Faculty Promotion and Tenure Policy

TAMU-CC College of Education and Human Development
(Last Revised: 06/13/2025)

1. Procedure Summaries

1.1. The granting of tenure is the most important decision in developing an outstanding faculty member. As such, it is a selective process that recognizes an individual as worthy to be a continuing faculty member based on performance during a trial period. The importance of this decision to Texas A&M University-Corpus Christi (TAMU-CC) dictates that tenure is to be awarded when there is sufficient evidence and documentation that an individual will continue to make significant long-term contributions in each of the areas of evaluation and to the overall goals of the university. This procedure describes the criteria and review process for granting tenure to tenure-track faculty within the College of Education and Human Development (COEHD) at TAMU-CC.

1.2. The granting of promotion is one of the most important decisions in developing an outstanding faculty member. As such, it is a reflective process that recognizes an individual as worthy to be advanced to a higher rank within the faculty based on performance. Faculty must demonstrate dedication and achieve excellence in teaching, scholarship/creative activity, and service contributions to preserve and strengthen the vitality of the university. Academic promotion is awarded to those faculty members making continuing and increasing contributions in these areas. This procedure provides the criteria and review process for promoting full-time tenured or tenure-track faculty positions within the COEHD at TAMU-CC.

1.3. Promotion and tenure are, or promotion is, awarded solely by the Board of Regents of the Texas A&M University System. The COEHD handbook is consistent with the TAMU-CC University rule 12.01.01.C1 (Tenure) and procedure 33.99.04.C0.02 (Promotion of Full-Time Faculty Members), which outlines the evaluative process for promotion and/or tenure.

2. General Information

2.1. Texas A&M University System Policy 12.01 (Academic Freedom, Responsibility, and Tenure) states, “Tenure means the entitlement of a faculty member to continue in an appointed academic position unless dismissed for good cause.” The policy also identifies the conditions or circumstances that will constitute good cause for dismissal of a faculty member. Tenure is granted only by approval of the Board of Regents upon recommendation of the institution's President. When promotion and tenure are decided jointly and concurrently, a denial of either promotion or tenure results in the termination of the process. If a candidate’s application for promotion and tenure to the rank of associate professor has been denied, the candidate will be given a one-year terminal contract with the current workload and salary to begin in the academic year immediately following the year in which the application for promotion and tenure was denied.

2.2. Promotion in rank recognizes the individual's past achievements. In addition, advancement in rank recognizes future potential and is a sign of confidence that the individual is capable of even greater accomplishments and of assuming greater responsibilities.

2.3. COEHD P&T guidelines align with both Texas A&M University System policies and regulations and TAMU-CC's Handbook of Rules and Procedures, Specifically, candidates for promotion and/or tenure in the COEHD are advised to review university procedures 12.01.99.C0.01 (Academic Rank Descriptors for Tenured and Tenure-Track Faculty) and 12.01.99.C0.03 (Responsibilities of Faculty Members) which provide faculty with descriptions of various academic ranks and procedure 12.01.99.C0.04 (Descriptions of Teaching, Librarianship, Research, Scholarship and Creative Activity, and Service) which provides examples of evidence to be used when judging a candidate's performance in the areas of teaching, research, scholarship/creative activity, and service. In evaluating a faculty member's effort, the individual's appointed workload should be considered (see University Rule 12.03.99.C1 (Faculty Workload).

2.4. All promotion proceedings and discussions will be strictly confidential to the extent permitted by law, Texas A&M University System policies and regulations, and TAMU-CC rules and procedures.

3. Initial Appointment and Timeline

3.1. The provost will provide faculty members with a written statement of terms of employment, including tenure conditions, when employment is initiated.

3.2. Promotion and tenure

3.2.1. Beginning with the initial appointment, the standard probationary period for an eligible faculty member will be five (5) years of full-time, tenure-track experience at TAMU-CC. In the fall of the sixth year, the faculty member will apply for promotion and tenure review to the rank of associate professor. Review for promotion and tenure shall be no later than the beginning of the sixth year of service unless an extension of the tenure probationary period has been approved according to University Rule 12.01.99.C1 (Granting Extension of Tenure Probationary Period).

3.2.2. A faculty member cannot apply for tenure without jointly applying for promotion to the rank of associate professor. Concomitantly, a tenure-track faculty member cannot be awarded tenure without being promoted to the rank of associate professor. However, a faculty member may be hired initially as an associate professor without tenure. In such a case, the faculty member may apply for tenure without applying for promotion to professor.

3.2.3. Up to, but no more than, three (3) years of full-time service at another academic institution may be granted toward promotion and tenure if agreed to in writing at the time of initial appointment and so stated in the appointment letter from the provost. These years may be used at the faculty member's discretion.

3.2.4. Application for early promotion and tenure

3.2.4.1. Early promotion for untenured tenure-track faculty members will only be granted during the tenure process. See university rule 12.01.01.C1 (Tenure) for information on the application for early tenure.

3.2.4.2. Faculty members with the rank of assistant professor who have demonstrated exceptional records (based on annual overall evaluation ratings of excellent in every year under consideration for promotion) in terms of teaching, research, scholarship/creative activity, and service may apply for promotion and tenure no earlier than the beginning of their fourth year of full-time service at TAMU-CC. Faculty members must consult with their department chair and receive approval from the COEHD dean before applying for early promotion.

3.3. Promotion

3.3.1. A faculty member must possess at least four (4) years of full-time faculty experience at the rank of associate professor before applying for promotion to the rank of professor. Ten (10) years of documented and credited (according to COEHD 3.4.1; see below) full-time tenure-track faculty experience at TAMU-CC or another accredited post-secondary institution is required before a faculty member can apply for promotion to the rank of professor. Years of credit at another institution stated in writing at the time of the initial faculty appointment may count towards this ten-year timeframe at the faculty member's discretion.

3.4. Notification of years of credit

3.4.1. Credit for appropriate full-time service at other academic institutions may be granted at the time of hire if agreed to in writing and explicitly stated in the appointment letter from the provost at the initial appointment. Years of credit may be stated in terms that provide faculty members “up to” the stated number of years, allowing the faculty member to choose whether to utilize those years of credit. In such cases, the appointment letter will note the earliest and latest dates that an application for promotion and tenure, or promotion, may be submitted.

4. COEHD Standards for Tenure and/or Promotion

4.1. To be eligible to receive promotion and tenure, or promotion, a faculty member must be an employee of TAMU-CC, have an earned terminal degree in their academic discipline or a related discipline, and hold the academic rank of assistant professor or associate professor. Faculty members whose appointments are not full-time, either with tenure or on the tenure-track, are not subject to the requirements outlined in this procedure.

4.2. Each faculty member shall be evaluated annually by the department chair to discuss progress, accomplishments, opportunities for improvement, and expectations regarding responsibilities in teaching, scholarship/creative activity, and service. Annual reviews are housed in Interfolio and reviewed and approved by the COEHD dean. All annual reviews are submitted to the Office of the Provost for inclusion in the faculty member’s official file.

4.3. Administrative personnel who hold academic rank at TAMU-CC, in addition to their administrative title, retain their tenured status as faculty members, but administrative positions per se are not subject to tenure. The initial appointment letter, or if applicable, the notification letter informing the faculty member of their appointment to the administrative position, should state the portion of the employee’s salary associated with the administrative position. Also, in

such cases, this letter should state that the administrative position and the salary associated with such a position may be terminated without cause. The letter must also include the faculty's salary to be paid when the administrative assignment is terminated. Except in extraordinary cases, administrators who have not held a tenured faculty position at an institution of higher learning will not be hired with tenure at TAMU-CC.

4.4. The tenured faculty of a program and/or dean may determine that it is in the university's best interest to recommend an initial appointment of a faculty member with tenure. Such a circumstance must be accompanied by a written recommendation from the dean to the provost, including letters from an expedited tenure review process. The Department Review Committee (DRC), the department chair, the College Promotion and Tenure Committee (College P&T Committee), and the dean will evaluate the candidate's credentials to determine if they meet the tenure and appropriate academic rank criteria. Candidates will only be considered if they have been awarded tenure at another accredited institution; therefore, a full portfolio is not required for this review.

