

Tenure and Promotion Procedures
Tenure and Promotion/Peer Review Committee
Department of Wildlife and Fisheries Sciences
Revised Spring 2006

I. Educating Faculty Regarding Procedures

- A. Each Assistant Professor and tenured Associate Professor, as well as non-tenured Extension Specialists, and off-campus TAES researchers, will be provided with a copy of the current university, TAES, TCE and Departmental guidelines for tenure and promotion decisions. All faculty are encouraged to review these guidelines and discuss any questions with the T&P Committee Chair (also referred to in WFSC as the Peer Review Committee to reflect the broad role this committee serves in evaluating COALS, TAES, and TCE faculty, and that all faculty, as eligible, participate in the committee).

II. Selection of Faculty Mentors

- A. Each new Assistant Professor is asked to select a minimum of one senior faculty mentor who can provide guidance throughout the period prior to a formal tenure decision and/or promotion to Associate Professor for non-tenure track faculty. Associate Professors may have mentors if they so choose. The mentor is considered a friend, colleague, and confidant, but is not necessarily an advocate. The mentor provides a third source of advice and guidance, in addition to the Department Head and Peer Review Committee Chair.

III. Annual Reviews

- A. Subsequent to submission of the Annual Faculty Achievement Report and Annual Plan of Work, the Peer Review (PR) Committee meets to provide an evaluation of all Assistant and Associate Professors. This meeting focuses on the primary areas of teaching, research, and service, and/or Extension, as appropriate.
- B. At least one week prior to the PR Committee meeting, the Annual Faculty Achievement Report, Annual Plan of Work, and Curriculum Vita of all faculty being evaluated are made available to members of the PR Committee. These documents are confidential. PR Committee members are required to sign out a copy of these files to review the contents, or they may be accessed on a secure web site via an assigned password.
- C. At the PR Committee meeting, Assistant Professors are evaluated first by the Associate and Full Professors. During the review process, a summary of relevant statistics regarding the faculty member's activities, prepared by the PR Chair, are used as a point of discussion for each faculty member being evaluated. Comments and concerns are discussed, and in the following weeks, all faculty under review

are provided a detailed letter that outlines the issues discussed in the PR meeting. The philosophy of the PR Committee is to provide feedback about a faculty member's performance in an effort to provide positive guidance towards eventual promotion and/or tenure. After evaluation of Assistant Professors, Associate Professors leave the room, and they are then evaluated by the Full Professors. Members of the PR Committee are surveyed regarding the faculty member's performance as being either satisfactory or unsatisfactory.

- D. All faculty members being reviewed are encouraged to discuss their PR Committee evaluation letters with the chairperson of the PR Committee, the Department Head and/or their mentor(s). Copies of the letters are provided to the Department Head, and if appropriate, the Extension Program Leader and/or off-campus Resident Director.

IV. **Membership of the Peer Review Committee**

- A. All Associate and Full Professors (including TAES and TCE faculty) participate in the annual evaluation of Assistant Professors.
- B. Only Full Professors evaluate Associate Professors (including TAES/TCE).
- C. Discussion is open, and voting is conducted by secret ballot. Written comments provided by PR members, who are not present, are read as part of the discussion. Only eligible faculty who acknowledge in writing that they have reviewed a T&P packet will be allowed to vote; this becomes the committee for a particular candidate (university rules require that you have read the material before voting). *The packet of a candidate is strengthened when the committee report states that all votes were from faculty that read the material.*
 - On campus faculty will be asked to sign a list acknowledging that they reviewed the material; off campus faculty may submit an email acknowledging that they reviewed the material (this includes TAES/TCE)
 - Votes in absentia by people acknowledging that they read the material are allowed.
- D. The names of all members present are recorded at each meeting. Only members who acknowledge in writing that they have reviewed the applicant's material are eligible to attend and vote.
- E. The Chair of the Committee is appointed by the Department Head.
- F. The Department Head may not attend or vote (the Head has a separate evaluation and vote)
- G. Committee report: The PR Committee Chair will prepare a report of all meetings and circulate it to all eligible faculty for review. The university does not want minority reports, but rather want a single report that discusses both positive and

negative votes. Thus, the report that goes forward reflects the sense of the committee.

-If faculty insist on preparing a minority report, the university requires that the report be signed.

V. Issues Related to Teaching

- A. All new Assistant Professors with teaching (COALS) appointments are required to develop a Teaching Portfolio through the Center for Teaching Excellence.
- B. Teaching performance is carefully evaluated each year through tracking student evaluations and comments solicited from peers.
- C. Potential problems related to teaching performance are addressed early in the faculty member's career. If necessary, the faculty mentors or other peers are requested to provide helpful comments regarding ways to improve overall teaching quality. All teaching faculty are encouraged to attend teaching workshops, such as the Wakonse conferences.
- D. The department has recently requested mentors to attend some of the classes taught by junior faculty, so that the teaching evaluation will be more than a quantitative score based solely on student evaluations.

VI. Issues Related to Research and Extension

- A. Faculty members are encouraged to begin early establishing a productive research and/or Extension program that has a support base from extramural sources.
- B. Evidence of sustained productivity in terms of peer-reviewed publications is used as a primary indicator of a successful research program.
- C. TCE Extension faculty are evaluated on the basis of their education programs, applied research, and service activities.
- D. Off-campus TAES research faculty are evaluated on the basis of their research, outreach, and service activities.
- E. All faculty, including Extension faculty and TAES researchers, are expected to demonstrate grantsmanship and the ability to perform creative, scholarly activities.

VII. Issues Related to Service

- A. As a rule, the department attempts to minimize committee service during the early years of an Assistant Professor's career. Nevertheless, the faculty member is

encouraged to participate in service outside the university, especially service related to the faculty member's discipline.

