such cases, the Provost may choose an ad hoc committee member(s) to act as a proxy for the recused committee member(s). A faculty member who has served as a Department Chairperson or Dean at any time during the previous academic year may not serve on this committee. Members of this committee may not simultaneously serve on a College Promotion and Tenure Committee. Aside from the provisions of the review protocol described in Sections 3.8 and 3.10, members of this committee are not permitted to post, discuss, share, duplicate, or disseminate in any way the contents of candidate portfolios or of committee deliberations with anyone not on the committee.

4. CATEGORIES OF PERFORMANCE

All members of the faculty shall be evaluated for tenure and promotion on the basis of their accomplishments in each of three major categories of performance: teaching, service, and scholarship. Each category should be considered an ongoing academic practice in which a faculty member is expected to grow and develop throughout his or her respective career. The evaluation of the performance of faculty members in these categories constitutes an exercise in academic judgment that is founded upon on a broad array of measurements and indicators, both quantitative and qualitative.

4.1 Teaching: Effective teaching is a minimum expectation for the granting of tenure and promotion, and no positive recommendation for tenure or promotion at the University shall be given when teaching effectiveness is in doubt. The evaluation of teaching effectiveness should be as comprehensive as possible, and should systematically incorporate the feedback of students, supervisors, and peers over time regarding such things as rigor, engagement, innovation, how well the faculty member understands the development and dissemination of knowledge within his or her respective discipline, how well he or she establishes an environment conducive to learning, how well he or she motivates students to think and analyze critically, how effectively he or she communicates, and to what degree he or she instills a genuine desire in students to continue learning. A listing of many specific measures and indicators that may be

considered when assessing a faculty member's teaching effectiveness is included in the Appendix to this document.

4.2 Service: Service that a faculty member renders in a professional capacity to the University, to the profession, and/or to the wider community shall be considered when assessing qualifications for tenure and for promotion in academic rank. The evaluation of a faculty member's service should consider the specific, positive, and substantive contributions of the faculty member to the effective functioning of the service entity (i.e., committee, board, association, etc.), as well as the benefits and/or guidance provided by the faculty member to those who are being served (e.g., students, colleagues, clients). By themselves, memberships in and/or affiliations with service bodies are insufficient to establish a record of service. A listing of many specific types and measures that may be considered when assessing a faculty member's service is provided in the Appendix to this document.

4.3 Scholarly or Artistic Endeavor: Scholarship at A&M-Central Texas can be defined as those activities that systematically advance the teaching, research, and knowledge of academic disciplines through rigorous inquiry that 1) is significant to the discipline, 2) is made public, 3) is creative, 4) can be documented, 5) can be replicated or built on by other scholars, and 6) is available for peer review and critique according to accepted standards³.

Furthermore, scholarship at A&M-Central encompasses four possible areas critical of academic work⁴, including the scholarship of:

- 1) discovery, where new and unique knowledge is generated;
- 2) teaching, where the professor creatively builds bridges between his or her own understanding and the students' learning;
- 3) application, where the emphasis is on the use of new knowledge to solve society's problems; and
- 4) integration, where new relationships among disciplines are discovered.

A faculty member's scholarly work should both contribute to his or her discipline and serve as an indication of professional competence and development. It should serve as a vehicle to enrich and inform the faculty member's teaching. To qualify as scholarship or creative work, the results of a scholarly or artistic endeavor must be disseminated and subject to critical peer evaluation in a manner appropriate to the field in question. However, scholarship and artistic endeavor can take many forms, and the criteria for judging the original or imaginative nature of research or creative work must derive from current and generally accepted standards in the applicable discipline or professional area, as reflected in each College's performance criteria and standards document (see Section 3.6). A listing of many specific types and measures that may be considered when

³ See Glassick, C. E. (2000). Boyer's expanded definitions of scholarship, the standards for assessing scholarship, and the elusiveness of the scholarship of teaching. *Academic Medicine*, 75(9), 877-880.

⁴ See Boyer, E. (1990). *Scholarship reconsidered: Priorities for the Professoriate*. Princeton, NJ: The Carnegie Foundation for the Advancement of Teaching.

assessing a faculty member's scholarship and/or creative work is provided in the Appendix to this document.

5. GUIDELINES FOR APPOINTMENT AND PROMOTION IN RANK FOR TENURE-TRACK FACULTY

5.1 Minimum Expectations: Notwithstanding the various criteria established by the candidate's respective College, minimum University expectations and guidelines for initial appointment and/or promotion in faculty rank are as follows:

5.1.1 Assistant Professor: The candidate must demonstrate competence in the subject matter of the courses to be taught by having completed an appropriate, discipline-specific doctorate or professional degree, and/or full-time teaching or appropriately related work experience, with evidence of potential for scholarly achievement in ways appropriate to the discipline.

5.1.2 Associate Professor: The candidate must have completed a minimum of five (5) years of service at the rank of Assistant Professor at a regionally accredited college or university, must provide evidence of sustained competence and growth in the discipline, and must demonstrate significant contributions to teaching, service, and scholarly or artistic endeavor as measured against those of contemporaries, and as expected of a tenured faculty member. Scholarship must be sufficient to verify continuing growth in the candidate's discipline, and must include peer-reviewed publication or reviewed creative activity.

