

**DEPARTMENT OF AGRICULTURAL ECONOMICS**

**Faculty Tenure and Promotion Evaluation Procedures**

**Revised February 2009**

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## Faculty Tenure and Promotion Evaluation Procedures

### Revised February 2009

This document outlines the faculty tenure and promotion evaluation policies and procedures in the Department of Agricultural Economics, Texas A&M University and System. For the purposes of this document, the Faculty Promotion Evaluation Process includes all promotion and tenure-related processes undertaken from the time a promotion eligible faculty member is first employed by the University through the individual's holding of the assistant and associate professor ranks.<sup>1</sup> This process terminates when the individual is granted the rank of professor. The procedure discussed herein applies to all promotion-eligible faculty members in the Department of Agricultural Economics with any combination of extension, research, and teaching appointments. The policies and procedures outlined in this document are based on those presently in effect for faculty appointed in AgriLife Teaching, Research, and Extension within the Texas A&M University System.<sup>2</sup>

This document is divided into three main sections: (1) the evaluation process, (2) contents of the promotion dossier, and (3) criteria for promotion

## THE EVALUATION PROCESS

The promotion process within the Department of Agricultural Economics occurs under the direction of the Department Head. This section discusses (1) the committees involved in the promotion process and their responsibilities and duties, (2) the specific steps in the promotion process, and (3) the promotion process calendar.

### Committees in the Evaluation Process

Three main committees provide guidance and assistance to the Department Head in the promotion evaluation process: (1) the Annual Review Committee (ARC), (2) the Faculty Evaluation Committee (FEC) and (3) the Tenure and Promotion Committee (T&PC). These committees are formed from faculty with full professor rank within the Department and function as described below.

#### *Annual Review Committee (ARC)*

- An ARC of three full professors is appointed by the department head for all candidates eligible for promotion soon after the individual has been hired. The chair of each ARC is appointed by the Department Head.
- Committee membership should be as stable as possible throughout the promotion and tenure process for each individual but can be changed at the discretion of the department head. This committee should contain members drawn from the department's full professor group who collectively have similar subject matter interest and appointment characteristics. Thus, if a new faculty member has a predominantly extension appointment with marketing responsibilities, for example, the committee should have representation from the faculty components with marketing interests and predominantly extension appointments to the extent possible. Also, this committee should reflect the diversity within the faculty wherever possible. Thus, the evaluation committee for an extension appointee, for example, should partially reflect the research and teaching orientation of the Department as well.

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<sup>1</sup> Research Assistant and Research Associate Professors follow the same procedures.

<sup>2</sup> The College/AgriLife Research/Extension webpage "Faculty Promotion and Tenure" at <http://aghr.tamu.edu/promotion.htm> provides links to all the current guidelines.

Similarly, committees for those being evaluated for research and teaching positions should also reflect the Department's extension component.

- The role of the ARC is to assist the candidate through the promotion and tenure process. To this end, the committee participates in the initial orientation of the candidate as directed by the department head, meets with the individual at least annually as a committee to review the progress of the individual towards promotion, delivers a verbal report to the department head and candidate following the annual review meeting, counsels the individual on their program direction and participation in the promotion process, reviews and makes suggestions on the individual's draft promotion documents, and, in general, acts as a mentoring group in assisting the individual to prepare for the promotion and tenure process. No voting is required.