4.4.1. The provost (and/or president) will consider the recommendation and appropriate documentation before making the faculty appointment.

4.4.2. The final disposition on all tenure appointments is subject to review and approval by the Texas A&M University System Board of Regents.

4.5. Eligibility for promotion and tenure, or promotion, includes a record of achievement in teaching, scholarship/creative activity, and service. The average of the faculty member's annual overall performance evaluation ratings must be "Meets Expectations" or higher during the period under consideration to be eligible to apply for promotion and tenure, or promotion. Eligibility to apply for promotion and tenure, or promotion, does not guarantee that the faculty member has met all the college's standards to be awarded tenure.

4.5.1. As faculty advance in rank, they are expected to achieve increasing success by progressively mastering and demonstrating continued consistent and sustained performance, as described in University Procedure 12.01.99.C0.01 (Academic Rank Descriptors for Tenured and Tenure-Track Faculty).

4.6. Academic ranks and general expectations for faculty applying for promotion and tenure, or promotion, are as follows:

4.6.1. Associate Professor - To earn the rank of associate professor, a faculty member should represent maturity, experience, and leadership in the academic profession. Associate professors should have begun to assume a position of leadership in their department, college, and the university. Unless early promotion is granted, at least five (5) years of full-time tenure-track experience at the rank of assistant professor at TAMU-CC is required before a faculty member can apply for promotion and tenure to the rank of associate professor. Years of credit at another institution stated in writing at the time of the initial faculty appointment may count toward this five-year timeframe at the faculty member's discretion.

4.6.2. Professor - To earn the rank of professor, a faculty member must have assumed a

leadership position and service to their department, college, and the university. A faculty member must possess at least four (4) years of full-time faculty experience at the rank of associate professor before applying for promotion to the rank of professor. Generally, ten (10) years of full-time tenure-track faculty experience at TAMU-CC are required before a faculty member can apply for promotion to the rank of professor. Years of credit at another institution stated in writing at the time of the initial faculty appointment may count towards this ten-year timeframe at the faculty member's discretion.

4.7. Examples of performance indicators for promotion and tenure, or promotion, include:

4.7.1. Teaching: This category may include, among other things, classroom and/or laboratory instruction; development of new courses, laboratories, and teaching methods; service learning; distance education; publication of instructional materials; advising; supervision of undergraduate students and/or graduate students; chairing/serving on thesis or dissertation committees; meeting institutional requirements for posting grades and student engagement; and other examples defined by departmental and college criteria.

4.7.2. Scholarship/Creative Activity: This category may include, among other things, the creation and dissemination of new knowledge or other creative activities and/or the preservation of knowledge. This category comprises most disciplines' recognized research, grants, peer-reviewed publications, and/or creative work activities. This category may also include efforts associated with securing patents, copyrights, and commercialization as defined by departmental and college criteria.

4.7.3. Service: This category may include, among other things, service to the university, students, student organizations, colleagues, department, and college, as well as service beyond the campus. Examples of the latter include service to professional societies, research organizations, governmental agencies, the local community, and the public at large, as it relates to their discipline and area of expertise, as well as other activities that benefit and enhance the community and university/community relations as defined by departmental and college criteria.

4.8. Promotion and tenure or promotion criteria are aligned with those outlined in the COEHD Handbook section on the Annual Development Evaluation Plan (ADEP). In addition, departments may utilize quantitative measures to evaluate excellence, as exemplified by the quality, impact, and significance of their accomplishments.

4.9. Each department must establish written criteria for each evaluative area and provide examples of evidence to be used for judging the candidate's performance. The guidelines must be appropriate to the various disciplines within the college and consistent with the college's and university's missions.

4.9.1. Departments may determine additional written criteria consistent with the missions of the department, college, and university regarding the tenure and/or promotion process.

4.10. The COEHD evaluative procedures for promotion and tenure, or promotion, are provided to all incoming faculty members at the time of initial appointment to university faculty (hire). The COEHD Handbook will also be published and available on the COEHD website.

4.10.1. Although faculty members are provided the procedure for promotion and tenure, or Promotion, at the time of initial appointment, considerations for promotion and tenure, or promotion, will be made consistent with the procedures and rules in effect at the time the application for promotion and tenure, or promotion.

4.11. All proposed changes to written college and department criteria for promotion and tenure or promotion procedures will be ratified by a simple majority vote from the full-time tenured or tenure-track COEHD faculty. Revised COEHD proposals for COEHD promotion and tenure, or promotion, procedures, and criteria must be approved, in writing, by the dean and the provost before they are scheduled to go into effect.

4.12. Procedure review and approval process

4.12.1. All faculty ballot-approved revisions are subject to review by the dean and the provost to ensure alignment with university and system policy. Upon approval of the dean and the provost, newly revised written policies are made available to COEHD faculty within the appropriate section of the COEHD handbook.

4.12.2. If departments create additional written criteria, then departmental measures must be ratified by a simple majority of the full-time tenured or tenure-track department faculty either by a) balloting or b) through an alternative process that has been approved through balloting. In either case, the criteria and measures must be approved in writing by the dean and the provost.

4.12.3. When departmental criteria for promotion and tenure or promotion are revised, they should address how they apply to current tenured or tenure-track faculty. Any special provisions for current faculty should consider the degree of change in the criteria and the time until tenure and/or promotion review. A simple majority of eligible faculty shall approve revisions.

4.13. If a faculty member is appointed jointly to more than one department, a memorandum of understanding will clearly communicate the criteria for promotion and tenure or promotion, and the nature of the Promotion Review Unit at the time of the joint appointment.

5. Pre-Tenure/ PT Review Process Timeline

5.1. University Rule 12.01.01.C1 (Tenure) requires a Pre-Tenure review of tenure-track faculty. The review will commence in the faculty member's fourth year of full-time academic employment at TAMU-CC. The faculty member may be evaluated earlier than their fourth full year of employment if he/she was awarded credit at another institution towards tenure at the time of their initial appointment.

5.1.1.The Pre-Tenure review aims to give tenure-track faculty members a constructive peer evaluation before the tenure review. Tenure-track faculty members shall be informed of recommended alterations or improvements in performance to enhance their chances for a positive promotion and tenure recommendation by the department chair and dean based on feedback from a systematic peer review of faculty performance after completion of three (3) full years of faculty appointment as assistant professor. Accordingly, the pre-

tenure review procedure will be initiated in the fall of the faculty member's fourth (4th) academic year.

5.1.2. Documentation for Pre-Tenure Review will follow the documentation requirements for tenure as described in University Rule 12.01.01.C1 (Tenure).

5.2. Review process

5.2.1. The Pre-Tenure review process will commence in the fall semester of a faculty member's fourth year of full-time academic employment at TAMU-CC. If the faculty member was awarded credit at another institution towards Tenure at the time of their initial appointment, they may be evaluated earlier than their third full year of employment at their discretion as per the terms of employment stated in their initial appointment letter.

5.2.2. Recommendations for improvement or directed efforts will be provided to the faculty member by faculty peers, the department chair, and the dean. The documentation and requirements for tenure must be consistent with the candidate's assigned workload. In instances where tenure-track faculty members have been granted time toward tenure during the hiring process, the provost shall note the year of the Pre-Tenure review in the hiring letter.

5.2.3. The Pre-Tenure and Tenure Review shall be administered per the following timeline (external review activities do not apply to those candidates participating in pre-tenure review):

5.2.3.1. By **April 1** the Dean's Office shall notify each college faculty member who is subject to Pre-Tenure, Promotion, and Promotion & Tenure review that they will be reviewed during the following academic semester.

5.2.3.2. By **June 1** candidates for Promotion and/or Tenure will provide their department chair with up to five (5) potential external reviewers. They also will need to populate their Interfolio case with the requisite artifacts needed by external reviewers. This includes a current CV, examples of scholarship/creative activity, and a scholarship statement. This step does not apply to candidates undergoing a Pre-Tenure Review.

5.2.3.3. By **June 10**, the department chair will forward to the COEHD dean the final list of external reviewers (up to 10) agreed to by the chair and the review candidate.

5.2.3.4. By **June 20** the Dean's Office solicits external review letters for all P&T candidates under the Promotion and Tenure External Review policy (five names submitted by the candidate and five names submitted by the department chair). This step does not apply to candidates undergoing a Pre-Tenure Review.