5.1.3 Professor: The rank of Professor is the crowning achievement of tenure-track faculty, and is exemplified by individuals who are outstanding among their peers and who have achieved additional distinction that is clearly above that of an Associate Professor. The candidate for this rank must have completed a minimum of five (5) years at the rank of Associate Professor⁵; must provide evidence of mastery in the discipline and a record of sustained excellence and development in teaching, service, and scholarly or artistic endeavor as measured against contemporaries, and as expected of a tenured faculty member seeking promotion to the University's highest academic rank. Scholarship must show evidence of both maturity and a continuous commitment to the candidate's discipline, and must include peer-reviewed publications or reviewed creative activities.

5.2 Application and Review Process for Promotion: Candidates applying for tenure according to the probationary period defined in their appointment letter will automatically and simultaneously be considered for promotion, and do not need to submit application materials for promotion beyond what is necessary for their tenure portfolio (see Section 3.7). All other candidates seeking promotion in academic rank should submit a portfolio similar to the one described in Section 3.7 above, but the

⁵ Minimum years in rank do not constitute a performance evaluation criterion. These years are merely a temporal window of observation through which continued growth in all three performance categories may be observed.

materials submitted as part of an application for promotion to the rank of (full) Professor should necessarily cover a longer time horizon than just the initial probationary period, and should emphasize the cumulative progression toward the mastery and status expected of the rank of Professor as described in paragraph 5.1.3 above.

5.2.1 Review Process: The review process for promotion applications not conducted as part of an application for tenure will proceed according to the schedule and deadlines published by the Office of the Provost each academic year. Aside from there being no need for review and approval by the System Board of Regents, the review process and sequence for promotion applications is identical to steps 1 through 5 of the process followed for tenure applications (Section 3.8 above). Final approval for a promotion application is only given by the Chancellor of the System. Faculty candidates must be notified in writing of the outcome of their promotion applications prior to the start of the academic year following that in which they submitted their promotion application materials. Once the application review process is complete, faculty members are permitted upon written request to the Provost to review the recommendations of the reviewers of their promotion applications.

5.2.2 Repeat Applications: Candidates who are denied promotion to the rank of Professor as part of a formal application review may reapply at their discretion. Repeat applications for the rank of Professor must include a single page listing the date of the most recent previous application and detailing the significant changes in the applicant's portfolio that have occurred since that date (e.g., new publications, grants, patents, awards, offices, editorships, recognitions, citations, etc.). This page should appear at the front of the applicant's portfolio.

6. TENURE, FINANCIAL EXIGENCY, AND PHASING OUT OF PROGRAMS

6.1 Cases of bona fide financial exigency or the reduction or discontinuance of an institutional program based on educational considerations (e.g., insufficient enrollment, change of mission) may permit exceptions to tenure regulations, including faculty dismissals. Guidelines for determining whether and how these conditions apply are contained in Section 9 of System Policy 12.01, *Academic Freedom, Responsibility and Tenure*.

6.2 Per Section 9 of System Policy 12.01, "there should be early, careful, and meaningful sharing of information and views with appropriate faculty representatives on the reasons indicating the need to terminate programs." In light of this, when considering faculty dismissals under the above conditions, the President and/or Provost should meet with the full faculty, the Faculty Senate, or both to provide evidence as to why faculty dismissals may be required, and to solicit recommendations regarding alternative courses of action that may be taken.

6.3 Any faculty member who is either tenured or whose current term appointment has not expired and who is selected for termination under the conditions above must be provided with the following information in writing:

- The basis for the initial decision to dismiss (financial exigency or educational considerations),
- A description of the process by which the decision to dismiss was made, and
- Information and data upon which the relevant decision makers relied.

6.4 A faculty member must be notified of the dismissal a full academic year before the effective date of the dismissal. During this time, the faculty member shall be eligible for reassignment in a related discipline within the University provided:

- He or she is qualified professionally to teach in the related discipline,
- There is a position is available, and
- The Dean and Chairperson responsible for the new position approve of the reassignment.

If all of the above conditions are met, the specific terms and conditions of the reassignment will be jointly negotiated by the Dean/Chairperson, faculty member, and Provost, and a new appointment letter will be issued to the faculty member.

6.5 If a faculty member is notified that he or she has been selected for termination on the basis of a bona fide financial exigency or program reduction/termination, the faculty member shall have a period of 30 days following the notification of termination within which to request a hearing before all members of the Faculty Affairs Committee of the Faculty Senate to appeal the termination.

The Faculty Affairs Committee members are elected in accordance with Faculty Senate rules. If the current Faculty Affairs Committee contains fewer than three (3) tenured faculty members, the Faculty Senate President will select additional tenured faculty members from among the standing Senators to serve on an ad hoc basis as members of the Faculty Affairs Committee for purposes of the faculty termination appeal. The Faculty Senate President may only appoint members to bring the total number of members of the hearing committee up to the minimum of three (3).

