



PROCEDURE 12.02.01-W1/AA

Faculty Handbook

Promotion and Tenure

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Supplements System Policies 12.01 and 12.02

The following rules and procedures on Promotion and Tenure of faculty at West Texas A&M University apply to all tenure-track faculty members of the University.

PREAMBLE

West Texas A&M University recognizes and appreciates the diversity of faculty roles and responsibilities within the University. This diversity adds richness and depth to the educational programs of the University and the support that the University provides to the region, state and nation. The University must be responsive to the variety of these contributions in the evaluation of faculty for promotion and/or tenure. The promotion and tenure guidelines are focused upon the successful recruitment, development and evaluation of faculty.

To ensure a fair and balanced University-wide approach to promotion and tenure decisions, all academic colleges and departments must have a written policy statement which describes the standards for annual performance, tenure and promotion. The criteria must contain a progression of expectations to ensure that candidates for annual performance evaluation, promotion and tenure are fully aware of those standards by which their contributions shall be evaluated in the decision process. Each college and department shall establish its own criteria that are consistent with University policy, but all college and school policies must address the performance standards established in the West Texas A&M University Rule 12.99.99.W1 entitled **Annual Review of Faculty Performance** and all must be approved by the Provost/Vice President for Academic Affairs.

West Texas A&M University is an Affirmative Action/Equal Opportunity Institution. In accordance with federal and state law, Texas A&M University System policy, and University rules, no promotion or tenure decision shall be influenced by bias on the basis of race, sex, color, national origin, religion, age, veteran status or disability.

1. DEFINITIONS

1.1 Direct Supervisor

1.1.1 For purposes of Promotion and Tenure and Annual Review of Faculty Performance, a direct supervisor is the person who completes the summary forms from the Annual Evaluation of Faculty Performance, counsels the faculty member, and makes recommendations to the dean of the college regarding that faculty member. Typically direct supervisors are department heads (fixed-term appointments), but may also be directors of schools, associate school directors, associate department heads, associate deans, or whoever performs the evaluation function.

1.2 Definition of Tenure

1.2.1 Tenure means the entitlement of faculty members to continue in their academic position unless dismissed for good cause. Tenured faculty who

remain in good standing shall continue to enjoy those privileges customarily associated with tenure, including an expectation of continuing employment, appropriate compensation, a suitable office and workspace, serving as a principal investigator and conducting research, teaching classes, participating in faculty governance, and representing oneself as a tenured faculty member at his or her system academic institution. However, tenure shall not be construed as creating a property interest in any attributes of the faculty position beyond the faculty member's regular annual salary. A specific system of faculty tenure should undergird the integrity of each system academic institution

1.2.2 Tenure entitles a faculty member to continue in an academic position unless dismissed for good cause (as defined by System Policy 12.01, Section 4.3) or financial exigency (System Policy 12.01, Section 9). Tenured faculty members who remain in good standing enjoy those privileges customarily associated with tenure including an expectation of continued employment, appropriate compensation, a suitable office and work space, the development and teaching of classes in the academic discipline, service as a principal investigator and engagement in research and/or creative scholarly activity, participation in faculty governance, using professional expertise in the service of the university, the profession, the nation and/or the community, and representing themselves as a tenured faculty members at West Texas A&M University.

1.2.3 Tenure shall not be construed as creating a property interest in any attributes of the faculty position beyond the faculty member's regular annual salary (System Policy 12.01, Section 4).

1.2.4 The award of tenure must be accompanied by an equally demanding concept of academic responsibility (System Policy 12.01, Section 2). Tenured faculty members shall be expected to maintain competence in their field of specialization and the exhibition of professional competence in the classroom, studio or laboratory and in the public arena through activities such as discussions, lectures, consulting, publications, creative accomplishments, and participation in professional organizations and meetings.

2. ELIGIBILITY FOR PROMOTION AND TENURE

2.1 Tenure consideration is available only for faculty employed in tenure-track faculty lines, i.e., the faculty ranks of Assistant Professor, Associate Professor, or (full) Professor.

2.2 Part-time, term-contract and temporary faculty members are not eligible for promotion or tenure nor are faculty members holding the rank of Instructor or Lecturer.

2.3 With the approval of the Provost/Vice President for Academic Affairs and the University President, up to three years of exemplary service in a tenure-track

faculty line at another four-year, regionally accredited academic institution may be counted toward the required years of experience in rank if the credit toward promotion and/or tenure is agreed upon at the time of employment and specified in the original employment contract.

- 2.4 Time served as a part-time, fixed-term or temporary faculty member at West Texas A&M University or any other educational institution shall not count as credit toward tenure.
- 2.5 A faculty member without credit toward tenure at the time of employment who was originally employed at the rank of Assistant Professor shall make application for tenure at the beginning of the sixth academic year at West Texas A&M University. An untenured Associate Professor or (full) Professor who was originally employed without credit toward tenure shall make application for tenure at the beginning of the fifth academic year at West Texas A&M University.
- 2.6 A tenure-track faculty member who was employed with credit toward tenure may choose to seek election to tenure and/or promotion at the time specified by the terms of his/her original appointment, or may delay the application for tenure and/or promotion. Except for reasons of extenuating circumstances, a tenure-track faculty member with credit toward tenure may not delay the promotion and/or tenure application for more than one year.
- 2.7 A tenure-track Assistant Professor may not apply for the award of tenure without making simultaneous application for promotion.
- 2.8 At West Texas A&M University, the award of tenure to faculty holding the rank of Assistant Professor is linked to the recommendation for promotion to the rank of Associate Professor. Assistant Professors who do not qualify for promotion to the rank of Associate Professor may not be recommended for tenure.
- 2.9 After consultation with the direct supervisor and dean, a faculty member may apply for early promotion and/or tenure consideration, but individuals seeking early consideration shall be expected to significantly exceed department/college standards of achievement in Instructional Responsibilities, Intellectual Contributions, and Professional Service for promotion and/or tenure to the academic rank that is sought.
- 2.10 To meet the basic requirements for tenure consideration under most circumstances, a faculty member must complete a period of probation, meet performance standards evaluated as "Outstanding" or "Excellent" in each of the three performance categories defined in the Annual Review of Faculty Performance, and demonstrate promise for continued professional growth, development, and contribution.
- 2.11 Under special circumstances, a senior faculty member holding a tenured academic rank at another regionally accredited academic institution, a senior executive with a major non-academic institution, or an individual who is offered an academic administrative position based on previous academic experience, may be employed at an advanced academic rank and may be recommended for tenure at the time of employment.
 - 2.11.1 During the interview process, the candidate should present documentation of academic credentials (personal data should be excluded) requesting

tenure on arrival to the departmental faculty. The faculty evaluates the candidate's Portfolio and submits a formal recommendation to the direct supervisor. The direct supervisor evaluated the Portfolio and reviews the faculty's recommendation and submits a summary of the faculty's evaluations and an independent recommendation to the appropriate academic dean. The dean reviews all materials and submits a formal request to the provost and vice president for academic affairs. If approved, the provost recommends tenure on arrival to the president.

