

PROMOTION AND TENURE GUIDELINES

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These guidelines are intended to supplement those published annually by the Dean of Faculties. If there are any inconsistencies, the Dean of Faculties guidelines (see I.A.) shall take precedence.

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PROMOTION AND TENURE

I. Introduction

A. General Information

University rules and guidelines concerning tenure and promotion are available on the web for review:

University Rules: <http://rules-saps.tamu.edu/PDFs/12.01.99.M2.pdf>

University Guidelines for Tenure and Promotion:

http://dof.tamu.edu/admin/tp/tenure_guide.doc

University Dossier Cover Sheet for Tenure and Promotion

<http://dof.tamu.edu/admin/tp/dossiercover.doc>

University Guidelines for Annual & Midterm Review:

<http://dof.tamu.edu/admin/faculty/annual-midtermguidelines.pdf>

Faculty who are candidates for tenure and/or promotion should read all relevant documents. Additionally, each tenure-track faculty member and candidate for promotion will be provided with the most current version of the University and College review process and with a current schedule of activities as part of their annual Department review or when they are being considered for promotion by their department's tenure and promotion committee.

A course for compiling a promotion and tenure document into one, single Adobe Acrobat Document (PDF) is available through CIS. For additional information visit:

<http://cis.tamu.edu/training/courseOutline.php?course=ACROTP>

Members of the College of Architecture faculty under consideration for tenure and/or promotion undergo four steps in the College review process: 1) Department Promotion and Tenure Committee (Department P&T), 2) Department Head, 3) College Promotion and Tenure Committee (College P&T), and 4) Dean.

The faculty member will be notified of the results of consideration at each level in the process by his/her Department Head. "In the event of a negative tenure and/or promotion recommendation, the faculty member is entitled upon request a written statement of the reasons that contributed to the decision."¹ This statement is normally provided by the Department Head.

Appointment to Endowed Professorships and Emeritus Status involve specific procedures and review processes as determined by University Rules.

B. Promotion and Tenure Categories of Performance

The criteria for determining quality in each performance category can be divided into Indicators of Excellence and Indicators of Effectiveness. Examples of these indicators are listed in Attachment A. They are included in this document as examples and suggestions, not as a comprehensive list. The accumulation of activities alone does not constitute effective performance. Rather, it is the quality of accomplishments that is crucial.

¹ <http://rules.tamu.edu/urules/100/120199m2.htm>, section 4.7.1

1. Teaching/Instruction

A priority goal for the University and the College of Architecture is the provision of quality instruction/teaching (which includes student development). This performance category is fundamental to all faculty positions-from Lecturer through Professor. All faculty members are expected to contribute in the area of instruction/teaching. This includes being effective in the classroom, striving to improve instructional/teaching effectiveness, and contributing to the development of our students.

This category includes, among other things, classroom and laboratory instruction; development of new courses, laboratories, and teaching methods; publication of instructional materials, including textbooks; and supervision of graduate students.

Quality in instruction/teaching is an important and necessary component in annual review and merit compensation decisions. However, this component is not sufficient on its own to ensure a positive promotion and tenure decision.

2. Research (Creation and Dissemination of New Knowledge) or Other Creative Activities

For most disciplines, this category consists of research and publication. For some disciplines, however, it may include other forms of creative activity. Architectural design, engineering technology, veterinary or medical technology, fiction, poetry, painting, music, and sculpture are examples.

Faculty contributions to the body of knowledge and the creation of new ideas are critical to our academic reputation for excellence. The University and College view high quality research and creative activities and dissemination of the results as fundamental to attaining the goals of academic excellence and international prominence. Indices of quality include: publications in leading scholarly/professional journals in the relevant disciplines, inclusion in major exhibitions or solo exhibitions of creative work, successful participation in major design competitions, peer recognition via research or publication and design awards, citations or evidence of precedent-setting testimony, membership on prestigious scholarly or practitioner editorial boards or juries, and significant external funding for research or creative activities.

Collaboration in research and creative activities is desirable. However, a balanced record that includes clear evidence of individual contributions to the body of knowledge and expertise is encouraged, especially for Assistant and Associate Professors.

External funding of research or creative activities may be an indicator of excellence when such research seeks to contribute to the body of knowledge, the dissemination of creative ideas and/or to student development. External funding should serve as a means to quality dissemination of new ideas and/or student development.

Quality in research and creative activities is an important and necessary component in annual review and merit compensation decisions. However, this component is not sufficient on its own to ensure a positive promotion and tenure decision.

3. Service

This includes service to the institution-to students, colleagues, Department, College, and the University-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.

The College of Architecture serves a variety of constituencies including students, the academic profession, the design and construction industries, the public, and the University.

A variety of service roles contribute to the attainment of our goal of excellence and international prominence. There is no attempt to prescribe the specific service roles an individual faculty member should perform. However, all faculty members are expected to contribute, to the appropriate degree, in the service area. The amount and nature of the service contributions will differ as a function of both individual skills/interests and position expectations.

Quality in service is an important and necessary component in annual review and merit compensation decisions. However, this component is not sufficient on its own to ensure a positive promotion and tenure decision.

C. Position Descriptions and General Expectations

The nature of faculty contributions to the College of Architecture-including its Departments, Centers, and Laboratories-will vary as a function of individual skills and interests as well as the role expectations for the different types of faculty positions.

A faculty position will have one or more of three major performance dimensions:

- 1) instruction/teaching, which includes student development;
- 2) the generation and dissemination of new knowledge via research, creative activities and publication; and
- 3) service to the institution, the profession, and external constituencies.

Each of these dimensions is important to the attainment of our goals of excellence and international prominence.

Given individual skills and interest as well as differing faculty positions and expectations, individual faculty members may reflect somewhat unique patterns of contribution.