### *Faculty Evaluation Committee (FEC)*

- The FEC is a nine-member committee of full professors appointed by the Department Head. Members of the committee each serve a term of three years. Terms are staggered with half the committee members rotating off the committee each year. Consecutive terms should not be allowed except in extenuating circumstances as determined by the Department Head. Appointments to the committee to fill the vacancies of members whose terms are expiring should be made by December of each year with terms beginning on January 1 of the following year. The chair and vice-chair of the committee each year are selected by the Department Head. The chair must hold tenure.
- This committee should, to the extent possible, reflect the subject matter and appointment diversity of the Department. None of the committee members should be members of the Department's administrative team.
- The chair of the T&PC also serves as the Chair of the Faculty Evaluation Committee and the Vice-Chair of the T&PC also serves as the Vice-Chair of the Faculty Evaluation Committee.
- Tasks of the FEC:
  - (1) Assist the Department Head in reviewing the files of all candidates for promotion to identify individuals for which complete promotion dossiers (including outside letters) should be prepared.
  - (2) Review the completed promotion dossier prepared by each candidate to insure that they adhere to AgriLife promotion and tenure guidelines and are ready for the evaluation process.
  - (3) Assist the Department Head in developing a list of potential outside reviewers to write letters of evaluation for each candidate for whom outside letters are required as determined by AgriLife promotion and tenure guidelines (see College/AgriLife Research/Extension webpage "Faculty Promotion and Tenure" at <http://aghr.tamu.edu/promotion.htm> ). The number of outside reviewers required is determined by the AgriLife promotion and tenure guidelines.
  - (4) Develop biographies for selected outside reviewers to include with promotion and tenure dossiers.
  - (5) Conduct mid-term reviews for ALL candidates for promotion who have any combination of extension, research, and teaching appointment. Midterm reviews are conducted at about the midpoint of the candidate's time in grade to the next promotion time limit (normally in the third year) on schedules consistent with the appointment of the candidates for promotion. The Department Head keeps the promotion and tenure clock for each candidate. The Committee generates a written Mid-Term Review Assessment evaluating the candidate's progress toward promotion for review and comment by the T&PC (see discussion of T&PC responsibilities below). In preparing the Mid-Term Assessments for each candidate, the

committee should follow the Mid-Term Assessment Report Outline in Appendix 1. Only one Mid-Term Report for each candidate is required which covers all activities, accomplishments, and contributions in teaching, research, and service as well as extension as appropriate. (See “Steps in the Faculty Evaluation Process” for more details on the Mid-Term Review.)

- (6) Prepare Quality Assessment (QA) Reports for all candidates for promotion to the rank of associate or full professor when their promotion dossiers are complete. The Committee generates written QA Reports for each candidate for promotion evaluating the quality of the candidate’s activities, accomplishments, and contributions in teaching, research, and service, as well as extension as appropriate. Separate QA reports for each candidate are required for teaching, research, and service as well as extension as appropriate. The draft QA Reports are provided to the T&PC for their review and comment (see discussion of T&PC responsibilities). In preparing the Quality Assessment Reports for each candidate, the FEC should follow the Quality Assessment Report Outline in Appendix 2. Once the T&PC has provided its input through the process described in the section on “Departmental Tenure and Promotion Committee,” the FEC makes changes in the Mid-Term and QA Reports to reflect the opinions and suggestions of the T&PC and forwards the reports to the Department Head to be included with each candidate’s promotion dossier.
- (7) On request of the Department Head, consider and recommend the appropriate rank and tenure status for prospective faculty members (including adjunct faculty) whose experience potentially calls for rank advancement other than the entry level.
- (8) On request of the Department Head, review appointment renewal of those with probationary appointments.
- (9) On request of the Department Head, assist in developing recommendation dossiers for promotion of faculty members to Distinguished Professor and to Emeritus Professor.
- (10) As requested by the Department Head, assist in maintaining and updating the promotion file which provides a listing of all faculty members, their respective promotion clock, and promotion progress.
- (11) Maintain all deliberations of the FEC relating to the evaluation of faculty confidential.

#### *Department Tenure and Promotion Committee (T&PC)*

- The chair of the T&PC is the Chair of the Faculty Evaluation Committee and the Vice-Chair of the T&PC is the Vice-Chair of the Faculty Evaluation Committee.
- The T&PC in the Department of Agricultural Economics consists of all teaching, research, and extension faculty who hold the title of professor who are employed full-time for at least nine months annually and who are administratively located in the Department of Agricultural Economics or hold a position for which the Department has primary responsibility for promotion evaluation. Adjunct faculty are not eligible to vote.
- The duties of the Department of Agricultural Economics T&PC are to:
  - (1) Hold an annual meeting in which the FEC presents and discusses all Mid-Term Reviews and Quality Assessment Reports they have prepared. The T&PC Chair conducts the meeting. The Vice-Chair takes notes so that the Mid-Term and QA Reports can be subsequently modified to reflect the opinion and suggestions of the T&PC. The Department Head may attend T&PC meetings only at the invitation of the T&PC Chair. Prior to this meeting, the Department Head and the FEC will make available to all T&PC members for their review the promotion and

tenure dossiers and the corresponding Mid-Term Reports and Quality Assessment Reports of all those subject to Mid-Term Review and all candidates for promotion.