2.11.2 If approved by the president, a formal request for Tenure on Arrival is submitted to the Texas A&M University System Board of Regents at least six weeks in advance of the next scheduled meeting date. Review by the Vice Chancellor's Office of Academic Affairs is requested before formal submission to the Board of Regents.

2.11.3 If the request for tenure on arrival is not approved by the president, the candidate is offered a tenure-track position and follows the timeline as stated on the promotion and tenure process for award of tenure.

3. EVALUATION CRITERIA

3.1 The criteria that are used for evaluating the eligibility for promotion and/or tenure are the criteria that are used in the *Annual Review of Faculty Performance*. The expectations also are the same.

3.2 The Evaluation Criteria (See *Annual Review of Faculty Performance* for the evaluation materials associated with each criterion)

3.2.1 Instructional Responsibilities

- (1) Evaluations of teaching effectiveness
- (2) Teaching innovation and learning assurance
- (3) Teaching load and instructional contributions
- (4) Quality of communication with students
- (5) Academic development
- (6) Collaboration, Communication, Participation, Professionalism

3.2.2 Intellectual Contributions

- (1) Refereed publications, juried exhibits or performances, funded grant proposals and contracts, patents or commercialization of research, and/or professional consultations or commissions of creative work
- (2) Professional presentations of knowledge or creative expressions
- (3) Honors for research or creative expressions
- (4) Collaboration, Communication, Participation, Professionalism

3.2.3 Professional Service

- (1) Service to the University
- (2) Professional service to the community, state, nation, or world
- (3) Service to professional organizations
- (4) Honors for service
- (5) Collaboration, Communication, Participation, Professionalism

4. PROMOTION AND TENURE EXPECTATIONS

- 4.1 It is expected that all faculty members shall perform all assigned duties and meet all expected responsibilities in a “meritorious” (TAMU System Regulation 31.01.01, Item 2.4.2) or “superior” (TAMU System Regulation 31.01.08, Item 2.0) manner. At West Texas A&M University, the terms “meritorious” and “superior” are considered equivalent to the two highest performance ratings, “Outstanding” and “Excellent,” as defined in the *Annual Review of Faculty Performance*.
- 4.2 To be eligible *for Promotion to the Rank of Associate Professor*, a faculty member must be considered “Outstanding” or “Excellent” in the evaluation categories of Instructional Responsibilities, Intellectual Contributions, and Professional Service (based on the definitions for each of these ratings in the Annual Review of Faculty Performance). Faculty members with evaluations from all administrative levels lower than “Satisfactory/Excellent” in any category of evaluation during the last two years in the tenure-track appointment shall not be considered eligible for promotion, unless the candidate for promotion demonstrates extenuating circumstances such as serious illness or personal crises for such evaluations.
- 4.3 To be eligible *for Promotion to the Rank of Professor*, a faculty member must have served a minimum of four years in the rank of Associate Professor. The applicant must be considered “Outstanding” in at least one of the two evaluation categories of Instructional Responsibilities or Intellectual Contributions and “Excellent” in the other of these two categories and in the category of Professional Service (based on the definitions for each of these ratings in the Annual Review of Faculty Performance). Faculty members with evaluations from all administrative levels lower than “Excellent” in the appropriate categories of evaluation during the three years preceding their application for promotion shall not be considered eligible for promotion. Faculty members with evaluations from all administrative levels lower than “Satisfactory/Excellent” in any category of evaluation during the last two years in the tenure-track appointment shall not be considered for promotion, unless the candidate for promotion demonstrates extenuating circumstances such as serious illness or personal crises for such evaluations.
- 4.4 To be eligible *for the Award of Tenure*, the following considerations apply:
- 4.4.1 An Assistant Professor must be considered “Outstanding” or “Excellent” in the evaluation categories of Instructional Responsibilities, Intellectual Contributions, and Professional Service (based on the definitions for each of these ratings in the Annual Review of Faculty Performance). Candidates must meet the criteria for tenure delineated in Section 1.2 of this policy.
- 4.4.2 Candidates for tenure who were employed at the rank of Associate Professor or (full) Professor must achieve the performance standards required for promotion to the rank that they presently hold to be eligible for tenure consideration. Candidates must meet the criteria for tenure delineated in Section 1.2 of this policy.
- 4.4.3 A tenure-track candidate who holds the rank of Associate Professor and who chooses to seek both the award of tenure and promotion to the rank of Professor may be awarded tenure even if promotion is denied.

- 4.5 A faculty member who has, or who has had during the review period, a part-time administrative, non-instructional assignment (such as associate vice president, dean, direct supervisor, program coordinator, or other non-instructional administrative appointment) must meet the same Standards for Instructional Responsibilities, Intellectual Contributions, and Professional Service as any other candidate for promotion and /or tenure. Although administrative responsibilities can be taken into consideration, they are not a substitute for exemplary accomplishment in any faculty performance category.
- 4.6 The supervisor of the faculty member's administrative or non-instruction assignment is responsible for evaluating the faculty member's performance for that work. The evaluations of performance for administrative or non-instructional assignments should be included with the Department Head's evaluations in the Promotion and Tenure Portfolio.