In this hearing the burden of proof rests with the University to demonstrate by some credible evidence that one of the conditions named in Section 6.1 above exists and is the basis for the discontinuation of the program and/or the dismissal of the faculty member. The hearing committee shall formulate findings whether or not, in its judgment, a bona fide financial exigency exists or that legitimate educational considerations led to the dismissal. The committee will submit its findings in the form of a written recommendation to the faculty member and the President of the University.

6.6 Any faculty member dismissed or reassigned because of the conditions in Section 6.1 above has the right to automatic reappointment to their original position if it is re-established within two (2) calendar years of the effective date of the dismissal. Any such re-appointed faculty member will be eligible to retain his or her tenure status

(tenured or probationary tenure-track), rank, and/or accumulated years of service as of his or her original termination or transfer effective date.

7. LOSS OF TENURE

7.1 Tenure is relinquished when a faculty member:

- (a) retires;
- (b) resigns;
- (c) is dismissed for cause pursuant to System Policy 12.01 and this procedure; or
- (d) is not employed with A&M-Central Texas for a period of more than twelve consecutive months (excluding any time during this period spent on an approved leave of absence).

A faculty member who accepts full-time employment in another part of the System—either as a faculty member of another System school or as a non-faculty employee of the University or System—may retain his or her tenured position at the University provided (1) the faculty member formally notifies his or her Chairperson annually by March 1 of the desire to retain the tenured position at the University, and (2) this request is approved by the Provost. However, an approved request for retention of tenure at the University does not constitute the granting of tenure at another System institution, since tenure at a specific System institution is granted only by the affirmative action of the System Board of Regents and is non-transferable to any other System institution. If such a request to retain a tenured position is denied, the faculty member must return to the tenured position formerly held at the University within 12 months of when his or her employment with the University ended or else relinquish tenure at the University by default.

8. RESOLUTION OF PROBLEMS OF PROFESSIONALISM IN TENURED OR NONTENURED FACULTY

8.1 Definition and Eligibility: Under certain conditions a faculty member's supervisor may initiate a remediation process to address perceived professional deficiencies in that faculty member. For purposes of this Section, and notwithstanding the processes of faculty performance review and/or remediation described in Sections 10 and 11, a professional deficiency may exist when a Department Chair or other immediate supervisor has reason to believe (1) that a faculty member, whether tenure-track or professional-track, is currently performing at levels below professional standards (e.g., exhibiting professional incompetence, continual or repeated substantial neglect of professional responsibilities, moral turpitude, etc.), (2) that these deficiencies do not constitute grounds for the immediate initiation of dismissal proceedings under Section 9, and (3) that these deficiencies are remediable in the near-term by the faculty member without the aid of additional University resources beyond what is available to the other faculty.

8.2 Process: If a supervisor determines that a professional deficiency is being exhibited by the faculty member in question, the supervisor should communicate these concerns to

the faculty member in a timely manner and in good faith. The supervisor and faculty member should also discuss how to correct the issue(s) immediately, and should develop a written plan for resolution. This document should enumerate the specific deficiencies being addressed by the plan, the specific measures by which progress toward correcting the deficiencies will be measured, and the specific timeline during which this progress will be tracked. This document should be signed and dated by both the faculty member and the supervisor, and the faculty member should be given a copy.

- 8.3 Resolution: If this written plan results in a successful resolution (as defined in the plan) to the stated deficiencies (as defined in the plan), this document should not be included in the faculty member's permanent personnel file, and the matter should be considered closed. This process may be repeated at the supervisor's discretion. (Note: The exclusion of a resolution plan document from a faculty member's personnel file does not preclude an appropriate and comprehensive evaluation of the faculty member's performance in any category of faculty performance addressed by the plan document, such as would be done in an annual performance review.)

If, however, the remediation provisions in Section 8.2 do not resolve the problem(s), and the supervisor believes that a pattern of professional deficiency constitutive of good cause for dismissal may exist, he or she may initiate the process for dismissal set forth in Section 9 only if the faculty member in question is nontenured. If the faculty member is already tenured, the process of review, remediation and/or dismissal should proceed according to University Procedure 12.06.99.D0.01 *Post-Tenure Review*

- 8.4 Administrative Leave: Faculty members may be placed on administrative leave with pay by the faculty member's dean, with the concurrence of the Provost pending an investigation into matters pertaining to the faculty member's job performance, including but not limited to, fiscal matters and improper conduct in teaching, research, or service. Notification shall be given in writing and shall include the reasons for placing the faculty member on administrative leave with pay and the terms of the leave. A faculty member placed on administrative leave with pay may appeal the decision in writing to the Provost. The Provost will forward the appeal to the appropriate Committee. The investigation process is not stayed by an appeal. The appeal should be completed within five (5) business days of the receipt of the appeal. This provision is distinct from suspension during the pendency of termination proceedings. Placing a faculty member on administrative leave with pay is justified to aid in an investigation.