5.2.3.5. By **August 15**, external review letters received by the college will be added to the review candidate's case files.

5.2.3.6. By **September 1** candidates for COEHD faculty Pre-Tenure and Promotion & Tenure review will submit their Pre-Tenure/P&T materials through their Interfolio case to

the Dean's Office documenting performance in teaching, scholarship/creative activity, and service under the established college criteria.

5.2.3.7. By **September 1** each department in the COEHD shall convene a departmental review Committee (DRC) comprised of all tenured and fixed-term faculty members in the department (or Promotion Review Unit) that are not currently seeking promotion or tenure and are at or above the associate faculty rank (excluding the department chair) to conduct an evaluative review of each candidate. The Committee shall elect a chair who will summarize the group's discussion in a written review identifying the candidate's strengths and opportunities for improvement in each evaluation area (teaching, scholarship, and service).

5.2.3.8. By **September 3** the Dean's Office will populate the candidate's Interfolio case with annual reviews and forward the case to the appropriate DRC to begin the departmental review process. Only tenured faculty members will vote on tenure candidates with a simple majority rule prevailing.

5.2.3.9. By **October 1** the DRC chair will forward the written evaluative review to the department chair on behalf of the Committee.

5.2.3.10. By **October 15** the department chair shall complete an independent review and meet with each candidate to discuss their evaluation and the review provided by the DRC. The faculty member will receive a copy of the chair's written comments and recommendations and the developmental review from the DRC. The candidate will have five (5) working days to provide a written response (2 pages maximum) to the chair and the DRC regarding their feedback. The Pre-Tenure candidate's materials will be forwarded directly to the dean for distribution to the COEHD P&T committee.

5.2.3.10.1. The DRC may (if it is in their departmental written policy) meet with the faculty candidate to provide an opportunity for interactive feedback.

5.2.3.11. By **November 15** the COEHD P&T Committee chair shall submit the completed review, committee vote (for or against) candidate, and written recommendation, including the Chair's evaluation, the review provided by the DRC Committee and any response provided by the faculty candidate to the dean.

5.2.3.12. By **November 30** the dean will review the entire dossier and write an individual recommendation for each candidate to grant or deny tenure and/or promotion. The Dean will meet with each candidate (including Pre-Tenure Review candidates) and share results from each level of the review, including his/her recommendation to the provost. Candidates will have five (5) business days to provide a written response to the dean's letter.

5.2.3.13. By **December 1** the dean will forward his/her recommendation to the provost. All documents, including any candidate's written responses, will be forwarded to the provost for processing by TAMU-CC institutional and TAMUS system review. The dean will also forward documentation related to the Pre-Tenure Review according to the Pre-Tenure review process. Accordingly, if the faculty member's review indicates

they are not progressing adequately toward the requirements for tenure, the department chair will convene a meeting with the faculty member to discuss how he or she should improve their academic record before applying for tenure review. The dean shall forward their evaluation along with the chair's evaluation to the Office of the Provost for the faculty member's official file.

6. COEHD Tenure and Promotion, or Promotion, Review Process

6.1. The evaluation of COEHD candidates for promotion and tenure, or promotion, will be conducted in a manner consistent with all applicable university guidelines. Before the end of the spring semester and prior to the fall semester, when applications are due, first-time assistant professor candidates eligible for promotion and tenure and eligible associate professor candidates who wish to apply for promotion will meet with the dean or his/her designate. The dean or designate will review timelines, processes, and dossier expectations.

6.2. The COEHD timeline is aligned with the TAMU-CC timeline published by the Office of Academic Affairs (see university calendar). All dates, if falling on a non-workday (holiday or weekend day), default to the next business day

Dates	**Task**
April 1	The dean/designate sends notification to eligible COEHD faculty for pre-tenure, tenure and promotion, and post-tenure review processes.
April 15	Eligible COEHD faculty submit a letter to the dean/designate indicating their intent to participate in the evaluation review process.
May 1-May 15	The dean/designate meets with P&T/pre-tenure candidates to discuss the specific evaluation process and provides a formal written certification of the candidate's eligibility based on the length of service requirements for the candidate's portfolio. The Deans' Office administrator establishes an Interfolio Case for all eligible candidates.
June 1	P&T candidates provide their department chair with a list of up to five (5) potential external reviewers. The candidates also prepare a statement of research activity, samples of scholarship/creativity activity, and a CV to be included in the external reviewer solicitation packet. The chair reviews the candidates' nominees and selects up to five (5) additional potential external reviewers. The department chair and candidate meet to discuss potential issues (e.g., conflict of interest) with any candidate and work toward a mutual list of 7-10 names that they will forward to the dean for final approval [**This step does not apply to pre-Tenure Review or Post-Tenure Review candidates**].
June 10	The department chair forwards the list of recommended reviewers emerging from the collaborative nomination process to the dean for final approval.
June 20	External reviewer letters are solicited for all P&T candidates.

September 1	P&T candidates submit dossiers within Interfolio (candidates cannot add any new materials after this date). The department chair convenes the DRC committee for the departmental review of all P&T and Pre-Tenure candidates. The DRC identifies a committee chair tasked with managing the Interfolio process at the departmental level.
September 1	External review letters are due to the department chair. The department chair prepares a summary of the strengths and weaknesses identified in the received letters.
September 8	The Dean's Office certifies that P&T/pre-tenure materials are complete and adds required elements (i.e., faculty annual evaluations). The Dean's Office administrator forwards candidates' Interfolio cases to their respective DRC chairs for departmental review. DRC reviewers are instructed to begin reviewing candidates' submitted materials.
October 1	The department chair receives the DRC committee's recommendation and prepares his/her evaluation and Recommendation.
October 1-October 15	The department chair meets with each candidate and provides a copy of the DRC recommendation, chair recommendation, and summary of the external reviewer letters received to date. Candidates are informed that they have (5) business days to provide a 2-page (maximum) written response to the DRC and/or chair's evaluation. The DRC evaluation, department chair evaluation, summary of external reviewer letters, and any candidate response are forwarded to the COEHD Promotion and Tenure Committee [**Pre-Tenure candidate materials are forwarded directly to the COEHD Dean**].
October 16-November 15	The COEHD P&T Committee proceeds with candidate reviews. The chair forwards the recorded formal committee vote (for or against) and a written recommendation for each candidate considered to the Dean's Office.
November 16-30	The dean will meet with each candidate and share results from each level of the review including his/her recommendation to the provost. Candidates will have five (5) business days to provide a written response to the dean's letter.
December 1	The dean will forward his/her recommendation to the provost for promotion and/or tenure. All documents, including any candidate's written responses, will be forwarded to the provost for processing and continued institutional (TAMU-CC) and system (TAMUS) review. The dean will also forward documentation related to the Pre-Tenure Review according to the Pre-Tenure Review process.
December 1	The Office of the Provost forwards application materials to the University P&T committee.
At this point, the COEHD Portion of the P&T evaluation process formally ends. All TAMU-CC processes occurring after this point are detailed on the Academic Affairs website. Candidates	

may begin the appeal process if the dean or college committee does not recommend promotion and/or tenure (see faculty appeal process for additional information).	
December 1	The Office of the Provost forwards application materials to the University P&T committee.
January 10	University P&T committee recommendations are returned to the Office of the Provost.
January 15	The provost's recommendations are sent to the president.
January 29	The president submits a list of approved candidates to the System Academic Affairs Office.
March	The Board of Regents acts on recommendations for promotion and tenure at their scheduled board meeting.
May 30	Written notification is sent to candidates, apprising them of the decision to award promotion and/or tenure.
September 1	Promotion and/or tenure decisions become effective.

6.3. During the candidate review, the dean will verify that the candidate has fulfilled the required faculty responsibilities, as described in 12.01.99.C0.03 (Responsibilities of Faculty Members), and must assess their qualifications in teaching, scholarship/creative activity, and service. The dean will verify the candidate has the academic preparation and experience required for promotion to the rank being considered 12.01.99.C0.01 (Academic Rank Descriptors for Tenured and Tenure-Track Faculty) and tenure (if applicable) 12.01.01.C1 (Tenure) based on the guidelines listed in the university procedure 33.99.04.C0.02 (Promotion of Full-Time Faculty Members).