5. THE PROMOTION AND TENURE PROCESS

5.1 Annual Review of Faculty Performance

- 5.1.1 All faculty members shall undergo an annual review of faculty performance. The annual review shall be conducted in accordance with the rules and procedures described in University Rule 12.99.99.W1/AA, **Annual Review of Faculty Performance**. This policy is included in the *Faculty Handbook*.
- 5.1.2 In each academic department, all tenured faculty in the department shall annually evaluate the performance of each tenure-track faculty member. The tenured faculty shall provide the direct supervisor with their evaluation by a deadline that shall be determined by the direct supervisor.
- 5.1.3 The direct supervisor shall review each faculty member's Annual Review of Faculty Performance and shall meet with each faculty member to provide meaningful written and oral feedback about each faculty member's performance. This annual review shall specifically evaluate the faculty member's performance in each evaluation category (i.e., Instructional Responsibilities, Intellectual Contributions, and Professional Service). The annual review should describe accomplishments of note and, if needed, suggestions for the improvement of performance.
- 5.1.4 The direct supervisor should be especially judicious in evaluating a faculty member's progress toward promotion and tenure at West Texas A&M University. The Annual Review of Faculty Performance should provide a blueprint for faculty success through a thorough and frank analysis of each aspect of the faculty member's performance.
- 5.1.5 A copy of the Annual Review of Faculty Performance shall be sent to the Office of the Dean by the direct supervisor. The dean shall review the Annual Review of Faculty Performance for each faculty member and may append additional comments that expand, explain, support, or dispute the direct supervisor's evaluation. If additional comments are added by the dean, the dean shall supply a copy of the appended comments to the faculty member and to the direct supervisor. The dean shall forward a copy of each faculty member's Annual Review of Faculty

Performance including all appended comments to the Office of Academic Affairs.

- 5.1.6 Each faculty member's Annual Review of Faculty Performance shall be included in the faculty member's personnel file. A copy of the Annual Review of Faculty Performance shall be retained by the direct supervisor and shall be included in the Promotion and Tenure Portfolio when it is developed.
- 5.1.7 In any year, a direct supervisor or college dean may recommend to the Provost/Vice President for Academic Affairs that the probationary appointment of a tenure-track faculty member be terminated. The final decision regarding the termination of the probationary appointment of a tenure-track faculty member must be made by the Provost/Vice President for Academic Affairs with the concurrence of the President. Notification of contract non-renewal shall be made in accordance with the timelines specified in System Policy 12.01, Section 4.2.
- 5.1.8 A tenure-track faculty member may appeal the decision of the Provost/Vice President for Academic Affairs regarding non-renewal on the basis that the decision was made in violation of the academic freedom of the individual or for an illegal reason or for inadequate consideration of the faculty member's record of professional achievement. For purposes of this section, an illegal reason is defined as a decision based on race, sex, age, national origin, religion, creed, color, or disability unrelated to the performance of duties. The appeal procedure is outlined in Section 8.

5.2 Third-Year Review for Assistant Professors

- 5.2.1 A mandatory third-year review occurs after the completion of the third year of appointment for tenure-track faculty members (except for faculty members hired at the associate professor level who will apply for tenure in their fourth year at WTAMU). The purpose of the third-year review is to assess the progress that a tenure-track faculty member has made toward meeting the criteria for consideration of promotion and tenure.
- 5.2.2 Faculty members undergoing the third-year review shall prepare a Third-Year Review Portfolio that details their achievements and performance in Instructional Responsibilities, Intellectual Contributions, and Professional Service during their first three years as a tenure-track faculty member. This Portfolio should take the form of the Promotion and Tenure Portfolio described in Appendix A except that alumni evaluations of teaching effectiveness will not be collected for the third-year review.
 - 5.2.2.1 The direct supervisor may assist a candidate with the preparation of early versions of the Third-Year Review Portfolio. However, no additions, deletions or corrections may be made to a faculty

member's Third-Year Review Portfolio by the faculty member under review after the official copy of the Portfolio has been submitted to the Direct supervisor.

5.2.2.2 Once the third year review process has been completed, the Third-Year Review Portfolio shall be returned in its entirety to the faculty member under review.

5.2.3 The Third-Year Review Portfolio must be presented to the direct supervisor by September 15 (early in their fourth year of employment) and the direct supervisor must make the Portfolio available for review to all tenured departmental faculty members, who will evaluate the candidate's academic accomplishments and submit their written evaluation to the direct supervisor by the date prescribed by him/her. While the direct supervisor will use these written evaluations to help inform his/her evaluation of the third year review candidate, they will not be included in the Third Year Review Portfolio as it moves forward.

5.2.4 The Third-Year Review Portfolio will be reviewed by the candidate's Departmental Promotion and Tenure Committee, direct supervisor, College Promotion and Tenure Committee, college dean, and the Provost/Vice President for Academic Affairs following the timeline in Section 6.1 of the Promotion and Tenure policy. The Third-Year Review Portfolio will be forwarded to each of these levels of review regardless of the positive or negative recommendations that may be included.

5.2.5 At each level of review, the candidate will be evaluated in the categories of Instructional Responsibilities, Intellectual Contributions, and Professional Service and assigned a rating of either "Acceptable Progress Toward Tenure" or "Unacceptable Progress Toward Tenure" in each of the three categories.

5.2.5.1 "Acceptable Progress Toward Tenure" indicates that the candidate has made adequate progress toward meeting the criteria for consideration of promotion and tenure during his/her first three years at the university.

5.2.6 The chair of the Departmental Promotion and Tenure Committee shall schedule all meetings, conduct all deliberations, supervise the election of the outside member(s), oversee the required votes for all candidates for third-year review, and complete and submit a written report and tabulation of the committee's votes to the direct supervisor by the date set by the direct supervisor. The structure and procedures for the Departmental Promotion and Tenure Committee are outlined in Section 5.5 of the Promotion and Tenure policy.

