Section III. Faculty Performance, Development and Evaluation

This section of the Handbook covers professional expectations of COS faculty. Because different faculty positions have different expectations, not all sections below apply to all faculty. Faculty and administrators should use this section as a guide to faculty performance, development, and evaluation.

An outline of this section is:

- III.1, Performance Criteria: Lists general college-level guidelines used for evaluation in the areas of Teaching, Research, and Service.
- III.2. Promotion (all faculty) and Tenure Timeline
- III.3, Promotion and Tenure (P&T) for Tenured and Tenure-Track (T/TT) Faculty: Includes important definitions, specific college-level expectations for promotions to Associate and full Professor, and the college P&T process. Departments have more detailed expectations; see Appendix XXX for these.
- III.4, Promotion for Fixed-Term Faculty: Lists college-level expectations and process for promotion of Professional, Research, and Clinical faculty. Departments may develop more detailed explanations.
- III.5, Annual Evaluation: Describes the college annual evaluation process, as well as minimal college-level criteria for annual evaluation. Again, departments may have more specific criteria.
- III.6, Pre-Tenure (Midterm) Review: Describes the process for the midterm review of tenure-track faculty.
- III.7, Post-Tenure Review: Describes the process and criteria for post-tenure review.

III.3 Promotion and Tenure (P&T) for Tenured and Tenure-Track Faculty

III.3a. Definitions and Required Time in Rank

Promotion of Faculty

University Procedure 12.01.99.C0.01 provides faculty rank descriptors. It is stated that appointment to an academic rank is based on past and anticipated success in performance, accomplishments, and leadership in teaching, research and professional service. Faculty members progressing from one rank to the next are expected to achieve increasing success both by progressively mastering and by progressively improving in these areas. Consistently sustained development, performance of faculty responsibilities, and contribution to the university and the profession, as described in University Procedures 12.01.99.C0.01 (Academic Rank Descriptors), 12.01.01.C1 (Tenure), and 33.99.04.C0.02 (Promotion of Full-time Faculty Members), are requisite for all promotions. The merit of a faculty member's professional achievements, rather than meeting the minimal required time in rank and residence, is the basic standard for all recommendations of promotion.

Unless otherwise requested in writing, a faculty member is eligible to be considered for promotion during the academic year in which all the education and experience standards for a given rank are met as specified in Faculty Handbook sections noted above.

Tenure of Faculty

Tenure is defined in University Handbook of Rules and Procedures 12.01.01.C1.

Beginning with appointment to the rank of full-time assistant professor or a higher rank, the tenure probationary period will not exceed six years unless an extension is granted in writing by the dean of the college and by the provost. Up to three years of credit at other institutions may be considered as part of the probationary period if agreed to at the time of the faculty member's initial tenure track appointment.

Mandatory review of probationary faculty members for promotion and/or tenure decision will usually take place at the sixth year of tenure track appointment. If tenure decision is negative, the faculty member's contract will be terminated after one additional academic year of appointment. Faculty members who believe their teaching, scholarship and service record merits early promotion and tenure may apply. It must be noted that early promotion and tenure requires extraordinary qualifications, and that if early promotion and tenure application is denied the faculty member's contract will be terminated after one additional academic year of appointment.

Under extraordinary circumstances, a faculty member may submit a written request for "extension of the tenure probationary period" to the faculty member's department chair. The request shall follow University Handbook of Rules and Procedures 12.01.99.C1 (Granting Extension of Tenure Probationary Period). Extension may be granted upon written concurrence by the faculty member, department chair, dean, and the provost.

Promotion to Professor

For promotion from associate professor to professor, ten years of full-time tenure track faculty experience at A&M-Corpus Christi is generally required before a faculty member can apply. Years of credit at another institution that are stated in writing at the time of the initial faculty appointment counts toward the ten-year requirement.