6.4. If there is a disagreement over whether the faculty member applying for promotion has fulfilled their responsibilities to the extent that they are eligible to apply for promotion review, the faculty member may seek final clarification and review of their relevant academic record from the Office of the Provost. In such an instance, the provost, in consultation with the faculty member, dean, and other relevant parties, will provide in writing a clarification and justification for whether the faculty member is eligible to apply for promotion review based on the formal criteria outlined in TAMUS, TAMU-CC, and relevant college and departmental level guidelines.

6.5. Each candidate for promotion and/or tenure shall prepare a case in the electronic faculty review system (Interfolio) following the guidelines referenced in Section 6.1 of 12.01.01.C1 (Tenure); Section 5.1 of 33.99.04.C0.02 (Promotion of Full-Time Faculty Members); and Section 7.1 of this document by the stated due date. The dossier should include all appropriate documentation.

6.6. Evaluation of faculty performance for tenure should be conducted in a manner that is consistent with the faculty member's assigned workload during the period under evaluation (see University Rule 12.03.99.C1 (Faculty Workload).

6.6.1. The period under evaluation for an assistant professor applying for the rank of associate professor includes all the full-time, tenure-track experience at TAMU-CC or equivalent agreed to in writing at the time of the faculty member's initial hire date.

6.6.2. The period under evaluation for an associate professor applying for the rank of professor includes all the full-time faculty experience in the rank of associate professor, as well as the year that the faculty member applied for promotion to the rank of associate professor.

6.7. The relative weighting of teaching, scholarship/creative activity, and service may vary among candidates whose formal work assignments have been specified as part of their annual review process (refer to the candidates' Annual Development Evaluation Plan [ADEP] and 33.99.99.C0.02 (Promotion of Full-Time Faculty Members).

6.7.1. The negotiated statement of assigned time (faculty workload) should be the main basis for determining the relative weighting of faculty responsibilities in teaching, scholarship and/or creative activity, and service.

6.7.2. For significant administrative duties, workload reassignments (including adjustments of typical evaluative weighting) must be documented in official workload reports and approved by the dean (see University Procedure 12.03.99.C1.01 Assignment of Faculty Workload Credit).

6.7.3. The COEHD recognizes that teaching, research, and service efforts vary, and that these variances should be considered when evaluating candidates' performance records in these evaluative areas.

6.7.3.1. Not all teaching loads require equal effort because of differences in the number of course preparations for which a faculty member is responsible, the size of courses taught, course format (lecture, seminar, field-based) and level (graduate or undergraduate), and the course delivery method. As such, a candidate's teaching assignments will be considered when evaluating their teaching performance.

6.7.3.2. Discipline-specific inequities in scholarly performance related to publication standards, acceptance rates, and time to press for publications in highly respected journals often being lengthier than publications in other journals are examples of external factors that should be considered when reviewing a candidate's record of scholarship.

6.7.3.3. Service effort also varies depending on level of effort, type of committees, and visibility of effort. The reviewers will consider these variances when evaluating individual candidates' noted activities in both institutional and professional service.

7. COEHD Documentation for Promotion and Tenure or Promotion

7.1. Candidates for Promotion and Tenure Review will be processed within the Interfolio system. A designated Dean's Office Interfolio Case Manager (ICM) will set up the portfolio system for each candidate. Candidates will participate in the process by providing material from Interfolio (e.g., Faculty Activity Report (FAR) and CV) when requested via email notification from the

Interfolio system once the candidate's case has been established.

7.2. Candidates for Promotion and Tenure or Promotion Review will provide the Dean's Office with enough documentation to support their candidacy. Except as detailed in this procedure, additional documents may not be added to the candidate's dossier once the review process has begun. At a minimum, the dossier must include the following sections in the specified order:

Section I: The chair will provide a letter noting the nature of the appointment (percent teaching, scholarship/creative activity, and service, including semi-administrative and administrative duties) and any changes in those duties over time.

Section II: An executive summary (2 pages maximum) clearly illustrating how the candidate's qualifications meet each of the requirements in teaching, scholarship/creative activity, and service.

Section III: A current curriculum vitae (generated by Interfolio or uploaded from another source).

Section IV: The ICM will insert copies of candidate annual or other evaluations from the chair, dean, and provost, along with student course evaluations for the period under review and any faculty responses to evaluations.

Section V: Evidence of performance regarding teaching: 12.01.99.C0.04 (Descriptions of Teaching, Librarianship, Research, Scholarship and Creative Activity, and Service).

The COEHD is committed to teaching and the instructional process as a high priority. Teaching effectiveness must be demonstrated for consideration for promotion and tenure, or promotion, of candidates. The candidate should demonstrate a broad knowledge of the discipline and an in-depth knowledge of one or more parts of the field. The candidate should be a teacher of proven quality, with the ability and expertise to teach undergraduate and/or graduate courses. The candidate must demonstrate a continuing interest in improving as a teacher and in developing knowledge of university-level pedagogy.

Evidence of quality in teaching may be demonstrated by instructional innovation, new course development, or other similar activities compiled in a teaching portfolio. Additionally, the candidate may authenticate quality teaching efforts and performance through student evaluations, peer evaluations, self-evaluation, and student advising activities. Weight should be given to teaching load, average number of students taught, average number of classroom preparations, and undergraduate versus graduate courses.

The COEHD also considers extensive advising involvement and mentoring of graduate (master's and doctoral) students as either a thesis or dissertation advisor and/or methodologist as a teaching activity for which faculty may receive teaching workload reassignment.

Evidence of performance in teaching must include:

- A statement of teaching philosophy and growth (2 pages maximum) discussing improvements, innovations, and changes initiated over the Pre-Tenure evaluation period.
- An account of teaching assignments and teaching loads, by semester, across the Pre-Tenure evaluation period.

Peer reviews of teaching effectiveness (as defined by department and/or college criteria) and other evidence of teaching effectiveness as determined by college policy are additional documentation of teaching excellence a candidate may include in their dossier.

Section VI: Evidence of performance regarding research and scholarship/creative activity: 12.01.99.C0.04 (Descriptions of Teaching, Librarianship, Research, Scholarship and Creative Activity, and Service).

The COEHD recognizes intellectual contributions accrued in the areas of applied scholarship, instructional development, and basic scholarship. Intellectual contributions can be accumulated through publication in peer-reviewed professional, pedagogical, or scholarly journals; papers in proceedings; published case studies; instructor manuals; instructional software; books; or chapters in books. In addition, intellectual contributions can be accomplished through presentations at faculty research seminars, professional meetings, professional development presentations, book reviews, presenting research papers for peer review, new course developments which are publicly reviewed, and publishing in in-house journals.

The intellectual contributions described in the following paragraphs are standard requirements to be satisfied to be eligible for promotion to Associate Professor. The intent is to encourage faculty to be productive in developing skills to produce impactful intellectual contributions within their field of study.

The candidate must demonstrate competence and productivity in scholarly activities (applied scholarship, instructional development, and/or basic scholarship) that are related to the candidate's discipline and the mission of the college. While not expected to be leaders in their respective scholarly arenas, candidates must demonstrate a record of participation, competence, and productivity in their field. The candidate's work must be peer-reviewed or otherwise publicly evaluated.

The following activities (as defined in the National Study of Postsecondary Faculty) represent some, but not necessarily all, of the activities that can be used to demonstrate scholarship and creative activity.

- Funded federal, national, state, local, or institutional grants
- Published books (contracted or self-published)
- Articles in peer-reviewed scholarly journals
- White papers, technical reports, program accreditation reports
- Conference proceedings or published abstracts
- Conference presentations
- Published instructor manuals or instructional software

Evidence of performance in scholarship/creative activity must include:

- A statement explaining contributions and successes in research and scholarship/creative activity (2 pages maximum).
- Documentation demonstrating performance regarding scholarship/creative activity.

The candidate’s research and scholarship/creative activity will be subjected to external review by evaluators solicited from peer or aspirational institutions. These individuals should be identified as leaders in their field as described in college guidelines (see section VIII below).

Section VII: Evidence of performance regarding service: 12.01.99.C0.04 (Descriptions of Teaching, Librarianship, Research, Scholarship and Creative Activity, and Service).