- (2) As a part of the annual T&PC meeting, conduct a sealed ballot vote of the T&PC to record the Committee's vote regarding: (1) support or lack of support for tenure and promotion for corresponding candidates and (2) whether each Mid-Term Review candidate's performance to date exhibits sufficient progress toward promotion.
  - (a) The vote will be conducted and results tabulated according to AgriLife promotion and tenure guidelines (see College/AgriLife Research/Extension webpage "Faculty Promotion and Tenure" at <http://aghr.tamu.edu/promotion.htm>).
  - (b) The vote count on promotion and tenure decisions must be separated between tenured and non-tenured faculty, must report the total number of faculty eligible to vote, and must report the number voting Yes/No/Abstain/Absent consistent with current AgriLife promotion and tenure guidelines (see College/AgriLife Research/Extension webpage "Faculty Promotion and Tenure" at <http://aghr.tamu.edu/promotion.htm>). Ballots, therefore, will be prepared accordingly.
  - (c) All completed ballots must be accompanied by a signed statement indicating that the committee member submitting the ballot has reviewed the credentials for, evaluated, and voted on all candidates. Incomplete ballots and ballots not accompanied by such a signed statement will be counted as abstentions for all candidates.
  - (d) Absentee voting will be permitted for committee members who cannot attend the evaluation meeting. Such voting should be done prior to the meeting with the ballots submitted to the chair of the T&PC.
  - (e) The T&PC chair will select a teller subcommittee of two members to open the ballots and tabulate results. They will preserve the anonymity of the votes. The teller subcommittee will submit the tabulated results, all ballots and related material to the T&PC chair.
- (3) In cooperation with the Department Head, prepare a written report of the Department's T&PC vote to be forwarded to the appropriate authority or group as required in the AgriLife promotion and tenure guidelines (see the College/AgriLife Research/Extension webpage "Faculty Promotion and Tenure" at <http://aghr.tamu.edu/promotion.htm>). The T&PC Chair will prepare the Report and turn over all ballots and related materials to the Department Head in a sealed envelope.
- (4) Recommend any improvements in promotion and tenure dossiers for those subject to Mid-Term Review or for candidates for promotion as needed.
- (5) Vote on whether or not to recommend Emeritus status for retiring faculty using essentially the same voting procedure as that used for tenure and promotion recommendations considering any information deemed appropriate in judging the individual's contributions to the University. Based on the outcome of the vote, the committee chair will prepare the written recommendation that emeritus status be awarded to those individuals judged to have made noteworthy and meritorious contributions to the academic programs of the University. The Department Head will then make his/her own recommendation and forward it along with the committee recommendations and supporting documents to the appropriate group or individual.
- (6) Maintain all deliberations of the T&PC confidential except for the outcome of any vote taken which must be conveyed by the T&PC Chair to the Department Head in a written report.

## Steps in the Faculty Evaluation Process

The promotion process begins with an orientation meeting for all new hires subject to the evaluation process and is followed by annual reviews with the ARC and the Department Head, a Mid-Term Review for individuals with any combination of teaching, research, and/or extension appointments in the process of progress to associate professor or other intermediate level in the promotion sequence (such as, for example, research associate professor), an associate professor (or other intermediate level) promotion review, a second Mid-Term Review for individuals with any combination of teaching, research, and/or extension appointments in the process of progress to full professor (or other final level in the promotion sequence), and a full professor (or other final level) promotion review.

### 1. New Faculty Orientation Meeting

This meeting occurs within three to four months after the individual's initial appointment as a new faculty member within the Department of Agricultural Economics. Attendees at the meeting are the candidate, the candidate's ARC members, and the Department Head. The purpose of the meeting is to discuss the faculty promotion evaluation process and to acquaint the new faculty with the mentoring role of the ARC.

### 2. Annual ARC Review Meeting

The ARC committee meets early each year (see the promotion process calendar section) to review the progress toward promotion of assigned faculty members. The committee chair delivers a verbal report to the department head following the review. When the faculty member becomes subject to a Mid-Term Review or goes up for promotion, the ARC assists the faculty member in preparing his/her promotion dossier to be consistent with the requirements of the AgriLife promotion and tenure guidelines (see the College/AgriLife Research/Extension webpage "Faculty Promotion and Tenure" at <http://aghr.tamu.edu/promotion.htm>) and accurately and fairly reflects the contributions and accomplishments of the assigned faculty member. At all times, the ARC is to be an active mentor of the assigned faculty.

### 3. Annual Department Head Review Meeting

Each year, the Department Head meets individually with all faculty members eligible for promotion to review the annual ARC report and assess the progress of the faculty member towards promotion.