III.3.b Tenure and Promotion to Associate Professor

The following guidelines constitute the minimum expectations for tenure and promotion to the rank of Associate Professor in the College of Science. Based on these, each Department has created specific written standards for tenure and promotion to the rank of Associate Professor. These standards are included in Appendices to this document and are linked below.

Meeting the expectations below is not a guarantee of tenure and promotion; rather, they serve as the foundation for the Departmental standards.

Teaching Expectations for Tenure and/or Promotion to Associate Professor

At the time of mandatory review of the probationary period:

1. annual evaluations of teaching as determined by the department must at least "Meet Expectations".
2. peer evaluations should be positive and negative comments should have been addressed with documented efforts to improve.
3. quantitative student evaluations that meet expectations based on criteria, as determined by the department, such as the performance of others in comparable courses or the attainment of an acceptable threshold score and/or a pattern of steady improvement.
4. there should be documented effort in several areas listed under "Other criteria" in III.1.a above.
5. Mentoring
    a) MS Faculty: Successful direction, as a committee chair, of an M.S. thesis to completion. Direction of non-thesis M.S. student projects serves as evidence of student mentoring and is considered an important teaching responsibility. In addition, the candidate should serve as a member of at least one M.S. thesis committee directed by another faculty member.
    b) PhD Faculty: Successful supervision as a committee chair of at least one Ph.D. student to candidacy is required.

Research Expectations for Tenure and/or Promotion to Associate Professor

Undergraduate Faculty. While undergraduate faculty members carry heavier teaching loads, they are also expected to remain active scholars. Specific requirements will differ by discipline and department, but candidates for tenure and promotion to Associate Professor are required to provide evidence of a productive, viable undergraduate research program. Evidence may include, but is not limited to, some combination of:

1. research articles in which the candidate is a major contributor published in peer-reviewed regional, national or international journals. Technical reports may also be considered).
2. professional presentations of research at the regional, national or international level.
3. mentoring of undergraduate student research; and
4. grant awards in support of the faculty research program, undergraduate research experiences, outreach, student recruitment or academic program development.

M.S. Faculty. M.S. faculty members have reduced teaching loads compared to undergraduate faculty, which obligates them to participate in departmental graduate programs. While requirements will again differ by discipline and department, M.S. faculty candidates for tenure and promotion to Associate Professor are required to provide evidence of a productive, viable graduate research program. Evidence can include some combination of the following:

1. Research articles in which the candidate is a major contributor should be published in peer-reviewed international, national or regional journals. A peer-reviewed article invited chapter in a book, or an entire book may be accepted provided it contributes to the candidate's field of study. Textbooks, lecture notes and lab manuals, while time consuming to prepare, are not normally the result of original research, and will be considered as contributing to teaching excellence instead of research.
2. Off-campus professional presentations of research results, such as talks or posters, at least one of which should be at the national or international level. The candidate should be the presenter

in at least one if the works are multi-authored. Invited lectures for international/national or regional meetings of professional societies are also accepted as indicators in this category. The level of institutional support available during the candidate's period of review will be considered by the review committees and the chair.

3. Evidence of external funding as principal investigator to support the candidate's research and graduate program. Equipment grants primarily used to develop and support the candidate's research and graduate program will be considered in this category. The candidate should provide evidence that resources acquired through such a grant are beneficial to the candidate's research program.

Ph.D. Faculty. Ph.D. faculty members have the lowest teaching loads and highest research expectations in the college. For a successful tenure application, Ph.D. faculty must present unequivocal evidence of a strong and independent research program at A&M-Corpus Christi competitive at the national level in their particular discipline. Evidence includes all of the following:

1. External funding from national and regional sources commensurate to the needs of the research program must be demonstrated.
2. Off-campus professional presentations of research results, as described in the MS section above.
3. The majority of peer-reviewed research publications will appear in national and international journals that have a high impact factor of respective specialty field(s), a growing body of which shall be based upon research conducted while the candidate was a member of the department.