- 5.2.7 The direct supervisor shall prepare an independent written evaluation and rating of each third-year review candidate, including recommendations for areas of improvement as needed. The direct supervisor shall add his/her independent written evaluation and the Departmental Promotion and Tenure Committee's written evaluation to the candidate's Portfolio, send a copy of his/her evaluation to the candidate(s), and forward the candidate's Portfolio to the College Promotion and Tenure Committee by October 15.
- 5.2.8 The chair of the College Promotion and Tenure Committee shall schedule all meetings, conduct all deliberations, oversee the required votes for all candidates for third-year review, and complete and submit a written report and tabulation of the committee's votes to the college dean by the date set by the dean. The structure and procedures for the College Promotion and Tenure Committee are outlined in Section 5.6 of the Promotion and Tenure policy.
- 5.2.9 The College Dean shall prepare an independent written evaluation and rating of each third-year review candidate, including recommendations for areas of improvement as needed. The College Dean shall add his/her independent written evaluation and the College Promotion and Tenure Committee's written evaluation to the candidate's Portfolio, send a copy of his/her evaluation to the candidate(s), and forward the candidate's Portfolio to the Provost/Vice President for Academic Affairs by November 15.
- 5.2.10 The Provost/Vice President for Academic Affairs shall prepare an independent written evaluation and rating of each third-year review candidate, add it to the candidate's Portfolio, and send a copy of his/her evaluation to the candidate(s) and to the appropriate Direct Supervisor and College Dean by January 10. The evaluation of the Provost/Vice President for Academic Affairs shall state one of the following: that the candidate has made adequate progress toward meeting the criteria for consideration of promotion and tenure; that the candidate has made adequate progress toward meeting the criteria for consideration of promotion and tenure but with recommendations for areas of improvement, or that the candidate has not made adequate progress toward meeting the criteria for consideration of promotion and tenure and will be offered a terminal, nine-month appointment.
- 5.2.11 The third-year review candidate may appeal the decision of the Provost/Vice President for Academic Affairs to offer a terminal, nine-month appointment on the basis that the decision was made in violation of the academic freedom of the individual or for an illegal reason or for inadequate consideration of the faculty member's record of professional achievement. The appeal procedure is outlined in Section 8.

5.3 Tenure Review for Tenure-track Assistant Professors

- 5.3.1 A mandatory tenure review for tenure-track assistant professors occurs after the completion of the fifth year of appointment. Faculty members facing the tenure review must apply for promotion and tenure and must prepare a Promotion and Tenure Portfolio as described in Appendix A.
- 5.3.2 The tenure review shall follow the processes described in the remainder of Section 5 (below).
- 5.3.3 If the award of promotion and tenure is denied to an Assistant Professor in the promotion and tenure process, the faculty member shall receive a terminal nine-month contract for the next academic year.

5.4 The Promotion and Tenure Portfolio

- 5.4.1 A faculty member who is eligible for promotion and/or tenure shall prepare a Promotion and Tenure Portfolio that contains all of the mandatory contents in the order and format described in Appendix A.
- 5.4.2 The documentation submitted for promotion and/or tenure consideration must fall within the period from the year that the current faculty ranking was awarded or the start date of the candidate's employment at West Texas A&M University (including, if applicable, the period required for prior application for tenure and/or promotion to the present rank at West Texas A&M University) to August 31 of the application year.
- 5.4.3 The Portfolio must be presented to the direct supervisor by the prescribed deadline and the direct supervisor must make the Portfolio available for review by all tenured departmental faculty who shall then evaluate the candidate's academic accomplishments. The Portfolio shall include a letter of submission that indicates the candidate is formally submitting the Portfolio to the direct supervisor for evaluation. The letter shall be signed by the candidate and have an acknowledgement line for the direct supervisor to indicate receipt of the Portfolio, with the candidate receiving a copy of the signed letter. The letter shall appear in the front section of the Portfolio. Unless there are significant extenuating circumstances, failure to submit the Portfolio by the prescribed deadline will preclude the faculty member from applying for promotion and/or tenure. The Provost shall determine whether failure to submit on time was due to significant extenuating circumstances. A tenure-track faculty member who fails to submit his or her Portfolio by the prescribed deadline will be given a terminal appointment for the following academic year.
- 5.4.4 The direct supervisor may assist a candidate with the preparation of early versions of the promotion and tenure Portfolio. However, no additions, deletions or corrections may be made to a faculty member's promotion and tenure Portfolio by the faculty member under review after the official copy of the Portfolio has been submitted to the direct supervisor.

5.5 Departmental Promotion and Tenure Process

- 5.5.1 At the first departmental meeting of the fall semester, each department (department is to be interpreted as school where appropriate) must elect a departmental Promotion and Tenure Committee regardless of whether the department anticipates candidates for third-year review, promotion, or tenure. Each department should have its Promotion and Tenure Committee established by September 15. It shall be the responsibility of the departmental committee to arrange for election of a member of the departmental committee (not the outside member) to the College Promotion and Tenure Committee by October 15. A departmental Promotion and Tenure Committee must consist of at least two tenured faculty members from the academic department and one tenured faculty member representing a department in a college other than the college in which the academic department is housed. If there are not enough tenured faculty members in the department available to constitute a committee of at least three, the tenured and tenure-track faculty of the department will elect at-large members from other departments within the college. The committee must consist of 3, 5, or 7 members with number and departmental representation determined by a vote of all tenured and tenure-track faculty in the department.
- 5.5.2 Upon constitution of a departmental Promotion and Tenure Committee, only tenured faculty members may participate in the committee deliberations. All tenured faculty in the department may, if they so desire, participate in the evaluation of candidates seeking tenure and/or promotion or under third-year review. The direct supervisor shall provide each tenured faculty member in the department not serving on the departmental Promotion and Tenure Committee with an evaluation form for each faculty member being considered for promotion and/or tenure. The evaluation forms of the faculty not serving on the Promotion and Tenure Committee will be turned in to the direct supervisor.
- 5.5.3 The composition and processes of the departmental Promotion and Tenure Committee shall be determined by all tenured and tenure-track faculty in the department.
- 5.5.4 The direct supervisor or the dean shall convene the committee, supervise the election of a chair from the membership, and carefully review the committee charge and procedures with its members. After reviewing the committee's charge, the direct supervisor shall leave the room and shall not participate in the deliberations of the committee unless asked by the committee to explain aspects of past annual performance reviews.
- 5.5.5 The direct supervisor shall provide committee members with an evaluation form for each faculty member being considered for promotion and/or tenure. Each departmental committee member shall discuss the accomplishments of each candidate and, after discussion, independently rate the performance of each candidate in each category based upon the established departmental standards for Instructional Responsibilities, Intellectual Contributions and Professional Service with Collegiality and Professionalism. The rating terminology described in the Annual Review of Faculty Performance shall be used

in rating the contributions of each candidate for tenure and/or promotion.