### 4. Mid-Term Review for Faculty Progressing to Associate Professor (or other intermediate level)

A Mid-Term review is conducted by the FEC to assess progress of faculty members toward promotion to associate professor and, if applicable, tenure, or to any other intermediate level in the promotion sequence process. This Mid-Term Review normally occurs at the mid-point from assistant professor to associate professor (or from any other initial level to intermediate level in the promotion process). The Department Head notifies the faculty member and his/her ARC when the Mid-Review will occur and requests the faculty member to prepare the required Mid-Term Review Dossier consistent with the AgriLife promotion and tenure guidelines (see links to Midterm Review Guidelines on the College/AgriLife Research/Extension webpage "Faculty Promotion and Tenure" at <http://aghr.tamu.edu/promotion.htm>). The Department Head provides the Mid-Term Review Dossier prepared by the faculty member with assistance from his/her ARC to the FEC for review. Based on the Mid-Term Review Dossier, the FEC prepares a draft Mid-Term Review Report (see Appendix 1 for required outline for the Report). Then the Mid-Term Review Dossier, including the draft Mid-Term Review Report, is posted for consideration by the Department's T&PC. The FEC subsequently conducts a vote of T&PC members to determine their evaluation of whether the faculty

member is making sufficient progress toward promotion to associate professor. The voting process should follow the procedures outlined in the preceding section for promotion and tenure. After revising the Mid-Term Review Report to reflect the opinions and suggestions of the T&PC, the FEC forwards the Report, the ballots, and the tabulated vote of the T&PC to the Department Head who discusses them with the faculty and then forwards them to the next level in the promotion process along with the other elements of the Mid-Term Review Dossier in conformance with AgriLife guidelines for Midterm Reviews.

#### 5. Associate Professor (or Other Intermediate Promotion Level) Promotion Review

This review normally takes place some time between the Mid-Term Review and the end of last year of eligibility by the faculty member for promotion as determined by the AgriLife promotion and tenure guidelines (see College/AgriLife Research/Extension webpage “Faculty Promotion and Tenure” at <http://aghr.tamu.edu/promotion.htm>). Tenure is normally also considered at this time through the same process for those faculty with a teaching appointment. The candidate, in consultation with the Department Head, normally determines the year in which the promotion process will be initiated. The Department Head requests the faculty member to prepare and submit the required Promotion Dossier with assistance from the faculty member’s ARC. Based on their review of the Promotion Dossier and letters from outside reviewers, the FEC prepares three Quality Assessment Reports evaluating the candidate’s activities, accomplishments, and contributions in the areas of teaching, research, and service. A fourth Quality Assessment Report related to extension activities, accomplishments, and contributions is prepared for candidates with an extension appointment. The Quality Assessment Reports are discussed with the departmental T&PC. The FEC conducts a vote of T&PC members to determine their evaluation of whether the faculty member merits promotion to associate professor (with tenure as appropriate). Again, the voting process should follow the procedures outlined in the preceding section. After revising the Quality Assessments Reports to reflect the opinions and suggestions of the T&PC, the FEC forwards the Report, the vote of the T&PC, and the ballots to the Department Head who discusses them with the faculty and then forwards them to the next level in the promotion process along with the other elements of the Promotion Dossier in conformance with AgriLife promotion and tenure guidelines (see College/AgriLife Research/Extension webpage “Faculty Promotion and Tenure” at <http://aghr.tamu.edu/promotion.htm>).

#### 6. Mid-Term Review for Faculty Progressing to Full Professor (or Other Final Promotion Level)

This review normally takes place sometime between promotion to associate professor (or other intermediate promotion level) to full professor (or other final promotion level) consistent with the AgriLife promotion and tenure guidelines (see the College/AgriLife Research/Extension webpage “Faculty Promotion and Tenure” at <http://aghr.tamu.edu/promotion.htm>). This Mid-Term Review is designed to assess progress toward Full Professor rank and proceeds in the same manner as the Mid-term Review for faculty progressing to Associate Professor (or other intermediate promotion level) as described above.