Service Expectations for Tenure and/or Promotion to Associate Professor

The primary foci of an Assistant Professor should be on becoming a good educator and establishing a research program. As a result, service expectations should be relatively low. On- campus service should focus on helping with departmental tasks and participating in committee work. Off-campus service should focus on making connections with professional societies and/or relevant local community organizations.

III.3.c Promotion to (Full) Professor

As with tenure, requirements for promotion to professor are discipline specific, and each department shall develop specific criteria that will be used in all evaluations. However, each department must follow some general college guidelines:

Teaching Expectations for Promotion to Professor

Documented improvement in Teaching as described for promotion and tenure of Associate Professors above. The amount of weight attached to improvement should be proportional to the weight of Teaching in the workload of the faculty member.

Research Expectations for Promotion to Professor

Undergraduate Faculty. For undergraduate faculty promotion to Professor the candidate must show sustained and growing productivity in the activities described under Promotion to Associate Professor above and demonstrate effort in acquiring the external support required for the candidate's research program and/or the academic program and its students.

M.S. Faculty. For promotion to Professor, the candidate must achieve a research record considered significant by experts in the field. For an M.S. faculty member, the candidate should demonstrate a continued and consistent publication record, including primary authorships (not including abstract-only publications) in international or national journals. Peer-reviewed book chapters, research review articles, or peer-reviewed books solicited by academic publishers (not including textbooks or lab manuals) may be included. The candidate should also show continued presentation of research results at international, national and regional meetings, success in research funding by external sources to support the candidate's research and graduate program, and continued direction of M.S. theses.

Ph.D. Faculty. For promotion to Professor, the candidate must achieve a research record comparable to leading scholars considered experts in the field. The type of publications and presentations expected are as described in the paragraph on M.S. faculty. The candidate is also expected to have successfully supervised (a) at least one Ph.D. student to completion, and (b) two additional Ph.D. students, one of whom has attained the Ph.D. candidacy status.

Service Expectations for Promotion to Professor

The successful candidate must demonstrate leadership in the department, college, university and the profession. Examples would include, but are not limited to, mentoring of junior faculty in

teaching, research, and service; acquisition of external funding in support of students or programs, chairing of significant committees, a leadership role with a professional organization, hosting and organizing professional meetings, design and development of new academic programs, strong participation in outreach and recruitment activities.

III.3.d The Promotion and Tenure Process

Procedures for Initiating Promotion and/or Tenure Review

By **March 15th** each spring semester, the Dean's Office will notify all faculty in their initial year of eligibility for promotion and/or tenure (henceforth "P&T"). This notification is simply informational.

By April 1st, prior to the P&T review, the dean shall hold a meeting to review timelines, processes, and portfolio expectations, and answer questions related to these topics.

Faculty must inform the Dean's Office of their intent to apply for P&T by **April 15th**.

The Office of the Dean verifies that each faculty member on the promotion/tenure list satisfies the university standards for education, experience, and length of employment. The dean will present

a list of candidates to the college Promotion and Tenure Committee, the department chair, and the department Promotion and Tenure Committee by **May 1st**.

Faculty must submit supporting documentation in electronic format ("faculty portfolio") as specified in Documentation Guidelines, Appendix D, to the Office of the Dean by the close of business on **September 1st** in the relevant fall semester.

Department Promotion and Tenure Committee

The role of the department Promotion and Tenure Committee is to make recommendations to the department chair, and to the college Promotion and Tenure Committee, regarding tenure and promotion applications from that Department.

The department Promotion and Tenure Committee shall consist of all tenured and fixed-term faculty in the department except those currently serving on the college or university promotion and tenure committees, excluding the department chair, faculty being considered for tenure and/or promotion, and visiting faculty.

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.

If a conflict of interest (such as spousal or partner relationships) arises as determined by department chair or the dean, the committee member must recuse him/herself from reviewing only that of the individual candidate's portfolio for which the conflict exists.