- 5.5.6 A candidate must receive a majority of evaluations in the required level (see Section 4.2 or 4.3, as appropriate) or higher for each evaluation category to be recommended for promotion and/or eligible for the committee's "Yes/No" vote on tenure.
- 5.5.7 A "Yes/No" vote on tenure, if required, shall complete the voting process. A candidate must receive a majority of affirmative votes to be recommended for tenure to the next level of the process.
 - 5.5.7.1 The Department Promotion and Tenure Committee shall tabulate and report the votes for each candidate and shall use the results of the vote to make a recommendation to the direct supervisor. The committee chair shall present the recommendation of the committee to the direct supervisor in written form. The written recommendation shall summarize the rationale for the Committee recommendation and shall become part of the candidate's Portfolio and remain in the Portfolio throughout the evaluation process. All members of the committee will be afforded the opportunity to review the report before forwarding to the direct supervisor, and each member will sign indicating that the report is a fair representation of committee action. The direct supervisor may call the committee together to obtain more information about the perceptions of the committee regarding one or more of the candidates.
- 5.5.8 The direct supervisor shall collect all evaluations and shall provide for each candidate a letter of positive or negative recommendation. This letter shall record the vote of the Department Promotion and Tenure Committee for and against tenure and/or promotion. This letter must include a rationale for direct supervisor's recommendation for or against promotion. This letter shall be placed in Section I of a candidate's Promotion and Tenure Portfolio. A copy of the letter shall be sent to the candidate.
- 5.5.9 The direct supervisor shall include a form that summarizes the departmental committee's rating of the candidate for each evaluation category in the Promotion and Tenure Portfolio of each candidate.
- 5.5.10 The direct supervisor shall forward the Promotion and Tenure Portfolio of each candidate for promotion and/or tenure to the dean of the college by October 15 regardless of the positive or negative recommendations that may be included.

5.5.11 The Department Promotion and Tenure Committee shall elect one committee member from the department to represent the department on the College Promotion and Tenure Committee.

5.6 College Promotion and Tenure Process

- 5.6.1 Each academic college shall form a College Promotion and Tenure Committee. The members of the committee shall serve for a single promotion and tenure cycle, but may be elected to serve in subsequent years.
- 5.6.2. The College Promotion and Tenure Committee shall be composed of five or seven tenured faculty members. The committee must include a minimum of one member from each department/school in the college, elected by the department's Promotion and Tenure Committee from the departmental members of the committee, and a member from outside the college. If the college does not have five departments, at-large members from the college shall be elected by the tenured faculty of the college. If there are not enough tenured faculty members in the college to constitute a committee of five or seven members, the tenured faculty may elect at-large members from another college. No more than two committee members may be from a single academic department.
- 5.6.3 A direct supervisor or the associate dean may not serve as a member of his or her College Promotion and Tenure Committee.
- 5.6.4 The tenured committee member from outside of the college shall be elected each year by members of the College Promotion and Tenure Committee and shall be a voting member of the committee.
- 5.6.5 If a college does not have four tenured faculty members, the committee membership must be completed by faculty from other colleges who meet the appropriate qualifications. Nominations for these inter college appointments shall be made by the College Dean and the tenured college faculty shall vote on the appointments.
- 5.6.6 No faculty member who is an applicant for promotion and/or tenure shall serve on any College Promotion and Tenure Committee.
- 5.6.7 The college dean shall convene the first meeting of the College Promotion and Tenure Committee, supervise the election of a chair from the membership, and carefully review the committee charge and procedures with its members. After reviewing the committee's charge, the College Dean shall leave the room and shall not participate in the deliberations of the committee unless asked to provide specific information to the committee.
- 5.6.8 The dean shall provide each faculty member on the committee with an evaluation form for each faculty member being considered for promotion and/or tenure. Each committee member shall discuss the accomplishments of each candidate and, after discussion, independently rate the performance of each candidate in each category based upon the established departmental standards for Instructional Responsibilities,

Intellectual Contributions, and Professional Service with Collegiality and Professionalism in all categories. The rating terminology described in the *Annual Review of Faculty Performance* shall be used in rating the contributions of each candidate for tenure and/or promotion.

5.6.8.1 A candidate must receive a majority of evaluations in the required level (see Section 4.2 or 4.3, as appropriate) or higher for each evaluation category to be recommended for promotion and/or eligible for the committee's "Yes/No" vote on tenure.

5.6.8.2 A "Yes/No" vote on tenure, if required, shall complete the voting process. A candidate must receive a majority of affirmative votes to be recommended for tenure. Upon the completion of its review of the candidate's Portfolio, the committee's recommendation shall be forwarded to the next level of the process.

5.6.9 The chair of the College Promotion and Tenure Committee shall tabulate the votes for each candidate and shall use the results of the vote to make a recommendation to the college dean. The committee chair shall present the recommendation of the committee to the college dean in written form. The written recommendation shall summarize the rationale for the committee's recommendation and shall become part of the candidate's Portfolio and remain in the Portfolio throughout the evaluation process. The college dean may call the committee together to obtain more information about the perceptions of the committee regarding one or more of the candidates.

5.6.10 The college dean shall provide for each candidate a letter that records the vote of the College Promotion and Tenure Committee for and against tenure and/or promotion. This letter must include the dean's recommendation for or against promotion. This letter shall be placed in Section I of a candidate's Promotion and Tenure Portfolio. A copy of this letter shall be sent to the candidate.

5.6.11 The college dean shall forward the Promotion and Tenure Portfolio of each candidate to the Vice President for Academic Affairs.

5.6.12 The College Promotion and Tenure Committee shall elect one member of the College Promotion and Tenure Committee from the College to represent the College on the University Promotion and Tenure Committee.

5.7 University Promotion and Tenure Process

5.7.1 The University Promotion and Tenure Committee shall consist of the five College Deans, the Dean of the Graduate School, and the five faculty members elected to represent their respective College Committees, and a representative of the Faculty Senate (nonvoting). A Dean, elected by the members of the University Promotion and Tenure Committee, shall serve as Chair of the Committee. The Committee Chair shall have a vote in all processes of the Committee.