#### 7. Full Professor (or Other Final Promotion Level) Promotion Review

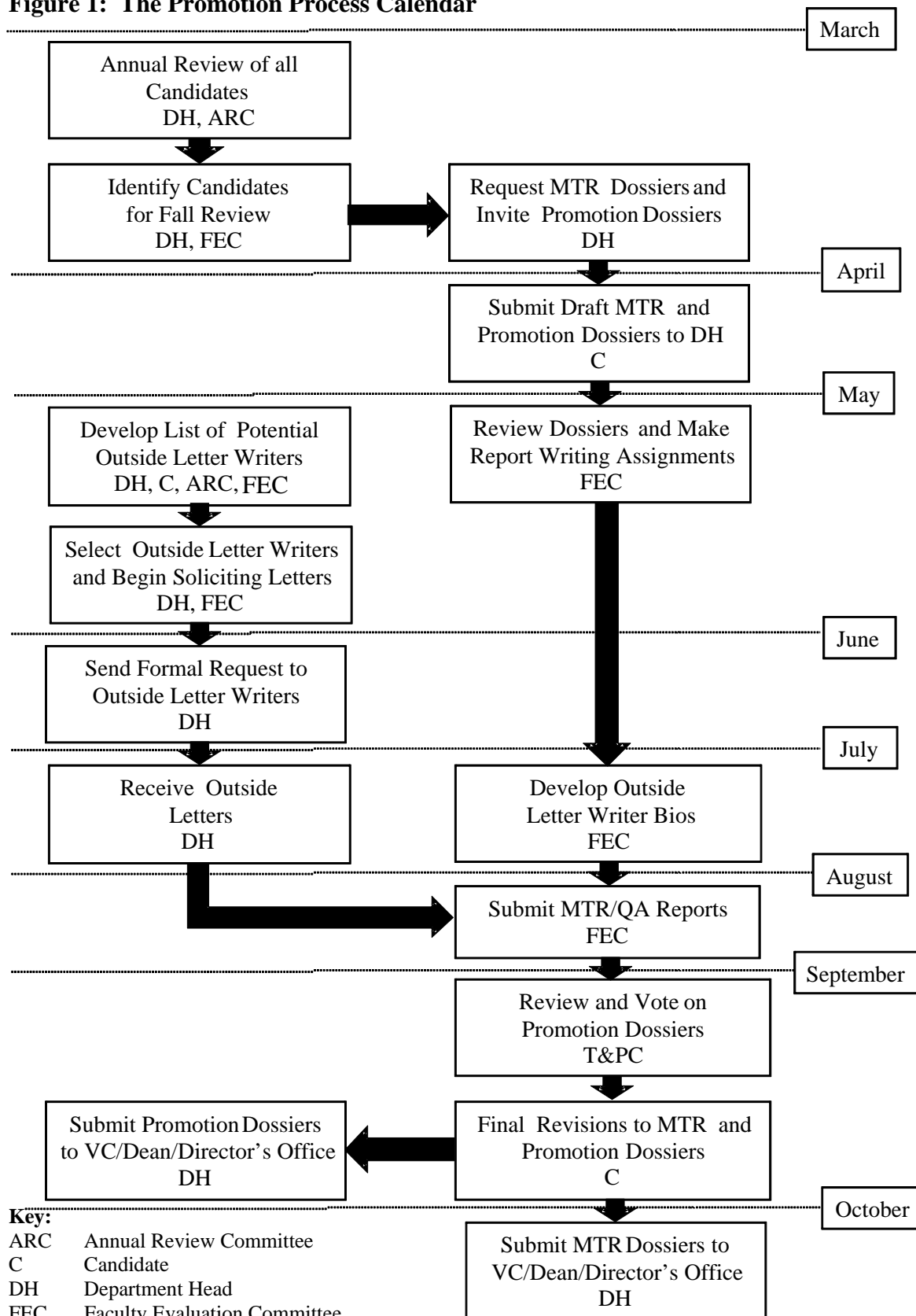
This review normally takes place some time after the last Mid-Term Review as determined by the Department Head in consultation with the faculty member and in conformance with the AgriLife promotion and tenure guidelines (see the College/AgriLife Research/Extension webpage “Faculty Promotion and Tenure” at <http://aghr.tamu.edu/promotion.htm>). The Full Professor Promotion Review is conducted in the same manner as the Associate Professor Promotion/Tenure Review.

## The Promotion Process Calendar and Related tasks

To complete the Mid-term Review/Promotion process in sufficient time for the appropriate documents to be forwarded from the Department to the next level in the process, the following calendar provides the approximate deadlines for each of the tasks related to the Agricultural Economics Department Mid-term Review and Promotion/Tenure process. The Department Head determines specific dates each year consistent with this calendar. Figure 1 provides a visual review of the process and related dates.