9. PROCESS FOR DISMISSAL OF TENURED FACULTY, OR NONTENURED FACULTY DURING THE TERM OF A TERM APPOINTMENT

- 9.1 Good cause for dismissal: As described in Section 6 above, faculty members may be dismissed in cases of financial exigency and when particular educational considerations warrant it. Per Section 4 of System Policy 12.01, good cause for dismissal of a faculty member also effectively includes any act or behavioral pattern exhibited by the faculty member that puts the successful and ethical functioning of any part or member of the

University in jeopardy, including (but not limited to) professional incompetence, failure to successfully complete the requirements of a professional development plan established as part of a post-tenure review, moral turpitude, criminal conviction, falsification of academic records or credentials, and violation of University or System policy.

9.2 Initiation of the Dismissal Process: If it is believed that a faculty dismissal may be warranted, the faculty member's supervisor should discuss the matter with the appropriate College Dean. If in agreement that dismissal may be warranted, the Dean shall discuss the matter with the Provost and the President of the University. If the Provost and President are in agreement that a dismissal may be warranted, the Dean shall issue written notification to the faculty member that dismissal proceedings are being initiated. This notification must include the specific grounds for initiating the dismissal process. Initial concurrence that dismissal may be warranted among the supervisor, Dean, Provost and President does not constitute an official dismissal. Dismissal may only occur through due process in compliance with the guidelines outlined in System Policy 12.01.

9.3 Right to a Hearing: Within 10 days of receiving notification that the University is beginning the dismissal process, a faculty member may request a hearing before the Faculty Affairs Committee of the Faculty Senate.⁶ The faculty member should direct this request to the Office of the President, and the President shall have five (5) business days from the receipt of the hearing request to notify the Faculty Affairs Committee that a request for a hearing has been filed, and to provide information to the faculty member as to the procedural rights that the faculty member will have in the hearing. This includes the right to challenge the membership of the Faculty Affairs Committee by petition to the President.

The purpose of a hearing by the Faculty Affairs Committee is to determine whether the faculty member should be removed from his or her position. The Faculty Affairs Committee shall set a time for the hearing that will allow the faculty member a period of thirty (30) days during which to prepare a defense to the charges made, and shall notify the faculty member in writing of the time and place for the hearing. Notwithstanding this 30-day period, the hearing should take place within 60 calendar days of the date of the appeal request, but may be extended by up to 15 calendar days by the Chair of the Faculty Affairs Committee for good cause. The notification of the scheduled hearing given to the faculty member shall include the names of the witnesses against the faculty member and the nature of the testimony of each. The Faculty Affairs Committee's hearing shall be closed unless the affected faculty member requests that it be open.

9.4 Witnesses and Representation: Witnesses in addition to those listed on the written notification given to the faculty member may be added to the list at a later date for good cause. The faculty member should have the right to confront all adverse witnesses.

⁶ Or any such committee later established through an approved change of the Faculty Senate Bylaws to handle grievances and hearings related to faculty members. This note applies to all references to the Faculty Affairs Committee within this section.

Where unusual and urgent reasons move the Faculty Affairs Committee to withhold this right, or where the witness cannot appear, the identity of any witness and any statement made should nevertheless be disclosed to the faculty member. Subject to these safeguards, statements from witnesses may, when necessary, be taken outside the hearing and reported to it.

Both the faculty member and the University have the right to be represented by an advisor, to call witnesses, to question all witnesses who testify orally, to have a full stenographic record or electronic recording of the proceedings, and to be provided access to the record of the proceedings with the right to copy such record. The Faculty Affairs Committee should allow oral arguments and written briefs by the President of the University or designated representative and by the faculty member or designated representative.

9.5 Findings: The Faculty Affairs Committee shall formulate explicit findings with respect to each of the grounds for removal presented and shall recommend whether or not, in its judgment, there is good cause for dismissal. In cases concerning an untenured faculty member whose term of appointment has not expired, committee deliberations and findings shall be limited to whether the University's decision to dismiss was legal and did not violate either System procedures or the academic freedoms of the faculty member.

The Committee's recommendation shall be given in writing to the President no later than 15 days after the hearing is completed. If the President proceeds with the dismissal, he or she shall forward all documentation related to the dismissal and hearing proceedings to the Chancellor, who shall have 45 days to review the materials and to make the final decision regarding the dismissal, or else to return the materials to the President for a follow-up hearing before the Faculty Affairs Committee if additional information that was not available to the President or the Faculty Affairs committee during their reviews is identified. Any follow-up hearing must occur within 15 days of receipt of the materials returned from the Chancellor, must be subject to the guidelines already described in this section, and must adhere to the recommendation and review process described earlier in this paragraph. The effective date of any dismissal will be determined by the Chancellor.

10. ANNUAL PERFORMANCE REVIEW

10.1 Purpose of Faculty Annual Performance Reviews: The annual review constitutes part of the ongoing process of communication between the faculty member and the University in which both institutional and individual goals and programmatic directions are clarified, the contributions of the faculty member toward meeting those goals are evaluated, and the development of both the faculty member and the University is enhanced. In all cases, the annual review shall serve as the primary written documentation for evaluation of job performance in the areas of assigned responsibility, and as the primary basis for merit salary increases not related to promotion in academic rank.