5.7.2 The Vice President of Academic Affairs shall call the first meeting of the University Promotion and Tenure Committee, shall carefully review the

committee charges and procedures with its members, but shall leave the meeting and shall not attend or participate in committee meetings.

- 5.7.3 The Vice President of Academic Affairs shall make all faculty Promotion and Tenure Portfolios available to all members of the University Promotion and Tenure Committee, but the paper copies of Portfolios shall not leave the confines of the Vice President's office suite.
- 5.7.4 After thoroughly reviewing all Promotion and Tenure Portfolios, the University Promotion and Tenure Committee shall meet to discuss the credentials and eligibility of each candidate.
- 5.7.5 The University Promotion and Tenure Committee must carefully consider the academic record (see Sections 4.2, 4.3, and/or 4.4 as appropriate for the definition of the period to be considered) of each candidate in each evaluation category: Instructional Responsibilities; Intellectual Contributions; Professional Service. For promotion and/or tenure, the Committee must judge a faculty member to be "Outstanding" or "Excellent" (based on the definitions for each of these ratings in the *Annual Review of Faculty Performance*). Faculty members with evaluations lower than "Excellent" must not be considered eligible for promotion and/or tenure.
- 5.7.6 The Chair of the University Promotion and Tenure Committee shall provide for each candidate a letter that includes the Committee's recommendation for or against promotion and/or tenure. This letter should record the Committee's vote and should summarize in general terms the Committee's rationale for the vote. This letter shall be placed in Section I of a candidate's Promotion and Tenure Portfolio.
- 5.7.7 The Chair of the University Promotion and Tenure Committee shall notify the Provost/Vice President for Academic Affairs when their committee has completed its actions.

5.8 Administrative Promotion and Tenure Process

- 5.8.1 The Provost/Vice President for Academic Affairs shall review all Promotion and Tenure Portfolios and shall render an individual recommendation on each candidate for promotion and/or tenure. The recommendation shall be included in Section I of the candidate's Portfolio.
- 5.8.2 In addition to a thorough review of each candidate's academic credentials, the Provost/Vice President for Academic Affairs shall carefully review future academic needs and the availability of financial resources as a part of the evaluation process regarding each promotion and/or tenure decision. In making the recommendation to the President, the Provost/Vice President for Academic Affairs may recommend against promotion and/or tenure on the basis of future academic needs and/or availability of resources.
- 5.8.3 The Provost/Vice President for Academic Affairs shall provide for each candidate a letter that includes the Provost's recommendation for or against promotion and/or tenure. This letter should record and summarize

in general terms the Provost's rationale for the recommendation. This letter shall be placed in Section I of a candidate's Promotion and Tenure Portfolio.

- 5.8.4 The Provost/Vice President for Academic Affairs shall forward all Promotion and Tenure Portfolios to the President of the University.
- 5.8.5 The President shall review all Portfolios and shall submit recommendations to the Chancellor and Board of Regents of the Texas A&M University System. The President shall inform the Provost/Vice President for Academic Affairs of his recommendations to the Board of Regents.
- 5.8.6 The Provost/Vice President for Academic Affairs shall notify each candidate regarding the recommendation that shall be made to the Board of Regents.
- 5.8.7 The Chancellor and the Board of Regents shall make the final determinations concerning promotion and/or tenure.
 - 5.8.7.1 Faculty members who are approved for a promotion in rank by the Texas A&M University System Board of Regents shall receive a five percent increase in salary based upon previous year's salary, effective with the effective date of promotion.

6. EVALUATION TIMETABLES

- 6.1 The schedule for the promotion and tenure review process shall conform as closely as possible to the following dates:
 - 6.1.1 **May 1** - The Vice President for Academic Affairs shall notify all faculty regarding their need to prepare Promotion and Tenure Portfolios if they want to be considered and are eligible for promotion and/or tenure.
 - 6.1.2 **May 15** - The Vice President for Academic Affairs shall hold an open meeting to answer questions regarding promotion and tenure processes.
 - 6.1.3 **June 1** - Faculty members shall file written requests with the Director of Institutional Research for alumni evaluations on or before this deadline.
 - 6.1.4 **September 15** - Candidates for promotion and/or tenure shall submit their complete Promotion and Tenure Portfolios to their direct supervisors on or before this deadline.
 - 6.1.5 **October 15** - The direct supervisor shall submit the summary of the departmental evaluations and his/her recommendations to the College Dean. When the direct supervisor submits the recommendations to the College Dean, the direct supervisor also shall provide a copy of that recommendation to each candidate. Each candidate who receives a negative recommendation shall be provided a written statement offering general reasons for such a decision.
 - 6.1.6 **November 15** - The College Dean shall submit the recommendations of the College Promotion and Tenure Committee along with his/her

recommendation to the Vice President for Academic Affairs. When the College Dean submits the recommendations to the Vice President, the College Dean also shall provide each candidate a copy of that recommendation. The College Dean shall provide each candidate who receives a negative vote a written statement offering general reasons for such a decision.

- 6.1.7 **December 15** - The Chair of the University Promotion and Tenure Committee shall submit the Committee's recommendations to the Vice President for Academic Affairs. When the Chair of the University Committee submits the recommendations of the Committee to the Vice President, the Chair of the University Promotion and Tenure Committee also shall provide each candidate a copy of that recommendation. The Chair shall provide each candidate who receives a negative vote a written statement offering general reasons for such a decision.
 - 6.1.8 **January 10** - On or before this date, the Vice President for Academic Affairs shall forward his/her recommendations to the President. The Provost shall also provide each candidate a letter that includes the Provost's recommendation for or against promotion and/or tenure. The Provost shall provide each candidate who receives a negative recommendation a written statement offering general reasons for the recommendation.
 - 6.1.9 **February 10** - The President shall inform the Vice President of his/her recommendations to the Board of Regents.
 - 6.1.10 **February 20** - On or before this date, the Vice President for Academic Affairs shall inform each candidate of the President's recommendation to the Board of Regents. The Vice President shall provide each candidate who receives a negative recommendation a written statement offering general reasons for such a recommendation.
 - 6.1.11 **May** - The Board of Regents of The Texas A&M University System usually considers promotion and tenure recommendations at the March Board of Regents meeting. As soon as the final decision for promotion and/or tenure is rendered by the Board of Regents, the President shall notify each candidate of the Board's decision.
 - 6.1.12 Failure of any party to provide notice or take the actions indicated above within the prescribed time limits does not operate to grant tenure or promotion.
- 6.2 Notice of non-reappointment, or of intention not to reappoint a faculty member, should be given in writing in accordance with the following standards:
- 6.2.1 Notification of non-reappointment must be sent no later than March 1 of the first academic year of probationary service, or, if a one-year appointment terminates during an academic year, at least three months in advance of its termination. The faculty member's appointment would terminate at the end of the Spring Semester.
 - 6.2.2 Notification of non-reappointment must be sent no later than December 15 of the second year of probationary service if the appointment expires at the