1. Non-tenured and Non-tenure Accruing Lecturer Positions²

Appointments to the position of Assistant Lecturer, Lecturer, Senior Lecturer, or Distinguished Lecturer are non tenure-track appointments. Appointments to non tenure-track positions are on a semester or annual basis. In each offer and renewal letter, it will be clearly indicated that the appointment is: (1) specific as to the period covered; (2) specific as to percent time, e.g., 100 percent for full-time; (3) specific as to essential duties; and (4) specific as to compensation.

a). Assistant Lecturer

Assistant Lecturers are expected to have teaching duties that include primary responsibility for a course. An appointment as an Assistant Lecturer may be for any percentage of time up to 100%. If appointment is 100%, approval to enroll in more than 4 hours of classes must be sought in the appointment letter. For international students, any appointment over 50% will require INS work authorization in advance of being employed except for some cases during summer semesters or vacation periods. The Assistant Lecturer title is to be used primarily by Ph.D. candidates in the College of Architecture who are to be budgeted at no less than the 50% percent appointment permitted with graduate assistantships. Assistant Lecturers will normally be at the dissertation stage in their program, but may be someone who has either 18 graduate hours in the field or has significant experience to qualify. Appointment as an Assistant Lecturer requires the recommendation of the Department Head, approval by the Dean or designated representative, and confirmation by the Associate Provost and Dean of Faculties. The DOF paper work includes appointment form, non-tenure acquiring form, degree verification form to DOF, and personnel Action Request to Payroll Office. Unless notified to the contrary, the appointment as Assistant Lecturer is valid only for the period specified in the initial appointment documents.

b). Lecturer

Lecturers are expected to have specific teaching duties and may also be given specific service obligations. The title of Lecturer is intended for non-graduate students who may be budgeted up to 100% time. Lecturers will normally possess, at a minimum, the equivalent of a master's degree. Special consideration will be given to professional experience in evaluating the qualifications of a person recommended for this title. Appointment as a Lecturer requires the recommendation by the Department Head, approval by the Dean or designated representative, and confirmation by the Associate Provost and Dean of Faculties. Subject to approval of the University budget by the Board of Regents, Lecturers are normally notified if they are to be re-appointed for the coming academic year. Unless notified to the contrary, the appointment as Lecturer is for only the period specified in the appointment documents. The following paragraph provides an exception to this policy.

Per System Policy 12.01.99 M1 (adopted April 1, 1996), notice of non-re-appointment of a Lecturer shall be given in writing in accord with the following standard:

- A Lecturer who has held any faculty appointment other than Assistant Lecturer for the equivalent of 5 or more academic years of full-time service within a 7-year period shall

² Note: each college was asked by the upper administration of the University to provide descriptions for their non-tenured positions. These are descriptions and guidelines established by the College of Architecture.

be provided a one-year notice if it is the academic Department's intent not to renew the appointment.

- Any request for an exemption to this provision must be based on a major programmatic revision or budgetary cutback. Such a request, with appropriate documentation, must be submitted by the Dean through the Provost to the President for approval.

c). Senior Lecturer

Senior Lecturers are expected to have teaching and service duties. Performance evaluations for those considered for promotion to this rank will include teaching and service contributions. The title of Senior Lecturer is generally intended for a person who has rendered outstanding teaching and service, typically while holding the title of Lecturer. Prior to appointment as a Senior Lecturer, a faculty member will, normally, have held a non-tenured position (or positions) for a minimum of five years and will have earned promotion based on performance while holding such a position or positions. Promotion or appointment as a Senior Lecturer requires the recommendation by the Department Head, approval by the Dean, and confirmation by the Associate Provost and Dean of Faculties. The dossier that is sent by the Department Head to the College Promotion and Tenure Committee should use the table of contents and *the same dossier cover sheet used for tenured or tenure-track faculty. This dossier cover sheet is located on the Dean of Faculties and Associate Provost web site.*

Recommendations for promotion to Senior Lecturer are to be submitted to the Office of the Associate Provost and Dean of Faculties on the same schedule as other faculty promotions, with the effective date of approval for promotion to Senior Lecturer at the beginning of the following fiscal year (September 1).

Notice of non-re-appointment of a Senior Lecturer shall be given in writing in accord with the following standards (per System Policy 12.01.99 M1 [adopted April 1, 1996]):

- A faculty member promoted to or hired at the rank of Senior Lecturer shall be provided a one-year notice if it is the academic Department's intent not to renew the appointment.
- Any request for an exemption to this provision must be based on a major programmatic revision or budgetary cutback. Such a request with appropriate documentation must be submitted by the Dean through the Provost to the President for approval.

d). Distinguished Lecturer

The specific duties of Senior Lecturers may vary widely, but normally relate to the instructional/teaching missions. The title of Distinguished Lecturer, on the other hand, is intended for people with a primary career external to the University where the level of accomplishment during that career created their qualifications for this appointment. This title is not to be attained through promotion. Appointment to the position of Distinguished Lecturer requires recommendation by the Department Head, approval by the Dean, and confirmation by the Associate Provost and Dean of Faculties. Unless specifically notified to the contrary, the appointment as Distinguished Lecturer is for only the period specified in the appointment documents.

e). Adjunct Professor or Research Affiliate

Eligibility. Recognized scholars who do not hold a permanent appointment to the faculty (including visiting and adjunct academic appointments) of this University, but who otherwise meet the basic requirements for the status of Member of the Graduate Faculty, as described previously, may be eligible for appointment to Adjunct Member status. In addition, individuals not located in College Station and not employed by Texas A&M University may be considered for Adjunct Member status on the Graduate Faculty provided they are employed by another agency of the Texas A&M University System or are qualified staff of federal or state agencies. Such nominations should be made in those cases in which there is an apparent need, and justification can be presented by the head of an academic department in College Station.

Appointment of an Adjunct Member is accomplished by use of the Personal Record Form, initiated by the head of the academic department at College Station through the College Graduate Instruction Committee and the College Dean to the Dean of Graduate Studies. A non tenure-track individual is nominated by the head of the appropriate academic department in College Station who must present evidence that (a) the nominee (1) has taught a graduate class, or (2) has actively served on a graduate student's advisory committee, or (3) has held a definite administrative assignment in the graduate program of a university; and that (b) the nominee has published a scholarly work as primary author (or, in the case of a professional discipline, has exhibited appropriate evidence of professional accomplishment). Recognized scholars and authorities whose merits are clearly established need not be measured by standard criteria. Appointment of these individuals is accomplished by use of the Personal Record Form, initiated by the head of the academic department at College Station through the College Graduate Instruction Committee and the College Dean to the Dean of Graduate Studies.

Privileges. An Adjunct Member of the Graduate Faculty may teach graduate courses and serve as a member or co-chair (but not chair), with a Member as the other co-chair, of a graduate student's Advisory Committee.

f). Special Appointment

There may be times when the head of an academic department in College Station wishes to have qualified individuals teach a graduate course or serve on a student's Advisory Committee without being permanently on the Graduate Faculty as either a Member, Associate Member or Adjunct Member. In addition, qualified individuals from other universities, government or industry may be appointed in special cases to teach a graduate course or to serve on a student's Advisory Committee.

These appointments are accomplished by a letter of request from the head of an academic department in College Station to the Dean of Graduate Studies, with the individual's resume attached. In the letter of request, the department head should indicate if the Special Appointment status is to be limited to the one specified committee, to one specified teaching assignment, or to a fixed length of time (e.g., for one or two years).