Service encompasses a variety of professional activities through which members of the faculty employ their academic expertise for the benefit of the university, the community, and the profession. It is the candidate's responsibility to document how they have taken an active role in service. Service may include engagement with committees, events, and special projects at the university, college, department, community, and/or professional levels. Participation and leadership in professional and community service is considered insofar as they serve the mission of the college, the university's purposes, or the candidate's academic discipline. Additionally, administrative work in the department as a program coordinator may be considered for course reassignment in overall workload and will be evaluated as service.

The following activities represent some, but not necessarily all, of the activities that can be used to demonstrate service:

University, College, and Department Service (see annual review rubric):

- Elected senator or appointment to a university council or committee
- Elected or appointed member of a college or department/discipline committee
- Internal program evaluation
- Completion of a special project for the university, college, or department/discipline
- Lead author/editor of a major curriculum addition or revision
- Service on a board, council, or committee outside the University by appointment as the University's or College's representative
- Completion of an institutional research project
- Grant writing for institutional development
- Student recruitment
- Committee work involving hiring new faculty
- Other service to the department/discipline

Professional Service: The University and the College encourage professional service in support of the institution's mission. These activities must relate to one's academic field or else be clearly approved by the University. Examples of these activities include, but are not limited to:

- Officer or board member of a professional organization
- Conference organizer
- Editor of a journal or newsletter
- Moderator of a panel at an academic conference
- Committee membership in a professional association
- Peer review of professional papers, manuscripts, performances, exhibitions, and presentations

Community Service: The University and the College also encourage community service in support of the institution's mission. These activities must relate to one's academic field or else be clearly approved by the University. Examples of these activities include, but are not limited to:

- Serving as an officer or board member of a community organization
- Giving volunteer assistance to a community organization or project through the provision of advice, grant writing, or other application of one's professional expertise
- Conducting workshops, giving talks or demonstrations locally (may be creative or even expand

knowledge, but usually there is no academic peer review to substantiate it)
- Serving on a committee for a local professional association or community organization
- Judging local competitions
- Visiting local schools in some professional capacity

Evidence of performance in Service must include:
- A statement explaining service contributions (2 pages maximum).
- Documentation demonstrating performance regarding service.

Section VIII: External review and/or other documentation as defined and required or permitted by the department or college (see COEHD External Reviewer policy).

7.3. Understanding that the tenure review process provides for review by individuals outside of the candidate's field of expertise, candidates should make every effort to provide context and explanations relating to their documentation and evidence of excellence.

7.4. Candidates for promotion and tenure, or promotion, are required to document their effective and engaged performance in a variety of teaching, research and scholarship/creative activity, and service contributing to the university as a whole. Candidates are evaluated on a total portfolio demonstrating these three endeavors.

8. COEHD Evaluative Criteria for Promotion from Assistant Professor to Associate Professor & Tenure

8.1. Reviewing bodies will assess the candidate in the three primary areas of Teaching, Research and Scholarship/Creative activity, and Service, using the definitions, explanations, and examples described in sections 4.7.1, 8.2 and 9.2 (Teaching), 4.7.2, 8.3 and 9.3 (Research and Scholarship/Creative Activity), and 4.7.3, 8.4 and 9.4 (Service) of this document.

8.2. Teaching Effectiveness: Candidates must demonstrate consistent above average performance in the annual ADEP process throughout the course of their evaluation period (see annual review rubrics). Evidence of above average performance should be documented by activities and artifacts outlined in the COEHD annual review policy relevant to teaching.

8.2.1. Through self-evaluation, the candidate must demonstrate the development and application of effective instructional strategies and techniques.

8.2.2. The candidate must show high levels of student satisfaction with average course ratings consistently at, or above, the "good" (4.0) standard.

8.2.3. The candidate may provide written exemplars of peer input to document teaching quality and effectiveness.

8.2.4. The candidate must demonstrate familiarity with degree requirements in the discipline and should be experienced in academic advisement and career counseling. The candidate serves as a mentor for students desiring advanced degrees and career entry.

8.3. Research and Scholarship/Creative Activity Effectiveness: Candidates must demonstrate consistent above average performance in the annual ADEP process throughout the course of

their evaluation period (see annual review rubrics). Evidence of above average performance should be documented by activities and artifacts outlined in the COEHD annual review policy relevant to research and scholarly/creative activity.

8.3.1. The candidate should have numerous intellectual contributions. **As a minimum qualification to be considered for promotion to associate professor**, the candidate should have at least seven (7) intellectual contributions including a minimum of three (3) articles in peer-reviewed journals. One (1) of the required minimum contributions may be listed as "in press" with appropriate documentation (editor acceptance letter). The acceptance letter must state the article requires no further revision before being published.

8.4. Service Effectiveness: Candidates must demonstrate consistent above average performance in the annual ADEP process throughout the course of their evaluation period. Evidence of above average performance should be documented by activities and artifacts outlined in the COEHD annual review policy relevant to service (see annual review rubrics).

8.4.1. The candidate must document how they have taken an active role in service of the COEHD and/or to the university on committees, task forces, councils, and/or special projects. Administrative work in the department as a program coordinator may be considered for course reassignment in overall workload and will be evaluated as service. Participation and leadership in professional and community service will also be considered if the service supports the mission of the college, the university's purposes, or the candidate's academic discipline (provided in 2 pages maximum summary).

9. COEHD Evaluative Criteria for Promotion from Associate Professor to Professor

9.1. Candidates for promotion to full professor are evaluated on a total portfolio of effort as described in Section 7.2 of this procedure. Significant administrative duties may lessen these performance expectations.

9.2. Teaching Effectiveness:

9.2.1. The candidate should demonstrate maturity and skill in teaching, a proven record of teaching excellence, and continued demonstration of interest in improving pedagogical skills. The candidate should have assumed leadership in curricular development and issues related to teaching improvement in the discipline and may be considered a mentor in teaching effectiveness. Evidence of quality in teaching may be demonstrated by instructional innovation, new course development, or other similar activities compiled in a teaching portfolio. Additionally, the candidate may authenticate quality teaching efforts and performance through student evaluations, peer evaluations, self-evaluation, and student advising activities. Weight should be given to teaching load, average number of students taught, average number of classroom preparations, and undergraduate versus graduate courses.

9.2.2. For promotion to the rank of professor, a candidate must meet all the criteria required for candidates applying for promotion and tenure, and include within the appropriate section of the required executive summary (2 pages maximum) their efforts related to:

9.2.2.1. Mentoring junior faculty to help them improve their teaching or teaching related activities, such as student advising, field-based evaluations and assessments, and project, thesis, dissertation work.

9.2.2.2. Demonstrating how courses have been updated to reflect current trends, relevance, and scholarship.

9.2.2.3. Creating a wide variety of student evaluations and assessments to meet learning objectives based on relevant cognitive, affective, and psychomotor domains.

9.2.2.4. Documenting how course activities provide students with engaged learning activities grounded in relevant philosophies, such as constructivist, behaviorist, and cognitivist frameworks that correspond to the activities.

9.3. Research and Scholarship/Creative Activity Effectiveness:

9.3.1. The intellectual contributions described in the following paragraphs are normal requirements to be satisfied to be eligible for promotion to professor. The intent is to encourage faculty to implement an established systematic research agenda that is visible beyond the university (e.g., regional, state, national, international) arena.

9.3.2. The candidate must demonstrate competence and productivity in scholarly activities (applied scholarship, instructional development, and/or basic scholarship) that are related to the candidate's discipline and to the mission of the college. While not expected to be leaders in their respective scholarly arenas, candidates must demonstrate a record of participation, competence, and productivity in their field. The candidate's work must be peer-reviewed or otherwise publicly evaluated.

9.3.3. The candidate should have numerous intellectual contributions evidencing an active and sustained research agenda. **As a minimum qualification to be considered for promotion to professor**, the candidate should have no less than ten (10) intellectual contributions within the last five years, including a minimum of four (4) peer-reviewed articles in professional, pedagogical, or scholarly journals. One (1) of the required minimum contributions may be listed as “in press” with appropriate documentation (letter from journal editor). The acceptance letter must state that the article requires no further revision before being published.