end of that academic year, or, if an initial two-year appointment terminates during an academic year, at least six months in advance of its termination.

6.2.3 Notification of non-reappointment must be sent at least twelve months before the expiration of a probationary appointment after two or more years of service as a faculty member.

6.3 A candidate for promotion and/or tenure may withdraw from consideration at any point during the process.

6.3.1 To withdraw from consideration for promotion and/or tenure, a candidate must submit a written and signed declaration of that decision to the Vice President for Academic Affairs. The statement shall become part of the faculty member's file in the Office of Academic Affairs.

6.3.2 Faculty members under consideration for tenure who withdraw during the final year of their probationary period shall be provided a letter of non-reappointment that complies with the criteria in Section 6.2.

7. APPEAL PROCESS

7.1 Any candidate for promotion and/or tenure may submit a letter of response to a negative decision if the negative decision is reached at any level in the University promotion and tenure process.

7.2 After receiving notice of a negative decision, a candidate may submit a letter of response. Unless a candidate withdraws from consideration for promotion and/or tenure (Section 6.3), a candidate for promotion and/or tenure shall receive consideration at all levels of the University promotion and tenure process.

7.2.1 The candidate may submit a letter of response at any stage of the process. The letter of response, which may not exceed two pages in length, must describe the basis for the disagreement and must be submitted within five working days of the date on the notice of a negative decision.

7.2.2 It is the candidate's responsibility to clearly outline his/her achievements in the three areas of evaluation (Instructional Responsibilities, Intellectual Contributions, and Professional Service) in the original pages submitted in the Portfolio. The letter of response should address the major points of disagreement and any other pertinent information the candidate wishes to share. A copy of the letter of response will be placed in the candidate's Portfolio.

7.2.3 If the candidate is not satisfied with the recommendation of the Provost/Vice President for Academic Affairs, the candidate may appeal to the President. If appealing the decision of the Provost, the candidate must ask the Provost to forward the original letter of response to the President. The President shall review the applicant's Portfolio and meet with the applicant to discuss the appeal. The President shall render a decision on the appeal and shall inform the applicant of his/her decision by letter.

7.2.4 There are no other avenues for appeal.

8. APPEAL PROCESS FOR NON-RENEWAL OF NON-TENURED TENURE TRACK FACULTY AT END OF TERM CONTRACT

- 8.1 A non-tenured tenure-track faculty member may appeal the decision of the Provost/Vice President for Academic Affairs on the basis that the decision was made in violation of the academic freedom of the individual or for an illegal reason or for inadequate consideration of the faculty member's record of professional achievement. For purposes of this section, an illegal reason is defined as a decision based on race, sex, age, national origin, religion, creed, color, or disability unrelated to the performance of duties; or made in retaliation for the faculty member's exercise of protected First Amendment rights.
- 8.2 Notification of an appeal must be filed with the President in the form of a letter within twenty (20) business days of the date on which the faculty member was given written notice of non-reappointment. The letter of appeal, which may not exceed five pages in length, must describe the basis for the appeal.
- 8.3 Upon receipt of the appeal, the President shall refer the appeal to a committee of three faculty members chosen at random by the Faculty Senate President from the pool of members of the University's Faculty Grievance Committee. The committee of three faculty members will serve as a preliminary review committee.
- 8.4 Within fifteen (15) business days of the faculty member's notice of appeal of the allegations, the preliminary review committee shall determine whether the faculty member has established a prima facie case that the decision of non-renewal was made in violation of the faculty member's academic freedom, for an illegal reason, or without adequate consideration of the faculty member's record of professional achievement. If the preliminary review committee determines that the faculty member has not alleged a prima facie case, the allegations shall be dismissed and the decision not to reappoint shall stand. If the committee determines that the allegations do establish a prima facie case, the matter shall be referred for an evidentiary hearing. A prima facie case for purposes of this section means that the faculty member's evidence, alone and un-rebutted, would establish that a violation as defined in Section 8.1 may have occurred.
- 8.5 In any evidentiary hearing, the burden of proving that the decision was made in violation of academic freedom, or for an illegal reason, or without adequate consideration of the faculty member's record of professional achievement, shall rest with the faculty member. The burden of proof must be met by a preponderance of the evidence; i.e., that which is more convincing, more credible, and of greater weight than contrary evidence. Both the faculty member and the administration have the right of representation at this hearing. West Texas A&M University shall provide staff support to schedule and hold a hearing. Membership of the committee will be selected by the Faculty Senate President from the Grievance Committee pool and will consist of three tenured faculty with no previous exposure or involvement with the case. The chair shall be elected by the membership. The evidentiary hearing shall be scheduled within sixty (60) calendar days from the date the Preliminary Review Committee notifies the President that the appeal establishes a prima facie case; the chair of the hearing committee may extend the time for completing the hearing fifteen (15) calendar days for good cause shown. If more than one appeal is filed in a given year, some appeals may be delayed until the first full academic term following the notice of appeal. The committee shall deliver its report to the University President within fifteen (15) calendar days of the completion of the hearing. The committee's recommendation is advisory.