Task	Dates
1. Deadline for completion of ARC reviews	Late- March
2. Deadline for Department Head reviews	Late- March
3. Identify candidates for review and promotion process (Department Head and FEC)	Late- March
4. Requests for Mid-Term Review Dossiers and invitations to submit Promotion Dossiers	Late- March
5. Deadline for submitting Draft Mid-Term Review and Promotion Dossiers to Dept. Head	Early April
6. FEC Meeting to review Mid-Term Review and Promotion files and to make writing assignments for Mid-Term Review Reports and Quality Assessment Reports	Early May
7. Department Head solicits from candidates, ARC and FEC proposed names for outside letter writers. Department Head also asks for names of those who should not be contacted. Candidates requested to update Promotion Dossiers as needed and to submit copies of at least 3-4 publications to Department Head for outside reviewers	Early May
8. Deadline for promotion candidates to have list of proposed names for outside reviewers, final candidate statement, CV, and publications submitted to Department Head for outside reviewers	End of May
9. Department Head deadline for receiving proposed outside reviewer names	End of May
10. Department Head begins calling/e-mailing outside reviewers to solicit review letters	End of May
11. Department Head sends formal request letter and materials to outside reviewers	Early June
12. Deadline to receive letter from outside reviewers	Early July
13. FEC deadline to develop bios for outside reviewers	Early July
14. Deadline for completion of draft Mid-Term Review reports and Quality Assessment Reports by the FEC	Early August
15. Mid-Term and Promotion Dossiers along with FEC Reports and outside reviewer letters posted for T&PC review	Mid-August
16. T&P Committee Meeting to review Mid-Term Review and Promotion Dossiers	Early September
17. T&P Committee report of vote and final Mid-Term Review and Promotion Reports due to Department Head	Early September
18. Final revisions by candidates to Mid-Term and Promotion Dossiers due to Dept. Head	Mid-September
19. Promotion Dossiers due to Vice Chancellor/Dean/Director's Office	End of September
20. Mid-Term Review Dossiers due to Vice Chancellor/Dean/Director's Office	End of October

**Figure 1: The Promotion Process Calendar**



## CONTENTS OF THE MID-TERM REVIEW AND PROMOTION DOSSIERS

Details of the required contents of the Mid-Term Review Dossier and Promotion Dossier can be found on the College/AgriLife Research/Extension webpage “Faculty Promotion and Tenure” at <http://aghr.tamu.edu/promotion.htm>. The following is a summary listing of the required contents and the person or group responsible for preparing the corresponding component:

<b>Item in Dossier</b>	<b>Person/Group Responsible</b>
1. Cover sheet/table of contents ( <a href="http://dof.tamu.edu/admin/tp/">http://dof.tamu.edu/admin/tp/</a> )	Department Head
2. Candidate's Statement	Candidate
3. Candidate's CV <sup>a</sup> and signed statement <sup>b</sup>	Candidate
4. Verification of Contents Letter	Candidate
5. Midterm Review /Promotion Quality Assessment Reports <sup>c</sup>	FEC
6. Outside Review Letters	Outside reviewers
7. Outside Reviewer Biostatements	FEC
8. T&P Committee Report and Recommendation	Chair T&PC
7. Department Head Recommendation	Department Head
8. AgriLife Peer Review Committee’s Report and Recommendation	AgriLife Peer Review Committee
9. Dean/Director Recommendation	Dean/Director
10. Other materials and documentation as desired <sup>d</sup>	Candidate

<sup>a</sup> See “Suggested Curriculum Vitae Outline” on the College/AgriLife Research/Extension webpage “Faculty Promotion and Tenure” at <http://aghr.tamu.edu/promotion.htm>.

<sup>b</sup> The candidate must include a signed statement that the CV is the most current and is correct as of the date of the signature. This statement and document may be appended onto the end of the CV.

<sup>c</sup> See Appendices 1 and 2 of this document.

<sup>d</sup> The contents of this section are indefinite. The Dean of Faculties Promotion and Tenure Packages Submission Guidelines (<http://dof.tamu.edu/admin/tp/>) states “This section is for any materials deemed pertinent to the case, but not appropriate for placement elsewhere. This might include letters from students or peers that were not part of a structured evaluation process, or letters from TAMU faculty members” (p. 18).