The best interests of the entire University—administration, faculty, and students alike—demand that tenure-track faculty receive detailed, written, constructive feedback on a regular and timely basis relative to the faculty member's progress toward eventual tenure and promotion. If areas of deficiency are present, they should be noted in detail, and specific actions to remedy those deficiencies should be provided. Subsequent feedback should specifically address the appropriateness of the faculty member's response to these concerns and suggested remedial actions, plus any further concerns. Annual reviews will be conducted in an environment of openness and collegiality, with an emphasis on constructive development of the individual faculty member and the institution. The person or persons conducting the annual reviews will be determined by the faculty and administrators of each College and the scheduled dates of the reviews should be clearly communicated to each faculty member each year. Furthermore, the annual reviews should proceed on the basis of the established criteria and standards developed by each College, and should utilize the University's annual performance review document.

10.2 Evaluation by Rank and Track: The focus of the annual review process shall vary from rank to rank. For a faculty member on a professional-track appointment, the annual review process will serve primarily to evaluate the performance of the specific set of duties described in his or her appointment letter, and should give relatively more emphasis to shorter-term performance goals that increase the potential for reappointment. For tenured or tenure-track faculty, the annual review must take into account that progress in a scholarly career is a long-term venture; therefore, a three- to five-year horizon may be necessary for the accurate evaluation of scholarly progress. For all faculty members, the review process will be used to identify the faculty member's progress toward promotion (if applicable), and some indication of this progress should be included in the reviewer's comments. For tenure-track faculty members, the annual review should also indicate the reviewer's assessment of the candidate's progress toward tenure.

10.3 Administration of Performance Reviews: Annual performance reviews of faculty shall utilize the University's annual performance review form. This form requires a self-assessment from each faculty member. A faculty member's report of his or her activities must be focused on only the previous academic or calendar year (depending on the guidelines established by the Department and/or College) and should include commentary on both the status of longer-term projects and the broader context in which his or her annual activities have occurred. As mandated by the form, the review must address the faculty member's teaching, scholarship and/or creative activity, and service. Faculty members (with permissible input from their reviewers) must also establish performance goals for the upcoming year, and (when applicable) evaluate their own progress vis-à-vis the goals set for themselves during the previous year's performance review.

The Department Chair (or Dean, if the Chair is not available) shall summarize his or her evaluation and expectations of the faculty member's performance for the year on the University's annual performance review document. The faculty member shall indicate receipt of this review by signing the document, and shall have the right to append a

statement to the document in response to the written comments of the evaluator. This annual performance review, and any related documents, shall become a part of the faculty member's personnel file. A conference shall be held between the reviewer and the faculty member to discuss the written review and expectations for the coming year. In some cases, more frequent meetings between the faculty member and the reviewer may occur for purposes of performance review. Either the reviewer or the faculty member may initiate these more additional meetings.

10.4 Fourth Year Review for Tenure-Track Faculty: Because a tenure-track appointment represents a significant investment on the part of both the University and the faculty member, all tenure-track faculty members will be required to complete a fourth year review to help them realize their fullest potential during their probationary period. This review will serve to more thoroughly document and assess the candidate's progress toward tenure and to provide more in-depth feedback to focus and prioritize the faculty member's efforts in each of the three primary evaluation categories for the remainder of his or her probationary period. This review requires the faculty member to create a dossier containing the items listed in Section 3.7 of this procedure. The substance and process of the fourth year review is given in University Procedure 12.02.99.D0.02 (*Fourth Year Review for Tenure-Track Faculty*).

11. POST-TENURE REVIEW

Post-tenure review at A&M-Central Texas applies to tenured faculty members and is comprised of annual performance reviews by the Department Chair (or the individual responsible for conducting the annual evaluation) as well as a comprehensive review by a committee of peers that occurs not less frequently than once every six years. Post-tenure review is intended to promote continued academic professional development and to enable a faculty member who has fallen below performance norms to pursue a peer-coordinated professional development plan and return to expected levels of productivity. System Policy 12.06, *Post-Tenure Review of Faculty and Teaching Effectiveness*, and University Standard Administrative Procedure 12.06.99.D0.01, *Post-Tenure Review*, both provide supplemental guidelines for post-tenure review.

12. PROFESSIONAL-TRACK FACULTY

12.1 This procedure supplements System Policy 12.07, *Fixed Term Academic Professional Track Faculty*, and recognizes the occasional need to appoint full-time faculty members in addition to regular tenured or tenure track full-time faculty. Individuals who are appointed to a professional track position should be carefully selected and uniquely qualified. They should be faculty who provide specialized services in support of the mission of the University. Appointment and promotion of Professional Track faculty at A&M -Central Texas must be based upon the experience and academic background of the candidate as well as the needs of the academic program. When it meets the needs of the University, qualified professional-track candidates with rank from prior institutions may be eligible to be appointed with rank at A&M-Central Texas.