9. ASSESSMENT OF PROMOTION AND TENURE PROCESS

- 9.1 In March of each year, the Vice President for Academic Affairs shall convene a joint meeting of the members of the College Promotion and Tenure Committee and the University Promotion and Tenure Committee to form the Promotion and Tenure Assessment Committee.
- 9.2 This Committee shall elect a chair and the Committee shall review the just-completed promotion, tenure and post-tenure review processes. The committee shall prepare a report describing any problems that may have occurred. The report also shall recommend changes that should be made to the process if any are regarded as necessary.
- 9.3 If revisions are recommended, the Vice President for Academic Affairs, in consultation with the President, the Dean's Council, and the Faculty Senate, shall act upon those recommendations prior to the next promotion and tenure cycle.

Contact Office

Provost/Vice President of Academic Affairs
(806)651-2044

Approval



President/CEO

August 13, 2014
Date

APPENDIX A PROMOTION AND TENURE PORTFOLIO

Candidates for promotion and/or tenure must present their credentials and supportive materials in a Promotion and Tenure Portfolio. The contents of the Promotion and Tenure Portfolio must be presented in a three-ring binder in the prescribed order outlined below. The sections of the Portfolio must be separated by numbered or labeled tab dividers.

The Promotion and Tenure Portfolio shall be prepared by the candidate who may receive assistance and direction from the Department Head and/or colleagues. All documentation for tenure consideration must begin with the first year of tenure-track appointment, continuing to August 31 of the application year. All documentation submitted for promotion consideration must begin with the effective academic year of the current faculty ranking, continuing to August 31 of the application year. A candidate for both promotion and tenure is required to submit a single Promotion and Tenure Portfolio containing the appropriate materials. Each candidate must be able to provide the necessary documentation to substantiate his/her merit in all evaluation categories. All faculty members are encouraged to preserve and maintain records of all professional activities from the beginning of their careers.

During the review process, only the Promotion and Tenure Portfolio shall be forwarded to each administrative and committee level beyond the departmental level for review. Some colleges may elect to require that each candidate also prepare supplementary folder(s) in additional notebooks. The supplementary folder(s) shall contain information to document the summary information contained in the Promotion and Tenure Portfolio. For example, the supplementary folders may include, but are not limited to raw data of student evaluations, raw data of alumni evaluation, peer reviews of teaching and other merit categories, original copies of self-designed student evaluations of teaching effectiveness, copies of publications or reviews of performances or exhibits, and other relevant evidence of merit as specified by college policy.

Supplementary folders, if required, shall be retained in the departmental office and shall be available, if needed, by members of the college and university committees. If supplementary folders are not required, the candidate must be able, if requested by any level in the administrative and committee review process, to produce documentation, to verify the information in the Promotion and Tenure Portfolio.

The Promotion and Tenure Portfolio should be prepared well in advance of the submission deadline so the direct supervisor can review it, add required documents, and offer suggestions for improvement anytime up to the due date for submission. The Promotion and Tenure Portfolio should be neat and orderly to enable reviewers at all levels to find evaluative materials quickly and easily.

Contents of the Promotion and Tenure Portfolio

Section I: Administrative and Committee Recommendations

[This section is left empty by the candidate. Content shall be added during the review process until the following items are included in the order indicated.]

1. Written recommendation from the Provost/Vice President for Academic Affairs to the University President concerning promotion and/or tenure.
2. The written report from the Chair, University Promotion and Tenure Committee, including the tabulation of the votes on promotion and/or tenure. The written report should provide a brief summary of the committee's discussion on the accomplishments of the candidate.

3. The written recommendation of the candidate's College Dean concerning promotion and/or tenure and the basis for such recommendation.
4. The tabulation of the votes of the candidate's College Promotion and Tenure Committee on promotion and/or tenure.
5. The written recommendation of the candidate's direct supervisor concerning promotion and tenure based on the direct supervisor's evaluation of the candidate's accomplishments in each of the three major evaluation categories and for collegiality and professionalism. This evaluation must be based on the candidate's entire record of achievement during the time period under consideration.
6. The written report from the chair of the Departmental Promotion and Tenure Committee, including the tabulation of the departmental committee's votes on promotion and/or tenure.

Section II: College and Departmental Standards

1. *College Standards*.—A copy of the approved college standards for expected levels of performance in each of the evaluation categories.
2. *Departmental Standards*.—A copy of the approved departmental standards for expected levels of performance in each of the evaluation categories.

Section III: Curriculum Vita

A Curriculum Vita that details the candidate's entire professional career with no personal information should be included. This vita should be carefully prepared by the candidate in a format that allows a reviewer to easily assess each of the evaluation categories.

Section IV: Candidate's Self Assessments

1. Accomplishments in Instructional Responsibilities.—A one-page self-assessment of the candidate's innovations and effectiveness in the category of instructional responsibilities.
2. Accomplishments in Intellectual Contributions.—A one-page self-assessment of the candidate's contributions in the area of intellectual contributions.
3. Accomplishments in Professional Service.—A one-page self-assessment of the candidate's influences in the area of professional service.

Section V: Expanded Evaluation of Faculty Performance

An expanded version of the Annual Review of Faculty Performance shall be prepared by the candidate's direct supervisor. This expanded version shall review the candidate's performance in each evaluation category for the years since the last promotion, or the probationary years preceding tenure consideration. The direct supervisor shall prepare this expanded version in sufficient detail to enable evaluators to make judgments about the overall performance of the candidate, including improvements in performance and significant achievements, during those years.

Section VI: Annual Evaluations of Faculty Performance

The summary forms from the Annual Evaluation of Faculty Performance that were completed by the candidate's direct supervisor. These shall be presented in descending chronological order with the current year first.

Section VII: Recommendation for Continuation of Probationary Appointment
[For tenure candidates only]

Copies of the Recommendation for Continuation of Probationary Appointment forms for all probationary years.

Section VIII: Evaluations of Teaching Effectiveness and Intellectual Contributions

1. Tabulation of University-wide student evaluations of teaching effectiveness.
2. Tabulation of peer evaluations of teaching effectiveness or letters (if available).
3. Tabulation of alumni evaluations of teaching effectiveness (if available).
4. Tabulation of self-designed student evaluation of teaching effectiveness as summarized by the candidate (if available).
5. Summary sheets of grade distributions from Institutional Research for courses taught during the evaluation period.