- B. Associate Professors are expected to demonstrate a broader range of service both within the university and in his or her discipline. This is considered essential for the development of a well-recognized program.
- C. COALS, TAES and TCE faculty are expected to serve on committees within the department as well as to participate in their respective scientific societies.
- D. Service activities include serving on departmental, college, university, and agency committees, reviewing journal articles or research proposals, editorships, state or national advisory panels, or serving as an officer or symposium chair for a scientific society. Extension activities for those with TCE appointments are educational programs rather than service activities. Extension activities can be service activities for those without TCE appointments.

VIII. Tenure and Promotion Decisions

- A. The department follows the guidelines provided by the College of Agriculture and Life Sciences and Texas A&M University. For TCE and TAES faculty, the agencies provide additional guidance.
- B. Each faculty member under review for promotion and/or tenure is requested to provide the following: 1) an updated CV; 2) copies of at least 3 papers that are considered most representative of his or her program; 3) a list of at least 3 names of potential external reviewers who do not have a long-term association with the faculty member. The member may present a list of individuals the member does not want as reviewers. The reasons need not be given for the names on this list. In addition, the faculty member will provide a statement of research, teaching, service and/or Extension philosophy and any other materials considered important. With the help of the department the member also provides materials related to student evaluation and the Teaching Portfolio.
- C. Peer reviewers will consist of an equal number of individuals recommended by the faculty member and those recommended by the PR Committee and/or Department Head. Prior to receiving an official packet, each reviewer will be contacted and asked if he or she can provide a review in a given amount of time. If they agree, the packet will be sent to the reviewer along with a detailed statement regarding the areas to be addressed.
- D. Peer reviewers are required to be representative of the faculty member's discipline and/or department heads of similar departments at peer institutions. It is also recognized that reviewers may be from peer departments at non-peer

institutions, or they may be qualified and recognized individuals at non-peer institutions.

- E. After receiving and reviewing the peer reviews, the PR Committee meets to solicit comments and vote on the recommendation for tenure and/or promotion. The results of this vote and the discussion are forwarded in writing to the department head. All PR Committee members of the appropriate rank are allowed to vote, but the votes of tenured and non-tenured faculty are recorded separately. PR Committee members may vote only after they have verified that they have reviewed the candidate's dossier
- F. Evaluations: the university expects that a vote is based on standards set for departmental faculty, and is not based relative to the performance of other faculty. The university will not set standards, but is interested in the impact that a candidate has on research and teaching.
- G. The remainder of the process is according to the explicit guidelines of COALS and TAMU, and where appropriate, TCE and TAES.

IX. Additional Considerations

- A. All faculty will receive an annual face-to-face review and written evaluation by the Department Head. The Extension Program Leader or off-campus Resident Director will be involved in reviews of TAES and TCE faculty, as appropriate.
- B. For faculty with joint appointments, the Department Head will insure that the Department Head of the unit with the minority appointment receives copies of documents and has the opportunity to comment on annual reviews.
- C. All tenure-track faculty will have a "mid-term" review as per COALS and TAMU guidelines.
- D. Beginning in Academic Year 2005-06, all tenured Professors will be peer reviewed every six years, which will consist of evaluations by the Associate Department Heads for Undergraduate Affairs and for Research and Graduate Programs in addition to the annual review by the Department Head
- E. Should a faculty member receive 3 consecutive unsatisfactory annual reviews from either the PR Committee or the Department Head, or in any combination, the University Post-Tenure Review process will begin.
- F. Productivity: The university expects that the committee will consider the productivity of a candidate across their career, and not just during their time at TAMU; the committee need only decide what applies to a particular position. Thus, the university wants to look at the cumulative record.

- G. Extensions of probation period: The university will consider but only if the request is made prior to the committee vote.
- H. If it is a candidate's mandatory year to move forward, the packet must complete the entire process. It cannot be stopped at any level for any reason, other than if we receive a written letter of resignation from candidate. The date of resignation does not have to be immediate.
- I. If a candidate is moving forward early, the candidate does have the right to stop the process at any level. The candidate is not penalized by the university if the packet is denied at any level.
- J. The University strongly recommends that a candidate for tenure or promotion seek and follow the advice of peers before initiating an early request for tenure or any promotion.

X. Promotion and Evaluation Time Tables and Required Documents

1. Annual Evaluation Documents Required by All Faculty

Tenure Track Faculty/TAES Faculty:

Faculty Achievements Reports for previous fiscal year, Plan of Work for coming fiscal year, and updated C.V. due October 15 annually.

TCE Faculty

Faculty Achievement Report for previous calendar year, Plan of Work for coming calendar year, and updated C.V. due January 15 annually.

Timing of Annual Faculty Evaluations

Fall Semester: DH reviews all COALS/TAES/ faculty. Peer Review Committee reviews all COALS/TAES faculty.

Spring Semester: DH reviews all TCE faculty. Peer Review Committee reviews all TCE faculty.

Peer Review Committee Chair:

Fall Semester: Writes summary annual evaluation of each COALS/TAES faculty member reviewed by the PR Committee. Delivers to reviewed faculty members (cc: Department Head) by January 15.

Spring Semester: Writes summary annual evaluation of each TCE faculty member reviewed by the PR Committee. Delivers to reviewed faculty member (cc: Department Head) by June 1.

2. Promotions

Promotion Applicants: Turn in all materials by April 1; earlier submissions are encouraged.

PR Chair: Schedules meeting of PR Committee to review promotion and tenure applications and, with PR Committee, candidate, and Department Head, selects external reviewers by May 1.

Collects review letters and candidate's revised promotion packets by August 15. Schedules PR Committee meeting for discussion and vote during first week in September.