If the number of faculty in a rank in a department does not meet the university minimum of three committee members, the department chair will solicit from the department committee nominations of other faculty within the college at the appropriate rank. The dean may make the appointment(s) from this list of nominees or request new nominations from the committee.

The Committee chair will be selected from and elected by members of the Committee with the largest membership for that academic year. The Committee chair should have served before on the Committee. The same person shall serve as Committee chair for all Committees in an academic year, and thus should ordinarily be a full Professor in rank. The dean (or designee) and the department chair shall review college and university tenure rules and procedures at the initial meeting of the Committee. The dean (or designee) and the department chair must not be present during subsequent Committee meetings.

External Review

The department Promotion and Tenure Committee and the department chair are the primary evaluators of faculty teaching, scholarship and service contributions. Independent external review is a critical source of supplemental evaluation allowing an assessment of the prominence of a candidate's scholarship as viewed by his or her professional peers. The promotion and tenure portfolio of all faculty with research expectations must include external review letters.

Letters of support should not be requested from members of the Promotion and Tenure Committee as they will be directly engaged in discussion and evaluation of the candidate. Although letters may be included, for example, that support a candidate's service to the community or profession, engagement in outreach activities or serve as testimonials from students, the only letters to be included in the portfolio evaluating scholarship will be those solicited in the process described below.

External review letters will be included in the candidate's portfolio. External reviewers will be selected by the department Promotion and Tenure Committee, and department chair, with half coming from a list nominated by the candidate and half from a list nominated by the department Promotion and Tenure Committee and the department chair. The dean has to approve the final list of external reviewers. The candidate may submit a list of external reviewers who should be excluded from the selection. No more than six external review letters will be included in the portfolio and at least two should come from the non-candidate's list. The faculty candidate will submit a C.V., three publications, and five suggested external reviewers to Committee chair of his/her department Promotion and Tenure Committee by **June 1st**. External reviewers must be established scholars in the candidate's field of study or a closely related area. The reviewers must have appointment at the rank to which the candidate is applying or higher. The dean will approve the final list of external reviewers by **June 10th**.

External review letters will be requested by the department chair. To ensure that adequate time is allowed for external reviewers to review the candidate's materials and respond, the department chair will send out requests for review by **June 15th**. The department chair will notify the candidate when external reviews are requested. External review letters are due on **August 30th**.

External reviewers will be asked to specifically comment on the candidate's scholarly work and the significance of the contributions to the discipline. The redacted reviewer letters are shared with the candidate by **September 5th** by the department chair.

The chair of the department Promotion and Tenure Committee will prepare a summary of positive and negative comments on the contributions of the candidate to the disciplines. The summary and all external review letters received from accepted reviewers will be advanced with the portfolio.

Response of the Department Promotion and Tenure Committee

Committee members must vote positive or negative in promotion and tenure recommendations. Abstentions will be recorded as negative votes. Committee members who are unable to attend shall submit their vote to the Committee chair. A tie vote is insufficient to recommend tenure or promotion.

The department Promotion and Tenure Committee shall provide a written report to the college Promotion and Tenure Committee through the department chair expressing the Committee recommendation. The report shall contain the rationale used for reaching the recommendation. Committee members who feel strongly that the report does not adequately reflect the facts of the case may add an addendum to the report. The format for this report is included in Appendix E. The report shall be signed by each member of the Committee and shall be sent to the department chair by **September 30th**. All matters related to the deliberation of the promotion and tenure committee should remain confidential. Candidates are discouraged from approaching committee members regarding these deliberations. Candidates should only be informed of their status through the appropriate official communication procedures outlined in this document.

Role of the Department Chair

The role of the department chair is to review the department Promotion and Tenure Committee report, forward it to the college Promotion and Tenure Committee, and the dean.