9.3.4. For promotion to the rank of professor, a candidate must meet all the criteria required for candidates applying for promotion and tenure, and include within the appropriate section of the required executive summary (2 pages maximum) their efforts related to:

9.3.4.1. Mentoring junior faculty to help them in scholarship and creative activity.

9.3.4.2. Mentoring students in their scholarship and creative endeavors.

9.3.4.3. Collaboration engagement with scholars across disciplines at TAMU-CC or other institutions nationwide.

9.4. Service Effectiveness:

9.4.1. The candidate must document how they have taken an active role in service of the COEHD and/or to the university on committees, task forces, councils, and/or special projects. Administrative work in the department as a program coordinator may be considered for course reassignment in overall workload and will be evaluated as service. Participation and leadership in professional and community service will also be considered if the service supports the mission of the college, the university's purposes, or the candidate's academic discipline.

9.4.2. It is the expectation that to be promoted to professor, the candidate should actively serve on, and hold some leadership position on, at least one departmental committee, council, or task force and one COEHD committee, council or task force and/or one university level committee, council or task force and/or one professional committee, council, or task force in any given academic year. Cumulatively, the candidate should have served on, and have held some leadership position on departmental, college, university and/or professional level committees, councils, or task forces before promotion.

9.4.3. For promotion to the rank of professor, a candidate must meet all the criteria required for candidates applying for promotion and tenure, and include within the appropriate section of the required executive summary (2 pages maximum) their efforts related to:

9.4.3.1. Mentoring junior faculty to be engaged in a state, regional, national, or international organization related to one's field.

9.4.3.2. Demonstrating accomplishments made in a leadership role in a state, regional, national, or international organization related to one's field.

10. COEHD Department Review Process

10.1. Each department (or Promotion Review Unit) shall have a Department Review Committee (DRC). Promotion Review Unit may be synonymous with a department where appropriate. The DRC must include all tenured and fixed-term faculty members at or above the associate faculty rank in the department who are not currently seeking promotion and/or tenure. Tenure-track faculty may be added to the DRC and participate in the evaluation of pre-tenure review candidates. Only tenured faculty members can vote on tenure candidates.

10.2. The DRC shall consist of at least three (3) members. A simple majority rule shall prevail for all evaluative decisions. The committee shall not include the department chair or assistant/associate COEHD deans. Departmental representatives on the COEHD and University P&T committees are eligible to evaluate pre-tenure review cases, but they must be excluded from the vote for tenure reviews. Members ineligible to vote on a candidate will be excluded from the review or discussion of that candidate's case.

10.2.1. If the number of eligible committee members in a department is fewer than three (3), the actual tenured faculty members in the department who are eligible, plus additional tenured faculty members nominated by the department committee members and confirmed by the dean and provost, shall act as an ad hoc DRC for promotion recommendation.

10.2.2. The addition of any designated voting members to the DRC outside of the departmental process must be tenured and have a faculty rank at or above the rank at which candidates are applying for consideration.

10.3. After consultation with the appropriate department chair(s), the dean or dean's designate shall convene a meeting of the DRC. Each DRC shall elect a chair at the meeting convened by the dean or designate. The dean or designate and the department chair shall review with the committee applicable college policies and university rules and procedures related to promotion.

10.4. The dean or designate and the department chair will not be present during subsequent DRC meetings.

10.5. The DRC chair shall convene subsequent meetings as needed to conduct the reviews of all promotion candidates and conduct the promotion vote(s). Tenured faculty members will review and vote on all fixed-term promotion candidates. They will also review and vote on all tenured/tenure-track promotion candidates if they are at or above the rank at which promotion is being requested. Fixed-term faculty members will only review and vote on fixed-term promotion candidates if they are at or above the rank at which promotion is being requested. Only tenured faculty members will review and vote on tenure candidates. Members ineligible to vote on a candidate will not participate in the review or discussion of that candidate's case.

10.6. By a simple majority of those voting, the committee shall recommend granting or denying promotion. The chair of the DRC shall document the results of the review to the department chair in a written statement and recommendation, which shall be signed by all members of the committee and include the result of the vote alongside a written explanation of the vote and decision. This completed, signed report should be submitted to the department chair within at least five (5) business days of the promotion vote.

10.7. After receiving the DRC report and recommendation, the department chair shall develop a written recommendation to grant or deny promotion.

10.8. The department chair will meet with the candidate and review the DRC's and the chair's recommendations. The candidate will be provided a copy of the DRC's and the chair's written recommendations. Written recommendation letters from DRC and the department chair will be included in the candidate's Interfolio dossier.

10.9. Each candidate may submit a written response to the DRC's and the department chair's recommendations. Responses must be submitted to the dean's delegate for inclusion in the candidate's Interfolio dossier within five (5) business days of the meeting with the department chair.

10.9.1. The response shall indicate concurrence with the recommendations or non-concurrence. Responses shall be no more than two pages in length.

10.10. The department chair's recommendation, the DRC's recommendation, and the candidate's response, if included, must all be added to the dossier and forwarded to the dean/dean's designate before October 25th.

11. COEHD External Review Process

11.1. Independent external review is an important part of the promotion and tenure process. The use of external reviewers in this review process advises the university on the broader impact and value of a faculty member's research and scholarly/creative productivity to their discipline. One of the chief purposes of promotion and tenure is to ensure that the university is making progress towards its strategic goals and aspirations, which cannot occur unless advice is continually solicited from those who represent peer and aspirant institutions.

11.2. At TAMU-CC, external reviews are used to confirm the significance of results arising from a faculty member's scholarly efforts but are not intended to be conclusive elements of the promotion and tenure review. While the COEHD P&T Committee, Department Review Committees, and respective department chairs will remain the primary evaluators of faculty teaching, research and scholarly/creative activity, and service contributions, external reviewers are best positioned to provide a critical evaluation of the prominence of a candidate's scholarship as viewed by their professional peers.

11.3. Accordingly, the promotion and tenure portfolio of all faculty with research expectations specified in the appointment and annual workload must include a minimum of three (3) external reviewer letters from qualified, independent reviewers (See section on qualified reviewers). These letters will be uploaded to the candidate's Interfolio dossier at the end of the external reviewer selection, solicitation, and receipt process.

11.4. Guidelines for Selecting Potential External Reviewers

11.4.1. External reviewers must be established scholars in the candidate's field of study or a closely related field. The reviewers must be tenured, and have faculty appointments at or above the rank for which the candidate is applying.

11.4.2. The selection of qualified independent external reviewers will be a collaborative process between the faculty candidate and their respective department chair, with each individual nominating potential reviewers. Faculty candidates will be asked to nominate up to five (5) names of potential reviewers. Chairs will be asked to nominate up to an additional five (5) names. Faculty candidates will be encouraged to meet with their department chair to review the list of potential reviewers before it is forwarded to the COEHD dean for final approval. Upon collaborative (department chair and faculty candidate) review of the preliminary nomination list, the candidate will have the right to exclude (if desired) up to two (2) of the chair-suggested nominees for reasons of obvious conflict of interest. As part of the collaborative process, additional reviewers may be nominated by department chair or faculty member to forward at least (7-10) to the COEHD dean for consideration. The combined list of 7-10 reviewer nominations will be reviewed. Further the department chair will 'qualify' each nominated reviewer and record observations on the reviewer qualifying worksheet provided in Appendix 3 (which is used to validate the independence, expertise of reviewer) and forward the list to the COEHD dean for approval.

11.4.3. The COEHD dean will approve the final list of potential reviewers from the list of potential reviewers nominated. The dean's approval of external reviewers will be final and based on his/her independent evaluation of the qualifications of the nominee and the

recommendations from the candidate's department chair. The qualifications of external reviewers will include:

11.4.3.1. External reviewers should be identified experts in the faculty candidate's discipline, sub-field, or area, and should not be a past mentor, dissertation advisor, frequent or current (within last 5 years) collaborator (e.g., currently co-authoring or working directly with on a project), nor have a personal relationship with the candidate. Each reviewer will be asked to outline in their review letter any past professional and/or personal associations that they may have with the faculty candidate.