### CRITERIA FOR PROMOTION

In evaluating faculty for promotion and tenure, the Department of Agricultural Economics adheres to the criteria set forth in “Promotion and Tenure Recommendations” on the College/AgriLife Research/Extension webpage “Faculty Promotion and Tenure” at <http://aghr.tamu.edu/promotion.htm>. The following is a synopsis of the promotion criteria discussed in more detail in that document. The discussion is divided into 4 main sections: (1) Teaching Evaluation Criteria, (2) Service Evaluation Criteria, (3) Research Evaluation Criteria, and (4) Extension Evaluation Criteria.

#### I. Teaching Evaluation Criteria

A variety of independent indicators are necessary to develop an overall teaching profile which can be used to evaluate teaching effectiveness. The evaluation of colleagues, students and academic clientele should include as appropriate the following documentation:

- Surveys of student opinions of teaching
- Accomplishments of students
- Evidence of effective student learning
- Creativity in programmatic development
- Professional peer evaluation

- Formal teaching recognition
- Self-evaluation of teaching
- Flexibility in teaching abilities
- Student advising and mentoring
- Continuing education

In addition, the development of techniques or new modes of instruction, substantial revision of existing courses or the development of new courses should be considered. Authorship of textbooks may sometimes be considered a creative extension of prepared materials which reflect upon a candidate's contribution to academic programs in a larger context than their individual teaching.

## **II. Service Evaluation Criteria**

In the same manner as teaching and research functions, the quality service functions should have a long-range impact on programs or clientele groups that can be readily documented and explained. Examples of service components include the following:

- Departmental service
- College or university service
- Community or state-wide resource or leadership activities
- Contributions to government, industry or commerce
- International Involvement
- Contributions to professional disciplines

## **III. Research Evaluation Criteria**

The research evaluation should examine publications and other examples of creative work ("scholarly activity"). Some of the specific activities which could contribute to faculty research or other creative activities might include several of the following:

- Original peer-reviewed scientific publications
- Invited review publications
- Book chapters and book editing
- Popular press articles and research application bulletins
- Textbooks, educational software and teaching materials
- Products of research experiences
- Technology transfer
- Development of extramural funding activities
- Participation in scientific meetings, invited seminars and related activities
- Peer recognition, awards, and commendations
- Solicitation of scientific expertise

In addition, there are numerous creative productions that develop from different goals than refereed publications. These should be evaluated from the perspective of the impact of the material on the targeted program or clientele use.

## **IV. Extension Evaluation Criteria**

The evaluation of Extension effectiveness must utilize various diverse activities to represent the overall creative excellence in educational programming and technology delivery. A combination of critical professional endeavors can form the basis for an accurate evaluation of the faculty member:

- Program development plans and activities
- Teaching effectiveness and quality
- Quality of Program and organizational support
- Cooperative and coordinative efforts
- Scholarly contributions and professionalism

Educational materials which have been developed for Extension bulletins, fact sheets, production videos, instructional manuals, handbooks, and computer software programs should also be included in the evaluation. Similarly, written and visual support materials (including slide sets, video tapes and film) used in educational settings such as field days, seminars, symposia, and interactive video productions should also be evaluated. Additional attention should be given to the development of techniques or new modes of educational delivery (e.g., interactive video, satellite broadcasting), and the revision and/or development of new educational approaches in the base program areas of the discipline. The development and publication of comprehensive handbooks, training manuals, and textbooks may also be considered in evaluating the faculty member's contributions to the entire educational program. Other evidence of recognition by colleagues, Extension clientele and other professionals include the following examples:

1. Receipt of awards for outstanding programs or service.
2. Peer recognition by faculty within the discipline, particularly those that have direct evaluative experience, and have attended Extension programs or presentations before professional groups or societies.
3. Comprehensive program evaluations that attest to program effectiveness (awareness, adoption, etc.) through pre- and post-survey evaluations and/or other evidence of productive change or mastery by clientele.
4. Evidence that the faculty member has been a catalyst for the initiation of new programming approaches within and/or across disciplines to include developing interactions with new faculty, scientists and clientele.
5. Contributions to professional societies.
6. Leadership in networking with other faculties, research scientists, societies and professional groups leading to integrated interdisciplinary programming.
7. Solicited evaluations by outside faculty within the discipline of national reputation as to assessment of creative professional accomplishments.

## **Appendix 1**

### **OUTLINE FOR FEC MID-TERM REVIEW REPORTS**

*Name of Faculty Member Being Reviewed*  
**Mid-Term Review**  
**Faculty Evaluation Committee**  
**Department of Agricultural Economics**

(Two pages maximum)

#### Current Appointment and Major Activities

Appointment; dates of service; brief review of major research, teaching, extension, and service activities.