12.2 Professional-Track Faculty Positions: Appointment to a professional faculty rank ordinarily requires completion of the appropriate terminal degree. Exceptions to this requirement may be made only by permission of the President of the University based on the recommendation of the Provost after confirmation of the appropriate faculty credentials. No more than twenty percent (20%) of the positions in any given college shall be designated as professional-track without the permission of the President.

In compliance with University Procedure 12.03.99.D1.01, *Faculty Workload*, Deans, Department Chairs, and the Provost are jointly responsible for ensuring workload equity between professional-track and tenure-track faculty. The specific terms of employment for all professional-track faculty must be detailed in the appointment letter, including the necessary teaching, research and/or service requirements, such as assigned courses and course load, student advising, patient care, committee assignments, independent and/or collaborative research responsibilities, etc. Professional-track appointment letters shall indicate that the appointment is non-tenure-track, and will expire upon the completion of the appointment unless the appointment is extended or converted or the faculty member is dismissed prior to the end of the appointment period.

12.3 Position Titles: The position title selected for a professional-track faculty position must be approved by the appropriate Dean and the Provost, and must not be readily confused with traditional tenure and tenure-track designations. Within the position title, the individual's rank will be designated commensurate with the individual's credentials and/or experience. For example, a Lecturer will be designated Assistant Lecturer, Associate Lecturer, Senior Lecturer; and similarly with Research or Clinical Faculty. Visiting Faculty typically receive fixed-term, non-renewable appointments and therefore will not have designations of rank included in their title. Descriptions of the major categories of professional-track positions are given below.

Lecturer receives a full-time teaching appointment with relatively heavier teaching loads and usually some service expectations and/or fieldwork to substitute for the lack of research expectations.

Visiting faculty members receive annual, limited-term appointments, and (depending on the appointment) their duties may focus on teaching, research, or service. Ordinarily, a visiting faculty member either replaces a faculty member who is on leave or serves to facilitate faculty exchange programs with other universities.

Research faculty members engage in research programs of major scope that benefit the University. Usually, these positions are at least partly supported by exterior funding sources and have minimal teaching or service expectations.

Clinical faculty members are highly skilled and experienced practitioners (usually in nursing, health and behavioral sciences, social work, or teacher education) who address a specific need in a Department or College. The duties of clinical faculty may or may not include teaching.

It is possible for exceptionally experienced and/or qualified professional-track faculty member to receive an initial appointment with rank provided the Provost approves a recommendation put forward by the faculty member's College Dean at the time of the faculty member's initial appointment.

12.4 Terms of Appointment: Regardless of rank, initial appointments for all new professional-track faculty are for one (1) academic year. These appointments may be renewed upon request to the Provost from the appropriate supervisor. Professional-track faculty members who receive three (3) consecutive ratings of above average or higher (based on the evaluation categories used by the candidate's respective College) from their supervisors on their annual performance reviews are eligible for three-year renewable appointments. All appointment renewal requests should be made in writing to the Provost no later than April 1 of the academic year prior to the renewal appointment, and should demonstrate that the ongoing program needs and the superior quality of the faculty member's performance during the past year (for 1-year renewals) or past three years (for 3-year renewals) warrant the appointment renewal. Professional-track faculty members who have three-year appointments will still be subject to annual performance reviews. A summer course load is not guaranteed for professional-track faculty with teaching responsibilities. No professional-track appointments may exceed three (3) years in length.

12.5 Annual Performance Review: Except in the case of professional-track faculty members on non-renewable 1-year appointments, all professional-track faculty members will be reviewed on an annual basis by their Department head or supervisor. Such review will proceed with reference to all of the specific areas of responsibility included in the initial letter of appointment (plus any additional requirements added during previous annual reviews). Evaluation of the faculty member's performance vis-à-vis his or her areas of responsibility will be based on performance norms and standards that have been established by the College for the faculty member's program and communicated in advance to the faculty member. The actual content, timing and process of annual performance reviews for professional-track faculty members is left to the discretion of the Colleges or academic units responsible for each professional-track faculty member, but in all cases a written record of the review (signed by the faculty member and supervisor) should be created and kept in the faculty member's personnel file as per applicable human resource policies.

12.6 Promotion of Professional-track Faculty:

12.6.1 Eligibility: Faculty members on the professional-track who have at least five (5) years of service at the Assistant rank are eligible for promotion to the rank of Associate. Similarly, faculty members on the professional track who have at least five (5) years of service at the Associate rank are eligible for promotion to the rank of Senior. Promotions are awarded solely on the basis of merit as indicated by a record of sustained excellence in the areas of responsibility assigned to a particular professional-track faculty member. Years of service at another

regionally accredited college or university may be credited to a professional-track faculty member at the time of initial appointment.

12.6.2 **Application:** Eligible professional-track faculty members who wish to apply for promotion should prepare a promotion dossier. Each dossier must include a letter of recommendation from the candidate's direct supervisor, a curriculum vita, a self-evaluation, and copies of annual performance evaluations from at least the last five (5) years. Using the specific responsibilities enumerated in the faculty member's appointment letter as a guide, the faculty (with the possible assistance of his or her Department Chair) member should include additional evidentiary items in support of his or her promotion application in the dossier. The lists of items in Section 3.7 and the Appendix may also be useful references for this purpose.