11.4.3.2. Reviewers must be tenured and hold a faculty rank at or above the rank the candidate is seeking.

11.4.4. The Dean's Office will be responsible for managing this process and ensuring that a minimum of three (3) letters is received by August 15th. The COEHD dean's designate will conduct a check-in with the department chairs in late July/early August to see if any assistance is needed in acquiring the requisite number of evaluation letters. In the case where less than three (3) letters are received or expected, a second solicitation of additional COEHD dean approved reviewers will be conducted.

11.5. External Reviewer Solicitation Process

11.5.1. The official solicitation process will be facilitated through the Interfolio system. Faculty members will submit a list of five (5) suggested external reviewers to their department chair by June 1st. The candidate and chair will then review each other's lists and a final roster of potential reviewers is sent to the COEHD dean by June 10. The COEHD dean will approve the final list of external reviewers, and solicitation requests will be sent out by June 20th. The department chairs will be responsible for compiling the external reviewer solicitation packets (#3 below) and sending potential reviewers the required solicitation letter (see template below). External reviewers will be asked to specifically comment on the candidate's scholarly work and the significance of the contributions to the discipline.

11.6. Compilation of External Reviewer Solicitation Packets

11.6.1. COEHD dean approved external reviewers will each receive a packet with instructions regarding the requested input of the faculty candidate's scholarship. In preparation for solicitation of external reviewers, faculty candidates will be asked to submit a current CV, two (2) representative samples of scholarship (e.g., publications, presentations, etc.), and an overview of their scholarly research agenda (scholarship statement) in the context of their current academic appointment (2-3 pages maximum, single-spaced). The external reviewer solicitation packets will be processed within the Interfolio system with instructions and sent to selected external reviewers on or before June 20th. The solicitation will request that letters be received on or before August 15th (see appendix 1).

11.7. Processing Incoming External Review Letters

11.7.1. All external reviewer letters will be treated confidentially. Upon receipt of external

review letters, the department chair will be preparing a summary of both positive (strengths) and negative (weaknesses/limitations) comments and their recommendations regarding candidates' qualifications for tenure and/or promotion.

11.7.2. All reviewer letters received, qualifying worksheet and department chair letter summaries will be included in the faculty candidate's Interfolio packet. While the identity of external reviewers and their letters will be kept strictly confidential, candidates will have access to the department chair's summary of identified strengths and weaknesses or limitations as identified by the reviewers.

12. COEHD College Review Process

12.1. Each year by September 30th, departments in the COEHD shall elect or confirm continuing term eligible membership of one member each to serve a two-year term on the College Promotion and Tenure Committee (COEHD P&T Committee).

12.2. Tenured or fixed-term faculty members at or above the associate faculty rank are eligible for membership. Those excluded from membership include individuals: (1) serving as an assistant/associate dean in the COEHD, (2) serving as department chair, (3) serving as a voting member of their respective DRC, (4) serving on the University P&T Committee, and (5) currently seeking or expected to apply for promotion, tenure, or post tenure review in the same year. This elected faculty member cannot serve consecutive terms unless there are fewer than three (3) tenured faculty members in their home department. Members serving on the COEHD P&T committee may not abstain from any vote.

12.3. If a department has no one qualified to serve on the COEHD P&T Committee, the department and Dean may use one of the following:

12.3.1. The dean may modify the qualifications to allow a faculty member, other than the department chair, to be elected from the department. Such a member cannot be considered for promotion during their term on the COEHD P&T Committee.

12.3.2. The department faculty may nominate a faculty member from outside the college. The Dean may appoint that faculty member or seek alternative nominations from the department.

12.3.3. Upon nomination from the department chair, a previously tenured emeritus faculty member may be asked to serve on the COEHD P&T Committee. The dean may appoint the emeritus faculty member or seek alternative nominations from the department.

12.3.4. As one of the dean's appointments, if the department has no one qualified to serve on the COEHD P&T Committee, the dean may appoint a faculty member from outside the department or a previously tenured emeritus faculty member.

12.3.5. After the DRC and the department chair have made their recommendations and the Dean has appointed the remaining members, the DRC department chair will forward the recommendations to the COEHD P&T Committee. At this meeting, the COEHD P&T Committee and the dean shall review relevant college and university promotion and/or

tenure procedures. The dean or dean's designate may not be present during subsequent meetings of the COEHD P&T Committee. All faculty members eligible for promotion and tenure, or promotion, shall be reviewed within the time frame outlined in section 6 of this document.

12.4. Within at least five (5) business days of written notice, the College P&T Committee chair shall reconvene the review committee for a final meeting to hold the tenure vote. For each tenure candidate, the College P&T Committee, by a simple majority of those voting, shall make a recommendation to grant or to deny tenure, with a tie vote insufficient to recommend tenure. Tenured faculty members will vote on all fixed-term promotion candidates. They will also vote on all tenured/tenure-track promotion candidates if they are at or above the rank at which promotion is being requested. Fixed-term faculty members will only vote on fixed-term promotion candidates if they are at or above the rank at which promotion is being requested. The recommendations shall be based on the written measures of the college (and the department, if applicable) and on discussion among committee members. The committee chair shall forward the recommendations to the dean or their designate.

12.5. After receiving the recommendations from the department chair, the DRC, and from the College P&T Committee, the dean shall write an individual recommendation for each candidate, to grant or deny promotion.

12.6. The dean will meet with the faculty member to inform the candidate of the dean's and college-level recommendations including numerical votes from departmental and college level balloting processes. The candidate will be provided a copy of the College P&T Committee's and dean's written recommendations.

12.7. The candidate may submit a written response to the dean's recommendation. Responses must be submitted to the dean within five (5) business days of the meeting with the dean and will be included in the candidate's Interfolio dossier forwarded to the provost.

13. University Review Process

13.1. The recommendations provided by the DRC, department chair, College P&T Committee, the dean's recommendation, and the candidate's response, if available, must all be added to the Interfolio dossier and forwarded to the provost in accordance with the published university timeline.

13.2. Please see TAMU-CC University rule 12.01.01.C1 (Tenure) and procedure 33.99.04.C0.02 (Promotion of Full-Time Faculty Members) regarding details of the university review process.

14. Candidate withdrawal from promotion and tenure, or promotion, consideration

14.1. A candidate for tenure may withdraw from tenure consideration at any time prior to the forwarding of the recommendations to the provost for review by the University Promotion and Tenure Committee.

14.2. If the candidate is applying for early promotion and tenure and withdraws prior to the forwarding the recommendations to the provost for review, they shall reapply for tenure in

their sixth year.

14.3. A withdrawal request must be made in writing, signed, and dated to the dean. Once the letter is submitted to the dean it may not be rescinded.

14.4. In the event a candidate requests withdrawal from the promotion and tenure review process, and is not applying for early tenure, the faculty member will be given a one-year terminal contract with the current workload and salary to begin in the academic year immediately following the year in which the application for promotion and tenure was withdrawn.

15. Recommendations Against Promotion and Tenure, or Promotion, or Appeals

15.1. If a candidate's application for promotion and tenure to the rank of associate professor has been denied, the candidate will be given a one-year terminal contract with the current workload and salary to begin in the academic year immediately following the year in which the application for promotion and tenure was denied.

15.2. A promotion and tenure candidate may appeal a decision denying promotion and tenure for reasons detailed in the University rules 12.01.99.C0.02 (Academic Freedom) and 12.01.99.C0.03 (Responsibilities of Faculty Members). Those appealing, should refer to System Regulation 32.01.01.C0.01 (Complaint and Appeal Process for Faculty Members) and University rule 12.01.99.C0.05 (Faculty Dismissals, Administrative Leave, Non-Reappointments and Terminal Appointments).

15.3. If a candidate's application for promotion to professor has been denied, the candidate cannot reapply until after one additional year of full-time service has passed beginning in the academic year that follows the issuance of the denial of promotion.

15.4. For information on non-renewal of non-tenured tenure-track faculty at the end of a term contract, financial exigency, and the phasing out of programs, please see University rule 12.01.99.C0.05 (Faculty Dismissals, Administrative Leave, Non-Reappointments and Terminal Appointments).

16. Promotion of Clinical Track Faculty

16.1. COEHD policy for evaluation and promotion of clinical track faculty members is governed by TAMUCC University policy 12.07.99.C0.01: Fixed-Term Faculty Members and 33.99.04.C0.02: Promotion of Full-Time Faculty Members.