A qualified individual from another university, government or industry who holds Special Appointment status to the graduate faculty and who serves on a Graduate Advisory Committee is not counted toward the minimum number of graduate faculty necessary to form the committee.

Procedural Guidelines

1. Research staff who are on the Graduate Faculty of Texas A&M University and who hold payroll titles equivalent to the “Scientist” titles will be assigned by the Dean of Graduate Studies, for the purpose of listing in the Graduate Catalog, the equivalent “Scientist” title. (Example: A person holding the payroll title of “Associate Research Engineer” will be assigned the title of “Associate Research Scientist.”)
2. Extension Service personnel on the Graduate Faculty of Texas A&M University will be identified in the Graduate Catalog by the title “Extension Specialist.”
3. USDA personnel on the Graduate Faculty of Texas A&M University will be identified in the Graduate Catalog by the title “USDA Scientist.”
4. Individuals in the Member, Associate Member and Adjunct Member categories will be listed in the Graduate Faculty section of the Graduate Catalog.
5. Only names of individuals in the Member category of the Graduate Faculty will be listed under the respective departmental headings in the Graduate Catalog.

2. Tenured/Tenure Track Positions

Appointments to the positions of Instructor, Assistant Professor, Associate Professor, Professor and Distinguished Professor are on an annual basis. Appointment letters will be issued annually, subject to Board of Regents approval of the budget. Appointment letters will be specific as to the duration of the appointment, the salary and other expectations. Faculty will sign these letters, acknowledging receipt, and return them to the Department office.

a). Instructor

In some colleges an individual may be hired into a tenure-track position with the rank of Instructor. Generally, “Instructor” describes an individual who has not yet finished his or her terminal degree. University Guidelines state that Faculty members holding a tenure-accruing appointment with the rank of instructor will be promoted to the rank of Assistant Professor upon the receipt of the terminal degree. (Rules and Regs 4.4.3.1). *The College of Architecture does not hire at the instructor rank.*

b). Assistant Professor

Assistant Professors are expected, at a minimum, to be effective in instruction/teaching and to establish a productive pattern of research, creative activities and publication. Service contributions should generally be focused on Department and College academic needs. Further, it is expected that Assistant Professors will display evidence of progress toward meeting the established criteria for promotion to Associate Professor with tenure (see Attachment A on Evaluation Criteria). Promotion to Associate Professor and the awarding of tenure occur concurrently in the College of Architecture. Granting of promotion and tenure will be based on an assessment of all three performance dimensions.

c). Associate Professor

Associate Professors are expected, at a minimum, to demonstrate effectiveness in all three performance dimensions. In addition, excellence is expected in instruction/teaching or research, creative activities and publication. Associate Professors, are expected to exhibit greater

contributions in one or more of the areas of service effectiveness and excellence compared to Assistant Professors.

d). Professor

Promotion to Professor will be based on an assessment of all three performance dimensions. There may be significant diversity in the nature of the contributions by Professors. However, there is the continued expectation of examples of excellence in one or more performance areas. Merit compensation will be the primary extrinsic means of recognizing such excellence. Other potential means of recognition are through consideration for appointment to an endowed position or to a Distinguished Professorship.

e). Distinguished Professor

Distinguished Professor is a title reserved for the most accomplished, senior professors. Promotion from Full Professor to Distinguished Professor is not a typical promotion and tenure process and therefore will be made in accordance with University guidelines and College procedures separate from the guidelines in this document.

3. Endowed Positions

There are three categories of endowed positions at Texas A&M University: (1) endowed chairs, (2) endowed professorships and (3) endowed faculty fellowships.

State funds provide basic salaries for faculty, but only private support allows Texas A&M to recruit and recognize its most deserving faculty. Endowed chairs and professorships fund special classroom projects, equipment, professional development and research initiatives. Most donors designate their chairs and professorships to specific colleges or departments.

Current university rules regarding the Appointment, Evaluation, and Reappointment of Faculty to Endowed Positions (endowed chairs, endowed professorships, and endowed faculty fellowships) can be found at: <http://rules-saps.tamu.edu/PDFs/12.01.99.M2.01.pdf>

University Professorships for Teaching Excellence (UPTE): This professorship recognizes our most dedicated undergraduate faculty, those individuals who excel in every area of the teaching endeavor. The UPTE is bestowed for a five-year, renewable term after a rigorous selection process.

4. Emeritus Status

Upon retiring, all eligible faculty will be considered for emeritus status. Current university rules and procedures regarding the appointment to emeritus status can be found at: <http://rules-saps.tamu.edu/PDFs/31.08.01.M1.pdf>. In the College of Architecture, a paper ballot will be used to obtain a faculty vote of yes, no or abstain.

The form for nominating a faculty member for emeritus status can be found at: <http://dof.tamu.edu/admin/emeritus/emeritus.pdf>

II. Development, Promotion and Tenure Review Process and Procedures

A. Scheduling

1. Time Line/Schedule of Activities

Each April, the Associate Provost and Dean of Faculties will issue an updated set of Guidelines and a specific Timeline for the following year's tenure and/or promotion review process. These will be passed by the Dean to the Department Heads who in turn will distribute them to the Department Promotion and Tenure Committee along with notification of those faculty members who are required to undergo a mandated review for promotion and tenure and those who wish to be considered for promotion. Those in tenure track or those who are being considered for promotion should be given a copy of the current University Guidelines and Timeline. The Department P&T Committee will provide these individuals with the College Tenure and Promotion Calendar. This calendar will also be posted on the College web site.

2. Time Perspective

The maximum probationary period for tenure is seven years, with up to three years credit given for tenure-track experience at another university. In general, an Assistant Professor should expect to spend a minimum of five years in rank before being considered for promotion to Associate Professor with tenure. Consideration for promotion from Assistant to Associate Professor with tenure is mandatory in the College of Architecture at the beginning of a tenure-track faculty member's sixth year. Faculty members not granted tenure under mandatory consideration must be advised of that decision by a notice of non-reappointment (which must be given in writing) at least 12 months before the expiration of the probationary period (see Dean of Faculties Guidelines). In exceptional cases, an individual may elect to be considered for early promotion and tenure. Since Promotion and Tenure are linked for persons hired as Assistant Professors, a recommendation for early promotion must be coupled with a recommendation for early tenure and vice versa. In the case that an individual is not recommended for promotion from Associate Professor to Professor, the College suggests that he or she wait at least two years before reapplying.