The department chair shall also submit a separate evaluation report to the college Promotion and Tenure Committee and the dean.
The department chair should meet with the candidate to review both recommendations reports by **October 15th.**

Response of the Candidate

The candidate may submit a response to the recommendations of the department Promotion and Tenure Committee, and the department chair. Such response should indicate concurrence with the recommendations or non-concurrence. Response to the department chair's recommendations must be submitted to the chair within two business days of the meeting with the chair. The responses will be included in the candidate's portfolio. The department chair's recommendation, the department Promotion and Tenure Committee's recommendation, and the candidate's response shall be added to the portfolio and forwarded to the dean and the College Promotion and Tenure Committee.

Promotion and Tenure Committee of the College

The role of the college Promotion and Tenure Committee is to make recommendations to the dean concerning the promotion of faculty and granting of tenure.

Each department in the college elects one tenured (full) professor from that department to serve a two-year term on the college Promotion and Tenure Committee. This elected faculty member cannot serve consecutive terms unless there are fewer than three eligible faculty members in his or her department. College administrators at the level of department chair and above shall not serve on the Committee. After the election, the dean may appoint one person to serve a two-year term on the college Promotion and Tenure Committee subject to the same requirements and conditions as elected members. If a conflict of interest arises, that member should not serve on the committee for the year in which the conflict

exists, and another person should be elected/appointed to fill that empty position for the year. Committee members will assume their duties **September 1st** of the year in which they are elected.

After receiving the recommendations from the department Promotion and Tenure Committee and the department chair, the dean (or designee) shall call a meeting of the college Promotion and Tenure Committee. At this meeting, the college Promotion and Tenure Committee shall elect a chair, and the dean shall review college and university tenure policies.

The dean or associate deans shall not be present during subsequent Committee meetings. While being an independent body, the college Promotion and Tenure Committee should follow each individual department's guidelines and consider each department's recommendations for discipline-specific criteria such as evidence of research productivity, including the number and type of peer-reviewed publications. When voting on candidates from their department, members of the college Promotion and Tenure Committee shall vote consistent with the majority vote of the department committee.

Response of the College Promotion and Tenure Committee

The college Promotion and Tenure Committee shall provide a written report to the dean. The report shall contain the rationale used to reach its recommendation. The vote should be reported, and no abstentions are allowed. A positive recommendation is based on a majority positive vote of the Committee members. A tie vote is insufficient to recommend tenure or promotion. Tenure and promotion from assistant professor to associate professor are not evaluated separately. Explanatory text of the Committee report should use the form in Appendix E, and not be written by the representative of the candidate's department. The report shall be signed by each member of the Committee and shall be sent to the dean by **November 15th.**

Documentation Available to the Committees and Department Chair

Each department Promotion and Tenure Committee and department chair shall have for review the documentation specified in Appendices D and F.

The college Promotion and Tenure Committee shall have for review the same documentation noted above. In addition, the department chair will provide the college Promotion and Tenure Committee with:

1. The recommendation report of the department Promotion and Tenure Committee.
2. The recommendation report of the department chair.
3. The response of the candidate.

Role of the Office of the Dean and Withdrawal from Candidacy

After receiving the written recommendations of the college Promotion and Tenure Committee, the department Promotion and Tenure Committee, the department chair, and the candidate response, the dean will meet with the candidate about the dean's recommendation and the results of the other levels of review. The candidate will be given an opportunity to read the dean's recommendation

letter. 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. The dean shall submit all materials, including the candidate's response if any, with a formal letter of recommendation to the Office of the Provost by the date specified by the provost by **December 14th.**

A candidate for promotion and/or tenure may withdraw from consideration prior to the dean submitting the letter of recommendation to the Office of the Provost. The withdrawal request must be made in writing to the dean, signed and dated. Once the withdrawal request is submitted to the dean it may not be rescinded. A candidate for tenure who requests withdrawal from consideration will be offered a terminal contract for one additional academic year following the term or semester in which the notice is received.

Information about the process beyond the college is available in University Procedures 12.01.01.C1 (Tenure) and 33.99.04.C0.02 (Promotion of Full-time Faculty Members).