12.6.3 **Review Process:** The candidate's dossier must be submitted to the Chairperson of the College Promotion and Tenure Committee no later than the current promotion application deadline published by the Office of the Provost. Except the exclusion of the candidate's Department Chair (whose recommendation will already be included when the candidate's dossier is submitted), the formal review process will be identical to that described in Section 5.2.

12.7 **Dismissal of Professional Track Faculty:** A professional-track faculty member whose term appointment has not expired can be dismissed for cause according to the guidelines and procedures set forth in Sections 6 and 9.

13. FACULTY TRACK CONVERSION

13.1 **Definition:** In some cases it may be in the best interest of a particular faculty member and/or the University for the faculty member in question to convert from one faculty track to another: either from professional-track to tenure-track or from tenure-track to professional-track.

13.2 **Eligibility:** Track conversions may be pre-specified and scheduled as part of a faculty member's initial appointment or requested at any time after the initial appointment at the faculty member's discretion.

13.2.1 **Pre-specified (upon appointment):** This arrangement is especially (but not exclusively) advantageous within certain professional or practitioner-oriented disciplines (e.g., nursing, social work) for which faculty candidates with terminal degrees are relatively few compared to other disciplines. Faculty candidates hired under this clause would typically have completed all of their doctoral coursework, but would not have defended their dissertation or thesis. In their initial appointment letter, these candidates would be given a defined grace period (typically 1 to 2 years) during which to complete his or her terminal degree. During this grace period such faculty members would serve as professional-track faculty, and as such would be subject to the normal performance review and term

appointment renewal guidelines described in Section 12.5 above. The particular duties allocated to the candidates during this time would be determined by the candidate, the department, and the Provost based on the needs of the University. The duration of the grace period indicated in the appointment letter does not constitute a guarantee of employment: all professional-track faculty term appointments shall be governed according to Section 12.4.

If the faculty member successfully completes his or her terminal degree during the grace period, he or she will convert to tenure-track under the stipulations given in his or her initial appointment letter. Once the completion of the terminal degree has been confirmed by the University, a new appointment letter will be issued to the faculty member stating his or her new track, rank, and tenure and promotion eligibility dates. If the candidate does not complete his or her doctorate during the grace period specified in his or her initial appointment letter, his or her employment may be terminated once the grace period expires.

Notwithstanding the above paragraph, in rare and extenuating circumstances faculty hired under this clause may be eligible for a grace period extension according to the guidelines for a probationary period extension in Section 3.5.

During the grace period the faculty member will be considered professional-track faculty with respect to title, terms and renewals of appointment, and annual performance evaluations. Professional-track faculty members serving in a grace period as defined in this section are not eligible for promotion.

- 13.2.2 Discretionary (after initial appointment): At any point after the initial appointment, a faculty member on either track may request a track conversion. Unless a track conversion is pre-specified in the faculty member's initial appointment letter, faculty members may not be required or coerced to convert tracks, or penalized for not doing so.

Faculty members who wish to convert tracks should discuss their eligibility/desire with their supervisor or Chair. If the Chair is in agreement that a conversion is warranted, he or she should write a recommendation to the Dean of the College on the faculty member's behalf. If the Dean approves the conversion, he or she should make a written recommendation to the Provost on the candidate's behalf. If the Provost approves the track conversion (and the 20% rule is not affected by the conversion—see Section 12.2), the candidate will be notified, and a new appointment letter will be issued explaining the terms of the new track (e.g., effective date—typically September 1, rank, salary, job responsibilities, eligibility for tenure/promotion/term appointment renewal, etc.). The President reserves the right to make the final approval for track conversions that may affect the 20% rule stated in Section 12.2.

- 13.3 Non-transferability of Years of Service: For purposes of determining eligibility for tenure or promotion, years of service will be transferred from one track to another as determined on a case-by-case basis as part of the application process described in Section 13.2. Generally, it is more difficult to transfer years of service from professional-track to tenure-track positions since more performance categories apply to the latter than the former. Similarly, annual performance evaluations from one track may not be considered for purposes of tenure and/or promotion in another track unless a request to have those years transferred to the new track has been approved. Whether or not years of service are credited during a track transfer, a record of any performance evaluations conducted while on the former track will remain in the faculty member's personnel file.
- 13.4 Non-transferability of Rank: Faculty at A&M-Central Texas who have been promoted in rank in one track do not automatically maintain rank after converting to another faculty track. Upon request by the College, with supporting evidence, retention in rank can be negotiated as part of the track transfer process. Generally it is more difficult to transfer rank from the professional-track to the tenure-track because more performance categories apply to the latter than the former.

14. UNFORESEEN CONTINGENCIES

It is inevitable that circumstances beyond those enumerated and described within this document will arise. In the event that an issue arises that is in any way connected to faculty tenure and promotion and that is not clearly addressed by any portion or portions of this Procedure, College and University administrators will proceed in their deliberations in good faith and a spirit of openness with the input of faculty (e.g., by soliciting the input of the Faculty Affairs Committee of the Faculty Senate). Furthermore, those involved in the deliberations will decide if the issue at hand merits only an idiosyncratic review/decision or if a formal revision/amendment to the current tenure and promotion SAP should be initiated.