B. Department Promotion and Tenure Committee

The University requires review of all faculty annually by the Department Head. In the case of tenure-track faculty and candidates for promotion, the University also requires that "Department Heads shall draw upon the advice and counsel of a (Departmental) tenure and promotion committee..."³ In the College of Architecture, this Committee assists in the mentoring and development of all faculty as well as annually reviewing all tenure-track faculty and advising the Department Head in matters of retention, promotion and/or tenure. All tenure-track faculty receive a more thorough review in their third year. Those who wish to be considered for

³ <http://rules.tamu.edu/urules/100/120199m2.htm>, section 4.6.2

promotion from Associate to full Professor will begin the process with review by the Department P&T Committee.

The Department P&T Committee should consist of senior faculty in the Department. Members of the Committee may vote only for candidates in rank lower than their own. Committee deliberations must be conducted in confidence. The Committee must submit complete written reports with their recommendations at all levels of review. The Department P&T Committee is critical to the CARC promotion and tenure process.

1. Composition of Department Committees

The exact composition of the Department P&T Committees in the College of Architecture shall be determined by each individual Department, but the Committees must be structured in such a way that faculty input in the selection of membership is ensured and both continuity and rotation of membership over time are assured. Ideally, membership should include individuals elected by the faculty and individuals appointed by the Department Head in such a way that regular and overlapping rotation of Committee service is ensured. The Department Head appoints the chair of the Committee. (See Attachment B)

2. Role of the Department Committee

In the development, review, tenure and/or promotion process, the Department P&T Committee in the College of Architecture has three important functions: mentoring, review, and preparation of a candidate's dossier for tenure and/or promotion.

a). Mentoring

The Department P&T Committee is responsible for the mentoring of faculty, both those in tenure track and those who are seeking promotion from Associate Professor to the level of Professor. This includes mentorship with reference to progress and mentorship with reference to the preparation of a candidate's dossier.

Two mentors will be appointed for each tenure-track faculty member. One mentor will be primarily a “procedural” mentor and will be a member of the departmental promotion and tenure committee. The second mentor will be a faculty member in the department who is familiar with the content of the tenure-track faculty member’s field. The mentors are expected to meet with the faculty member and assist him or her in the preparation of materials for his or her annual review and in laying out a plan for professional development. A development plan should be established early in an individual's tenure, preferably in the Fall or early Spring of the first year. This plan differs from the annual review prospectus in that it establishes a flexible guideline over a longer period of time. The mentors should also assist an individual in preparing a statement on teaching, research, creative activities, and service. This document is an important part of the tenure and promotion dossier and the earlier it is prepared, the greater the opportunity for refinement.

It must be stressed that the mentoring of Associate Professors seeking promotion to Professor is as important as mentoring of Assistant Professors in tenure track. An Associate Professor is encouraged to ask the Department P&T Committee for mentoring and advice at any point,

although consideration for promotion to Professor normally occurs a minimum of five years following the granting of tenure and promotion to Associate Professor. The decision to submit one's dossier for consideration for promotion from Associate Professor to Professor should be made by an individual in consultation with the Department Head during the annual review, at which time the Department Head notifies the Department P&T Committee of the individual's decision. The Department P&T Committee should meet with the individual desiring promotion during the Spring semester of the year in which he/she wishes to be considered in order to assist the individual in developing the documentation for the support package, the CV, and the individual statements concerning teaching, research, and service.

b). Annual Review

Each tenure-track faculty member will be reviewed annually by the Department P&T Committee between January and March. The Department P&T Committee will notify the individual in January of the appointed mentor(s) and review date (see Attachment C). Tenure-track faculty members should meet with their mentor(s) for advice and assistance in preparing their materials before their review with the full Department P&T Committee. At the review, a faculty member will present his or her materials to the Committee for discussion and evaluation. When reviewing a candidate, the Committee should refer to earlier annual review reports in order to evaluate performance fairly. A written report of the individual's progress will be prepared by the Committee and forwarded to the Department Head. The results of the Department P&T Committee review will be discussed with the faculty member during his or her annual meeting with the Department Head.

c). Mid-term (Third-year Review)

Tenure-track faculty will undergo a more comprehensive review in their third year (if their normal probationary period is seven years) and will receive notification to that effect from the Department P&T Committee during the month of January (see the Promotion and Tenure Calendar, which is published annually by the College Promotion and Tenure Committee and Appendix D for a sample of the letter to be sent to faculty). The formal mid-term review will begin not earlier than March and will be completed not later than December as required by university guidelines. It should mimic the tenure review process as closely as possible.

The contents of the mid-term dossier should be delivered to the College Promotion and Tenure Committee and should follow the format outlined in Attachment E. At each level of the review process, committee members should vote "YES, NO, ABSENT, or ABSTAIN/RECUSE" to the question: "Is the candidate making satisfactory progress towards tenure and promotion." Department heads will indicate "YES or NO" to that same question.

Candidates should anticipate the activities and approximate dates noted in the Mid-term Review for Tenure Track Faculty Calendar and published annually by the College Promotion and Tenure Committee. This calendar is also posted on the College intranet site.

The mid-term review will proceed to the College Dean, who will make the final decision. Upon review of the candidate's entire mid-term dossier, the Dean of the College will discuss his/her decision with the appropriate Department Head. The Dean will also provide a copy of the dossier, including reviews by the Department Head, the Department Promotion and Tenure

Committee, and the College Promotion and Tenure Committee, but excluding internal letters from departmental faculty, to the candidate's Department Head. This dossier will be attached to a letter of transmittal from the Dean.

All complete, official Mid-term Review dossiers, including reviews by the Department Head, the Department Promotion and Tenure Committee, and the College Promotion and Tenure Committee, and internal letters from departmental faculty will be filed in the Confidential Files in the Dean's Office.

d). Additional Roles and Responsibilities

Additionally, the Department P&T Committee is responsible for meeting with those faculty members desiring mentoring in the process of seeking promotion from Associate Professor to Professor. In the year that an Associate Professor is reviewed for promotion to Professor, the Department P&T Committee solicits evaluations from external reviewers, analyzes the material provided by those reviewers and the candidate, and writes statements concerning the teaching, research, and service of the candidate.