16.2. COEHD Criteria for Promotion of Clinical Track Faculty (Non-Tenure Track Faculty)

16.2.1. Clinical Track Faculty members in the COEHD have full-time appointments that bring excellence to the university through high quality teaching and/or research/creative activity and/or service. Clinical faculty members must hold at least a terminal degree (Ph.D. or Ed.D.) in education or related field or related discipline and be appropriately credentialed to teach assigned courses prior to the first day of class.

16.3. Promotion from clinical faculty members

16.3.1. Clinical faculty members are eligible for promotion consideration to the rank of associate/professor. To be promoted, the candidate must have a master's degree and five years of experience at the appropriate preceding (clinical assistant/clinical associate) rank.

16.3.2. While clinical track candidates must meet all the teaching and service requirements for the appropriate promotion (assistant-associate and associate-professor) as candidates in the tenure track section, they are not required to document evidence of productivity in research and scholarly/creative activity (unless research/scholarship is a contracted workload responsibility documented in their appointment letter). Accordingly, clinical faculty are not required to receive letters from external reviewers as part of the process.

16.4. Clinical faculty must prepare a dossier according to the same COEHD processes as required by Tenure track candidates, which includes:

16.4.1. Evidence of Performance regarding Teaching:

16.4.1.1. The candidate should demonstrate maturity and skill in teaching, a proven record of teaching excellence, and continued demonstration of interest in improving pedagogical skills. The candidate should have assumed leadership in curricular development and issues related to teaching improvement in the discipline and may be considered a mentor in teaching effectiveness. Evidence of quality in teaching may be demonstrated by instructional innovation, new course development, or other similar activities compiled in a teaching portfolio. Additionally, the candidate may authenticate quality teaching efforts and performance through student evaluations, peer evaluations, self-evaluation, and student advising activities. Weight should be given to teaching load, average number of students taught, average number of classroom preparations, and undergraduate versus graduate courses. The COEHD considers participation and involvement in the mentoring of graduate (master's and doctoral level) as a thesis or dissertation advisor/ or methodologist as a teaching activity for which a faculty may receive teaching workload reassignment.

16.4.2. Evidence of Performance in Service:

16.4.2.1. The candidate must document how he or she has taken an active role in the service of the COEHD and/or to the university on committees and/or special projects. Administrative work in the department as a program coordinator may be considered for course reassignment in overall workload and will be evaluated as service. Participation and leadership in professional and community service is considered insofar as they serve the mission of the college, the university's purposes, or the candidate's academic discipline. Significant participation in professional service is shown through professional association activities such as serving as an editor, officer, program chair, or in similar roles.

16.4.3. Evidence of Performance in Research (if applicable):

16.4.3.1. The candidate must document competence and productivity in scholarly activities (applied scholarship, instructional development, and/or basic scholarship) that are related to the candidate's discipline and to the mission of the college. The COEHD

recognizes the following as exemplars of scholarly activity: publications in peer reviewed professional, pedagogical, or scholarly journals; papers in proceedings; published case studies; instructor manuals; instructional software; books; or chapters in books. In addition, intellectual contributions can be accomplished through presentations at faculty research seminars, professional meetings, professional development presentations, book reviews, presenting research papers for peer review, new course developments which are publicly reviewed, and publishing in in-house journals.

Appendix 1
Required Template for COEHD Solicitation of External Reviewer Letters

Dear [Nominee's Name]:

Texas A&M University-Corpus Christi (TAMU-CC) University and the College of Education and Human Development (COEHD) are evaluating [name of candidate] for [tenure and promotion to associate professor; tenure-only; promotion to full professor] in the Department(s) of [name of department(s)].

TAMU-CC is a newly recognized Carnegie R2 and Hispanic-Serving Institution. Because you are recognized as a leading scholar in [name of candidate]'s field, we would appreciate your assistance in assessing his/her record of work. TAMU-CC values an inclusive view of scholarship and recognizes that knowledge is acquired and advanced through discovery, integration, application, and teaching, as outlined in our Promotion of Full-Time Faculty Members policy. Given this perspective, promotion, and tenure reviews, as detailed in the criteria of individual departments and colleges, will recognize original research, creative and scholarly contributions in peer-reviewed publications, presentations, grant making, reviews, or other documentation of scholarly contributions as well as integrative and applied forms of scholarship including collaborations with community agencies, and school districts.

In your letter, please note how well you know the candidate professionally and/personally. If you have collaborated with the candidate within the last five years, we will appreciate your describing the nature and extent of your collaborations. This will help us understand your perspective on this candidate and any potential conflicts of interest.

We have attached the following materials to help you evaluate [name of candidate]'s record:

- a curriculum vitae
- a statement in which he/she explains his/her program of work (3 pages maximum)
- copies of our departmental and college promotion/tenure policies
- Two representative samples of scholarly products (articles, presentations etc.)

To provide a context for your review of [name of candidate]'s scholarship, COEHD faculty carry a 3-course teaching load per semester and are responsible for committee work and student advising at multiple levels (UG, MS, EdD, PhD). Our typical annual evaluations are based on an evaluative weighing of faculty workload consisting of 40% Teaching; 40% Scholarship; and 20% service.

[If applicable] A note, [name of candidate] had been automatically granted an extra year toward tenure and promotion and no negative inference should be inferred.

We appreciate you providing a detailed assessment of the candidate's scholarly research record. Please focus your review comments on the research/scholarly/creative accomplishments and the potential for the candidate to add to the discourse of your shared discipline. While our COEHD P&T criteria also include consideration of teaching, advising and service, a review of the candidate's teaching accomplishments and service to the institution/profession is expected to be done in a separate component of the tenure evaluation process.

In your review, we ask that you please address the following questions:

- How familiar are you with the candidates' work or work in this field/sub field in general?

- What are the ’candidate’s strengths including any contributions and/or impact on their profession/discipline?
- In your professional opinion, does the candidate demonstrate the potential for continued scholarly or creative productivity? Please provide a brief description to support your answer.
- Can you identify any weaknesses/limitations of the candidate? Do you believe the candidate compares favorably to other scholars at a similar stage in their career and/or at a similar institution as Texas A&M University-Corpus Christi? Please elaborate if possible.

Please know that your recommendation will be treated with the greatest possible confidentiality permitted by the Texas A&M University System and Board of ’Regents’ policy and applicable law. Neither your identity nor letter will be provided to the candidate. Only a prepared aggregated summary of your comments along with those of other reviewers will be available for the candidate’s review. Please note that, pursuant to public information law in the State of Texas, while we make every effort to maintain the privacy of these reviews, we are unable to guarantee confidentiality. Consequently, our review process stresses transparency, and your evaluation may be made available in the event of a valid public information request.

Should you agree to participate in this process, we request that you please submit your evaluation and current copy of your CV by August 15, 20XX. I look forward to your reply.

Sincerely,

[NAME, DEGREE]
Chair, Department of [DEPARTMENT NAME]

Appendix 2
Sample Department Chair Letter to Reviewer Confirming their Participation

On behalf of Texas A&M University-Corpus Christi and the College of Education and Human Development, I appreciate your willingness to invest your time in this important academic process. We respectfully ask that you please return your evaluation, and a current copy of your CV, by August 15, 20XX. If you are unable to do so or have questions about the process, please let me know as soon as possible. Thank you in advance for your contribution to this essential university review process.

Sincerely,

[NAME, DEGREE]
Chair, Department of [DEPARTMENT NAME]

Appendix 3
Department Chair Form for Documenting and Qualifying External Reviewers' Independence/Expertise

<table>
<tr><td colspan="4">External Review Nominee (name, title, institution):</td></tr>
<tr><td>Nominated by:
(circle one)</td><td>Faculty Candidate</td><td>Department Chair</td><td>College Dean</td></tr>
<tr><td></td><td></td><td></td><td></td></tr>
<tr><td>Department Chair Qualification Check:
(circle one)</td><td>Qualified</td><td>Unqualified</td><td></td></tr>
<tr><td colspan="4">Comments:</td></tr>
<tr><td>Dean Approval Date</td><td>Solicitation Date</td><td>Response Date

Yes No

Reason:</td><td>Date Review Received</td></tr>
</table>