#### Progress Toward Promotion

This section should be a discussion of accomplishments in research, teaching, extension, and service since the date of employment or since promotion to Assistant Professor. A paragraph on each area should be sufficient but keep in mind the three “constants” to be considered in each area as appropriate: (1) publications and other forms of scholarship; (2) “excellence” in at least one area and “strength” in another; and (3) money – demonstration of ability to attract outside funds to maintain a quality program. Review “Guidelines for Midterm Performance Review.”

#### Evaluation

This section should provide an objective *evaluation* of the accomplishments (or lack of) in research, teaching, extension, and service discussed in the previous section. That is, what evidence is there of the quality of the accomplishments in each area? Do the accomplishments demonstrate acceptable progress towards promotion? Try to highlight specific strengths and contributions made and any supporting evidence. Also discuss any areas of concern or needed improvements. Highlight evidence of peer acceptance; regional national, international reputation and impact; the value of the program to society, the State, TAMU, and TAMUS.

*Example: At this point in his/her career, teaching is the cornerstone of Dr. \_\_\_\_\_’s program. His/Her dedication to the teaching mission of the Department, his/her commitment to excellence in teaching, and his/her continuing efforts to improve student learning are highly commendable and demonstrate excellent progress toward promotion to (associate, full) professor. Dr. \_\_\_\_\_’s professional record in service is above average and commendable. In terms of research, however, Dr. \_\_\_\_\_’s progress toward promotion is fair at best. In general, Dr. \_\_\_\_\_’s rates of publication and grantsmanship are well below the norm at his/her career stage. Besides allocating more effort to obtain peer review of his/her scholarly endeavors, Dr. \_\_\_\_\_ needs to begin targeting leading journals in the profession as outlets for his/her research results and pedagogic findings. Adequate progress toward promotion also must include enhanced efforts to build a focused and nationally and internationally recognized research program and corresponding external contract and grant support. (Customize and include details/elaboration as needed.)*

#### Required statements at the end:

“Prepared by the Faculty Evaluation Committee, Department of Agricultural Economics, August 20XX. The opinions and conclusions stated in this report regarding the candidate accurately reflect the views of the T&P Committee.”

**Appendix 2**  
**OUTLINE FOR FEC QUALITY ASSESSMENT REPORTS**

**STATEMENT ON QUALITY OF (Research, Teaching, Service, Extension)**

*Name of Candidate*

(Two pages maximum)

**Introductory paragraph**

Dates of service, appointment, program focus (research, teaching, extension, service), etc.

**Activities and Accomplishments**

Brief review of pertinent activities and accomplishments (3/4 page)

**Analysis**

Discussion of the “quality” of the activities and accomplishments - contributions made (to the profession, the literature, industry, policy making, etc.) Do not directly quote from the outside reviewer letters but use them to guide your thinking and analysis of the quality of work accomplished and the contributions made. Three “constants” to be considered: (1) publications and other forms of scholarship; (2) excellence – must demonstrate “excellence” in at least one area and “strength” in another; and (3) money – demonstration of ability to attract outside funds to maintain a quality program. Explain any seemingly negative points in outside letters. Try to highlight specific strengths and contributions made but also discuss any areas of concern. Highlight evidence of peer acceptance; regional national, international reputation and impact; the value of the program to society, the State, TAMU, and TAMUS. Review “Suggestions to Improve P&T Dossiers.”

**Conclusions**

Summarize the conclusions flowing from the analysis. What does it all mean regarding expectations for the future?

*Example: Dr. \_\_\_\_\_ has achieved a national and regional reputation for high quality research on important issues relevant to \_\_\_\_\_. He/she has a well-balanced research program and a strong publication record that addresses important \_\_\_\_\_ issues. His/her research has made important contributions to \_\_\_\_\_. Expectations are for a continuing commitment to high quality and relevant research work in the future and continuing national and regional leadership in \_\_\_\_\_. The national and international recognition she/he has gained in her/his area of research has brought important recognition also to Texas A&M University in the critical area of \_\_\_\_\_. His/her energy, leadership, and nationally and internationally recognized research accomplishments in the past all suggest strongly that this is the expectation for the future. (Customize and include details/elaboration as needed.)*

**Required statements at the end:**

“Prepared by the Faculty Evaluation Committee, Department of Agricultural Economics, August 20XX. The opinions and conclusions stated in this report regarding the candidate accurately reflect the views of the T&P Committee.”