Each faculty member under consideration for review, tenure and/or promotion will be provided with a current description of the materials needed for tenure and/or promotion and a time-line for the preparation of those materials during the spring of the year in which they will be considered (see the College Promotion and Tenure Calendar, published annually, and section D concerning the dossier).

e). Dossier Preparation

It is the responsibility of the Department P&T Committee to solicit a statement and data from the candidate (see Attachment F), external reviewers, former students, College peers, etc., and then to structure the statements concerning the quality of the candidate's teaching, research, service and other activities that will be forwarded through subsequent levels of the review process. The type of information contained in the tenure and/or promotion package is mandated by the University, but must be supplied by the candidate and external reviewers. The responsibility for the objective analysis of the individual candidate is that of the Department P&T Committee. The Department P&T Committee is responsible for linking the candidate's data to the value system of the Department and University, for objectively analyzing and validating the data presented to it and then making the case for retention or denial. The Department P&T Committee must provide specific concrete statements based upon documented evidence and peer review to substantiate their recommendations. These recommendations must be consistent with the evidence of performance as documented in the dossier, and the evidence must be clear and convincing to subsequent reviewers. (*NOTE: Refer to DOF Guidelines for dossier preparation and Item 8 of these guidelines for the format, guidelines and process regarding Outside Reviewer's Letters.*)

C. Role and Responsibility of the Individual Faculty Member Seeking Promotion/Tenure

Interaction between the Department P&T Committee and the individual faculty member is vital to an informed review. The Department P&T Committee may be charged with preparing the dossiers, but ultimate responsibility for assuring that all pertinent materials are supplied to the Committee lies with the candidate (see Attachment G). The candidate must explain, and provide evidence of, the significance of his or her teaching, research and service contributions to the

committee. Candidates should keep relevant materials in anticipation of personnel considerations. Relevant materials might include, but are not limited to, such items as annual faculty reports, annual evaluation committee reports, syllabi, teaching portfolios, examinations, grant proposals and research projects (funded and unfunded), off prints of published work, citations in footnotes and citation lists, catalogs of exhibitions, awards, teaching evaluations or evaluation summaries, copies of reviews of creative and scholarly activities, patents, evidence of the impact of expert witness testimony, evidence of the importance of consultation and service activities, and similar items (see also Section V).

Individuals should at all times be aware of potential external reviewers, persons who are familiar with the field in which an individual is working and whose credentials qualify them to evaluate the candidate's work. Names of potential reviewers will be supplied by the candidate to the Department P&T Committee.

Three documents important to the faculty member for review and promotion are the prospectus from the annual review with the Department Head, the statement of teaching research, creative activities and service and the Curriculum Vitae. While the Department P&T mentors will assist in the preparation of the statement and CV, ultimately it is the individual faculty member who must take the responsibility for formulating and refining these documents. It is the faculty member's responsibility to keep his or her CV current and organized in a manner appropriate to his or her discipline or in that suggested by the College model. (See D-2b, Curriculum Vitae)

D. The Dossier

The procedures described here apply to all materials submitted for consideration in (a) the annual Department P&T Committee review of faculty on probationary status, (b) awarding of tenure, and/or (c) promotion to higher rank. The review and evaluation process is cumulative, and if procedures are consistent throughout an individual's academic career, materials will always be current, complete and ready for review at any point. The goal is that a candidate's annual Department P&T Committee review material be organized in the format prescribed by the College and University for the tenure and/or promotion dossier.

A candidate's package of review materials for tenure and/or promotion passes through several stages, and the physical appearance of the package and its contents may vary as a result of refinement of presentation and peer reviews. The first is the **candidate support package**, which is sent to the Department P&T Committee for review by an Assistant Professor wishing to be considered for tenure and promotion to Associate Professor or by an Associate Professor seeking promotion to Professor. From this material, the Department P&T Committee creates the **external review package**, which is sent by the Department P&T Committee to selected external reviewers. From the materials in the **candidate support package** and letters from the external reviewers, the Department P&T Committee fashions **the dossier**, which is circulated for review within the College (Department Head, College P&T, Dean). After College review, a final version of **the dossier** is submitted by the College to the Associate Provost and Dean of Faculties.

1. Format of the Dossier

The basic contents and format of the dossier are established by University guidelines (See Attachment F), but the College of Architecture has recommended a model for assembling a

candidate's dossier. Examples are available in the Department and Dean's Office for reference by the candidate, the Department P&T Committee and the person(s) responsible for the final appearance of the candidate's dossier. Final assembly of the dossier should be coordinated by a single individual, either a member of the Department P&T Committee or the Department's Staff or Administrative Assistant with oversight from the Department P&T Committee.

The candidate's support package may have significant appendix materials, full copies of articles, texts, photographs of creative work, etc., that need not appear in their entirety in the dossier, although at the discretion of the Department P&T Committee, some material may be appended. The Department P&T Committee reviews the curriculum vitae, the candidate's statement concerning teaching, research, and service, course listings, etc., and makes suggestions and corrections. Five copies of the external review package, along with selected work from the appendices, are spiral bound by the Department and mailed to the candidate's external reviewers.

The Department P&T Committee then assembles the dossier, with statements on the candidate's teaching, research and/or creative activities, and service, drawing from materials provided by the candidate and information extracted from reviewer's letters. The dossier may contain examples of the candidate's research or creative activities if they are essential to a proper understanding of the work of the faculty member. The Dean's Office should be provided with one copy of the dossier for each member of the College P&T Committee who is eligible to consider a candidate's case.

After the College P&T Committee has made its recommendations, forwarded them to the Dean, and the Dean has made his or her recommendation, six copies of the dossier must be made. Each copy should be in a separate folder clearly marked with the candidate's name and department. Folders are preferable to binders or other types of presentation. Redundant material should not be included. One of these copies remains in the Department office, one remains in the Dean's Office and the remaining four copies are submitted by the Dean's Office to the Associate Provost and Dean of Faculties. Please check with the Dean of Faculties Guidelines to verify this procedure.

2. Contents of the Dossier

While the contents of a faculty member's promotion and/or tenure dossier are determined by University promotion and tenure guidelines, the way in which the contents are presented and the emphasis given to specific points is determined by the faculty member working with the Department P&T Committee in accordance with Department and/or College guidelines.

a). Candidate's Statement on Teaching, Research and Service

The candidate's statement is a personal and individual discussion of his/her philosophical positions, goals, strategies and emphases in carrying out her/his professional responsibilities in the areas of teaching, research and service. The statement should be concise (three pages, single spaced, maximum), organized with these areas as subheadings. As this is an extremely important document, it is recommended that a first version be written early in the faculty member's career then re-evaluated and refined as part of the annual review process.

b). Curriculum Vitae

The Curriculum Vitae is critical as a record of a faculty member's performance over time. Given its importance in the tenure and/or promotion process, and the fact that it will be read by individuals having no knowledge of the candidate's discipline, it must be arranged in a format that can be easily understood. A Curriculum Vitae structured for presentation as part of an annual review or promotion and/or tenure package in the College of Architecture may thus differ from a Curriculum Vitae structured for presentation to a group of peers or for a job interview. The format for The Dossier Curriculum Vitae recommended by the College of Architecture should be organized according to the major areas in which a faculty member is evaluated—**teaching**, **research**, and **service**—and should contain at least the following information:

- a) Degrees received, including dates and institutions;
- b) History of prior academic and related employment, including dates and various ranks
- c) Fields one is qualified to teach, including areas of special interest;
- d) Course listing, including number, title and years (at least the last two years) each course was taught
- e) Record of role as committee chair or member on graduate committees. Distinguish between Master's and Ph.D. committees.
- f) Record of publications, scholarly and/or creative activities. Peer-reviewed publications (or other types of creative work) should be listed separately from non peer-reviewed work. It is suggested that the *Chicago Manual of Style* be followed if no established standard exists for a particular discipline. In all cases a recognized standard must be used consistently for all citations in the CV with complete citations. It is also helpful to indicate a comparative acceptance rate, if available and further subdivide this section into local, regional, national, or international subcategories.
 - books and monographs
 - articles (distinguish between invited and peer-reviewed)
 - chapters in books
 - papers presented at professional meetings (distinguish between invited and peer-reviewed)
 - conference proceedings (indicate if peer-reviewed or non peer-reviewed)
 - exhibitions (indicate whether individual or group, whether exhibition traveled, dates, stature of competition and awards, if any)
 - design competitions (indicate whether individual or group endeavor, stature of competition, whether entries traveled, dates, and awards, if any)
 - commissioned work
 - expert witness testimony (this may be more appropriate under the Service or Professional Activities category)
 - patents
 - catalogs (prepared by or about the candidate)
 - abstracts (indicate if peer-reviewed or non peer-reviewed)
 - book reviews
 - grant proposals (funded; do not include unfunded proposals)
 - research projects (funded; do not include unfunded projects)

Beginning and concluding page numbers should be included for each article or essay cited; co-authors should be acknowledged in the order in which they appear on the publication; and the date of publication, the press, and the total number of pages should be cited with each book or monograph.

If publications are not an appropriate indication of achievement, as in the fine arts or design, the record of other creative activity such as exhibitions, reviews of work, awards, etc., should be cited by type/category, indicating the degree to which all persons involved were responsible for the work, the degree to which work was reviewed, the stature of the exhibition or competition and its jurors, and whether or not final entries traveled. If so, the dates should be included.

The details of grants must include the title, funding source, dollar amount, PI's and Co-PI's, period of grant, and a statement on the candidate's contribution. Grants should also be evaluated in the context of prestige and the competitive nature of the grant as well as the dollar amount. Whether a grant is local, regional, national or international should be indicated. Only funded grant proposals should be listed.

g) Professional service activity, both intramural and extramural, such as academic committees or other assignments, membership or leadership in scholarly societies, editorial services to scholarly publications, honors and special recognitions received, and public service related to professional expertise. It would be helpful to the Committee if the impact of a particular service activity were indicated and whether it was local, state, national, or international in nature.

c). Summary Statements of Teaching, Research and/or Creative Activities and Service

The Department P&T Committee must prepare summary statements, limited to three pages for each category, indicating the quality of the candidate's teaching, research and or creative activities and service. In all instances, these summary statements should clearly indicate the sources of evidence on which the appraisal has been based and should be couched in the most specific terms. **This is the place where the case for or against promotion and/or tenure is made.** For more specific discussions of summary statements, see Section V: Guidelines for Members of Department P&T Committees.

3. Location of Official Dossier and Candidate Access to Dossier

Candidates may not view their Dossier while the review is in progress. Upon completion of the review process the entire, official Dossier is located in the office of the the Dean of Faculties and Associate Provost. Candidates who wish to review their entire dossier may contact the Dean of Faculties. The College of Architecture also maintains a complete dossier. However, candidates who wish to review this dossier should know that external letters will be removed before they may review their dossier. Departments may also maintain examples of dossiers to facilitate their construction of new faculty dossiers each year. Faculty may also review their dossier if it is maintained by the department, but these dossiers will also have external letters removed.

E. Evaluation Criteria (See also Attachment A)

The University guidelines also state:

Most faculty should be evaluated for tenure and promotion on accomplishments in each of the three major categories of performance, but with primary emphasis on teaching and the creation and dissemination of new knowledge or other creative activities. The College of Architecture subscribes to the position that “although some quantitative measures of evaluation may be employed, excellence in performance is of primary importance; that is, quality, significance, and impact of accomplishments are of much greater importance than numbers. For tenure and promotion, in addition to meritorious accomplishments, a high potential for continued excellence is required.”⁴ For promotion, evidence of continued excellence over time is expected. Documentation of excellence is best provided by peer review.

1. Assistant Professor

Evidence indicating a commitment to maintaining the level of competence in teaching, research or creative activities and the dissemination of new ideas expected of a faculty member seeking tenure and promotion.

2. Associate Professor

The University specifies the minimum requirements to be met by individuals being considered for promotion or appointment to Associate Professor and/or tenure. The requirements for promotion to Associate Professor with Tenure in the College of Architecture recognize the University's minimum requirements.

- An exemplary level of accomplishment as measured against the contributions of others in his or her field.
- Professional conduct conducive to a collegial work environment and standards of professional integrity that will advance the interests of Texas A&M University.
- An area of specialization germane to the programs of Texas A&M University; one not currently represented on the tenured faculty, or one that provides desired reinforcement in an area of priority.
- Pattern over time of effectiveness in service.
- Pattern over time of effectiveness in instruction/teaching.
- Pattern over time of excellence and effectiveness in research, creative activities and publication.
- High potential for continued excellence.

3. Professor

The requirements for promotion to Professor in the College of Architecture recognize the University's minimum requirements:

- An exemplary level of accomplishment as measured against the contributions of others in the field.
- Professional conduct conducive to a collegial work environment and standards of

⁴ Rules and Regs, III. E.I. (1997 letter)

professional integrity that will advance the interests of Texas A&M University.

- Continuing accomplishment and some measure of national recognition in research, creative activities, and publication.
- Pattern over time of effectiveness and/or excellence in service.
- High potential for continued excellence.

Professors are also expected to demonstrate leadership in the pursuit of excellence and national prominence. This leadership may be demonstrated in a variety of ways, such as:

- Leadership in one or more of the areas of excellence in service.
- Leadership in one or more of the areas of excellence in instruction/teaching, which includes student development.
- Leadership in contributing to the body of knowledge.
- Leadership in the development of junior faculty.