Related Statutes, Policies, or Requirements

System Policy	<u>12.01 Academic Freedom, Responsibility, and Tenure</u>
System Policy	<u>12.02 Institutional Procedures for Implementing Tenure</u>
System Policy	<u>12.03 Faculty Academic Workload and Reporting Requirements</u>
System Policy	<u>12.06 Post-Tenure Review of Faculty and Teaching Effectiveness</u>
System Policy	<u>12.07 Fixed Term Academic Professional Track Faculty</u>
System Regulation	<u>32.01.01 Complaint and Appeal Procedures for Faculty Members</u>

The above links are current and functional as of the approval date of this Procedure.

Contact Office

Office of the Provost & Vice President for Academic and Student Affairs
254-519-5447

SAP 12.02.99.D1.01

Institutional Procedures for Faculty Tenure and Promotion

APPENDIX:

Examples of Criteria that may be employed to Evaluate Faculty Performance

Faculty members are to be evaluated on the quality and scope of their work in fulfillment of the missions of Texas A&M University-Central Texas and of its respective colleges, in the context of the particular roles and responsibilities of the individual faculty member. The indicators below are sorted by evaluation category but are listed in no particular order. As specified in the SAP for which this document is an appendix, each college should determine the specific indicators that best measure the quality of the contributions of its faculty members. The lists below are not comprehensive, and colleges are free to include additional indicators in their respective faculty performance standards documents provided these indicators are not in conflict with wider University or System standards.

Teaching

This evaluation category includes classroom or web-based instruction, academic advising (which may also be included as a service activity where appropriate), supervision of undergraduate and graduate research, clinical supervision, and mentoring

Possible Indicators of Faculty Merit

- Receiving satisfactory or exemplary teaching performance evaluations, as evidenced by such measures as peer-evaluation, student satisfaction, and student outcomes
- Directing student research or creative activity that is validated by peers and communicated
- Being nominated or selected for a teaching award
- Providing evidence of courses taught in an insightful, rigorous or engaging level
- Providing evidence of excellence in the design and administration of courses: objectives, rubrics, assessments, assignments, etc.
- Creating and/or publishing new instructional materials or methods
- Developing a new course, especially one that fills an identifies need in the curriculum
- Making ongoing or major revisions to existing courses
- Serving as a chair or member of a graduate student research committee
- Receiving external or internal grant support for teaching/learning projects
- Being invited to teach at reputable domestic or international institutions

- Having students who receive awards for their research or academic performance
- Having students successfully placed into graduate programs and/or academic or other professional positions
- Contributing to the professional development of students (e.g. working with a University or College honors or mentoring program)
- Serving as a departmental undergraduate or graduate advisor (may also be included as a service activity where appropriate)
- Serving as a course lead
- Providing evidence of reflective critique and continuous improvement of teaching, such as by self-evaluation
- Effectively coordinating a multi-section course
- Participating in significant self-development activities leading to enhanced teaching effectiveness

SCHOLARLY ACTIVITIES

This evaluation category includes research, creative activities, and all other forms of scholarship covered by the University definition of scholarship.

Possible Indicators of Faculty Merit

- Publishing articles in refereed journals, including those with a teaching focus
- Receiving fellowships or research awards
- Receiving citations of publications
- Having a scholarly book (or book chapter) published
- Editing a scholarly book
- Serving as a member of editorial board of an academic journal (could also be considered in the Service category)
- Publishing, performing, or having an exhibition peer reviewed creative activities
- Juried works in creative activities
- Serving as a member of review panel for research organization
- Presenting papers at academic conferences
- Receiving external peer-reviewed funding for research
- Serving as a reviewer for refereed journals or as an ad hoc reviewer for research or academic organization (could also be considered in the Service category)
- Publishing in a non-refereed but recognized journal or magazine
- Performing or exhibiting in public words in the plastic, performing or diverse arts
- Pursuing self-development activities such as a Faculty Development Leave, that lead to increased research and publication effectiveness

SERVICE

This evaluation category includes extension, outreach, clinical service, service to the department or unit, service to the University, advising (may also be included as a teaching activity where appropriate) and professional service.

Possible Indicators of Faculty Merit

- Serving as an officer in a professional organization
- Serving on a governmental commission, task force, or board
- Serving an administrative role at the University, college or department level
- Serving as program chair or in a similar positions at an academic or professional meeting
- Serving in the Faculty Senate
- Serving on a standing or ad hoc University committee
- Evidence of excellence in professional service to the local community and public at large, including required clinical work or extension service
- Writing excellent letter of reference for students
- Being a committee member in professional organization
- Serving on University, college, and department committees and task forces
- Serving as consultant
- Being an advisor to student organizations
- Providing evidence of professional service to the local community and public at large, including required clinical work or extension service
- Providing evidence of significant self-development activities that lead to enhanced service effectiveness