F. Peer Review

Peer review may be defined as external validation of the value of a faculty member's work. That is, determination of the work's value should come from people who do not have a close personal connection to the candidate and who are qualified to judge the merits of the work according to the prevailing standards of the field. The selection of peers should reflect the faculty member's basic intellectual, artistic, or professional orientation. Peer review is critical to the CARC review process, and the level or extent of peer review of creative work and scholarly work should be clearly indicated in the Curriculum Vitae and in the dossier.

G. Selection of External Peer Reviewers

External reviewers will be selected by the beginning of May that precedes the evaluation. The final list of reviewers will be selected by the Department P&T Committee and the Department Head. The candidate will not know the names of the peer reviewers on the final list. A preponderance of external letters should be from peer institutions. Departments will be responsible for determining their Departmental peers. As noted above, academic reviewers should hold a rank higher than that of the candidate unless justified. Reviewers should not be personal friends of the candidate, should not be faculty members who taught or advised the candidate during his or her graduate education, and should not be graduate colleagues of the candidate. The peer reviewers will be contacted by the Department Head to verify their willingness to provide an evaluation. The candidate should not make this inquiry or have any contact with the external reviewers. The candidate's materials will be mailed to the peer reviewers by the end of August, requesting a four week turnaround.

H. Department Head's Review

The Department Head must meet with tenure-track faculty annually and provide them with written statements regarding their progress.⁵ In conducting tenure and/or promotion reviews, Department Heads shall draw upon the advice and counsel of the Department P&T Committee as well as other appropriate sources. Negative comments contained in external letters are to be addressed by the Department Head as well as by the Department P&T Committee. When the

⁵ <http://rules.tamu.edu/urules/100/120199m2.htm>, section 2.5.5.3

review has been completed, the Department Head will transmit the tenure and/or promotion recommendations of both the head and the Department P&T Committee to the College P&T Committee for review. It is the responsibility of the Department Head to advise the faculty member of the recommendation for or against tenure and/or promotion at each level of the review and to provide a written explanation at the request of the candidate in the event of a negative tenure and/or promotion decision.

I. College Review

In conducting tenure and/or promotion reviews the Dean shall draw upon the advice and counsel of a College Promotion and Tenure Committee.⁶

~~The College of Architecture Tenure and Promotion Committee is composed of seven faculty members: one elected by each department, one appointed by the Dean from each department, and one elected from the College Research and Interdisciplinary Council. Each member serves two, two-year terms. The Committee Chair is appointed each year from these seven members by the Dean. Elected and appointed members must be tenured faculty members. No one can serve on a departmental committee and the college committee at the same time.~~

Membership on the Committee

The College Promotion and Tenure Committee will have two representatives from each department and three “at large” members from any department. The (non-voting) chair of the committee will be the Executive Associate Dean.

Members from each Department:

*One faculty representative elected by the faculty of the department
One faculty representative appointed by the department head*

Members from any Department:

Three faculty representatives appointed by the dean for diversity balance of rank, program, gender, and/or ethnicity. These faculty members may be from any department.

Terms of Service for Committee Members

All members will serve three-year terms. A member may not serve two consecutive terms, but may serve multiple terms if separated by a year off the committee. Terms of initial appointments will be from one to three years to establish suitable rotation schedules.

New terms will begin 1 January and old terms will end 31 December of each year.

(Each committee member on the existing committee will complete his term, but must be off the new committee for one year in order to be eligible for membership on the new committee)

Chair of the New Committee

The Executive Associate Dean of the College will chair the committee, but will not have voting privileges.

⁶ <http://rules.tamu.edu/urules/100/120199m2.htm>, section 4.6.3

Voting Privileges of the Committee

All members of the College Promotion and Tenure Committee, except the Chair, will vote on all candidates seeking the member's rank or lower, except for those candidates from a member's home department. All members may participate in discussions of the candidates seeking the member's rank or lower.

The following conditions have been set for the eligibility of voting in abstencia. Once the meeting has been called a member must:

- A. Attend the meeting;*
- B. Notify the Committee Chair of the anticipated physical absence so a conference call may be arranged to include the member(s);*
- C. If a conference call is not a viable option, a delegate from the candidate's department will be assigned to debrief the absent member. (ALL notes used to brief the absent member MUST be destroyed immediately following the discussions.)*
- D. Voting will be open for 72 hours following the committee meeting. Voting may be done in two ways:
 - a. By ballot in the Dean's Office, or*
 - b. By email to the committee staff support.**
- E. Once the votes have been tallied, the ballots will be destroyed.*
- F. Staff will not be present when P&T discussions are held by the committee in executive session. The meeting agenda will clearly identify the executive session.*

Meeting with Interested Parties

The College P&T Committee should meet with all interested parties annually in the Spring, after the Dean of Faculties has distributed the latest version of the University Promotion and Tenure Guidelines and Schedule of Activities, to discuss any questions concerning schedule and procedures.

Written Report

A written report from the College P&T Committee to the Dean is required as part of each dossier leaving the College.⁷ The College P&T Committee's recommendations should be consistent with the evidence of performance as documented in the dossier, but should not be merely reiterations of earlier statements.

J. Dean's Review

The Dean's evaluations of candidates should be independent evaluations and not merely restatements of comments made by the Department Head. The Dean will submit recommendations to the Office of the Executive Vice President and Provost by sending complete files to the Associate Provost and Dean of Faculties. The Dean will notify the Department Head of recommendation for or against tenure and/or promotion at levels beyond the College.

If the Dean recommends against tenure and/or promotion and that recommendation is contrary to the Department Head's recommendation, the Dean shall inform the Department Head and faculty member of the reasons for the recommendation. The Department may then resubmit the case for

⁷ http://www.tamu.edu/dof/pdfs/t_p/tenure_guide.pdf, Section VI.D.4 College Review.

further consideration. Any reconsideration, however, must be based upon either (a) new evidence that is not already contained within the dossier, or (b) substantial and entirely new arguments that were not made in the first presentation. If the case is resubmitted, it shall be reviewed by the Dean and the College Tenure and Promotion Committee before a final recommendation concerning tenure and/or promotion is forwarded to the Executive Vice President and Provost.

III. Beyond the College

At the University level, a candidate's dossier will be reviewed by the Executive Vice President and University Associate Provosts who have faculty status. This group is advisory to the Executive Vice President and Provost. The Executive Vice President and Provost confers with the College Dean before making recommendations in turn to the President of the University. In some cases it may be appropriate to include the candidate's Department Head in the conference with the Dean. The President of the University reviews and then forwards recommendations to the Board of Regents through the Chancellor of the Texas A&M University System. The Board of Regents has final approval on all tenure and promotion decisions.

With each positive recommendation sent to the Board of Regents, the university typically requires additional documents such as a short paragraph providing background information on the candidate, a photo of the candidate, and a separate CV for the Regents. Refer to university promotion and tenure guidelines for specific instructions such as content, format and dates required for these documents.

The faculty member will be notified of the results of consideration at each level of the process. (4.7.1) “In the event of a negative tenure and/or promotion decision, the faculty member is entitled upon request to a written statement of the reasons that contributed to the decision.” This statement is normally provided by the Department Head.

IV. Appeal

Except for the appeal procedure described under II.J above (Dean's Review), official policy⁸ states that persons not recommended for tenure may appeal only if the following pertains:

Decisions to deny the granting of tenure to a non-tenured faculty member shall be based on the individual's professional performance and shall not be made in violation of academic freedom or as a form of illegal discrimination.

If the faculty member alleges such a violation, he/she should discuss the matter with the Department Head and if necessary, the Dean. If the matter cannot be resolved, the faculty member may seek a hearing by the Committee on Academic Freedom, Responsibility and Tenure (CAFRT: consisting of elected representatives from the University Community) by following the procedures outlined in Section 9 of the University's Statement on Academic Freedom, Responsibility, Tenure and Promotion. Note that a faculty member must inform the President of his or her decision to appeal within 30 calendar days of receiving notification of

⁸ http://www.tamu.edu/dof/pdfs/t_p/tenure_guide.pdf, Section VI.D.E Appeals.
See also, <http://rules.tamu.edu/urules/100/120199m2.htm>, Sections 4.5.3, 5.1 and 9.1.3.2-9.6.

non-renewal. Note too that the CAFRT Guidelines⁹ clearly list three possible bases for an appeal to CAFRT:

- i. The University's decision shall be based on adequate consideration of the individual's professional performance.
- ii. The University's decision must not be made in violation of academic Freedom.
- iii. The University's decision must not be made as a form of illegal discrimination.

V. Guidelines for Department Development, Promotion and Tenure Committee Members

The Department P&T Committee shall have access to those documents deemed appropriate by the rules and regulations of Texas A&M and provided by the candidate. The Department P&T Committee must remember that individuals in subsequent levels of the review process will see **ONLY** the information in the dossier. They will not have access to the supporting data supplied by the candidate. **It is the Department P&T Committee that must make the argument for or against recommendation to promote and/or tenure.**

A. Peer Review Selection

Letters of evaluation from persons outside the University with recognized distinction in the candidate's field of specialization are required for tenure and promotion. Since external letters are critical, the following cautions should be observed: First, in determining who are selected as reviewers, the candidate should be asked to provide a slate of acceptable names. Second, the candidate may also submit a list of persons they do not wish to be contacted. Outside reviewer names may not be selected from this list. Third, the Department Head or Departmental P&T Committee should also provide names and from these two lists of acceptable names a group of at least three should be selected for contact in a fair and objective manner. In this connection, the candidate should be aware that letters from his or her dissertation advisor may not carry the same weight as a letter from a more disinterested evaluator. Similarly, letters from former students are irrelevant for this purpose although they may be useful as indicators of teaching quality. Finally, reviewers should be asked to provide specific examples demonstrating the significance of the candidate's research; general statements are inadequate.

A minimum of three letters must be included in the dossier. A preponderance of these external letters should be from peer institutions. Peer institutions would, for instance, be institutions and/or departments in which similar programs are offered, that operate under similar circumstances, and in which faculty and student bodies are similar. Departments will be responsible for determining their Departmental peers. Each reviewer's expertise and qualifications to evaluate the candidate's work should be noted. Academic reviewers must hold a rank higher than that of the candidate. If not, then the inclusion of a reviewer holding an equal or lower rank must be justified by the Department P&T Committee. Reviewers should not be personal friends of the candidate, should not be faculty members who taught or advised the candidate during his or her graduate education, should not be former students of the candidate, and should not be graduate colleagues of the candidate. Use of letters from any individuals in

⁹ 16 Procedures for the CAFRT Hearings, Committee on Academic Freedom, Responsibility, and Tenure, approved 21 November, 1997, p.1-2.

these categories must be well justified by the Department P&T Committee in their summary statements. Prior to selecting a slate of reviewers, the Departmental P&T Committee Mentor should contact the potential reviewer to determine their willingness to write an evaluation. From those persons willing to review, a Curriculum Vitae should be requested. Prior to sending out packets of the candidate's materials, each reviewer should be contacted again to verify their agreement to write an evaluation. All external reviews eventually obtained by the Department P&T Committee must be included with the Committee's report and recommendations regarding the candidate.

Materials sent to external reviewers should include in addition to a cover letter and the candidate's Curriculum Vitae and a copy of the candidate's Statement of Philosophy concerning Teaching, Research and Service, copies of publications and/or documentation relating to the candidate's research scholarship and/or creative activities. These materials should be consistent with the contents of the dossier provided to the Department P&T Committee. As an alternative to sending copies of all publications or documentation of creative activities, the candidate could select what he or she considers to be the five best examples of his or her work. It must be made clear to the reviewers that their letters are of exceptional importance in the tenure and/or promotion process at Texas A&M, that they must be as specific as possible by giving examples of the candidate's contributions, and that it is critical that their letters be received by the stated deadline. The cover letter and instructions to external reviewers should follow the format suggested in the attached example (Attachment G).

B. Supporting Statements in General

Department P&T Committees must provide written justifications for their recommendations. These justifications must explain the value, the impact, the unique character of a candidate's contribution, the level of expertise and recognition involved, the importance of what an individual does to the value system of the department, and provide evidence to support their statements. In all instances it is crucial to be as specific as possible in preparing these documents. It is not enough to state that someone was "effective in fighting brush fires," for instance, but rather it should be indicated that the individual was "especially effective in fighting brush fires through the development of new methods of anticipating and extinguishing spot fires." It is better still to not only state how the individual was effective but also indicate the impact his or her innovations have had on the field of fighting brush fires, and follow it up with quotations from a supporting external peer review letter-noting in the process that the external peer reviewer is the number one specialist in the country/world in brush fire fighting. The recommendations of the Department P&T Committee must be consistent with the evidence of performance as documented in the dossier, and the evidence must be clear and convincing to subsequent reviewers who must depend only upon the evidence presented in the dossier. Any negative comments contained in external letters must be addressed by the Department P&T in their supporting statements (as well as by the College P&T, the Department Head and the Dean). Members of the Department P&T Committee who are responsible for writing draft statements should provide the coordinator (staff or administrative assistant) with a draft of their statements. The draft statements should be transferred to the Department computer to facilitate assembly and changes and to ensure consistency in formatting and font. A disk containing the candidate's statement on teaching, research/creative activities, and service should also be given to the dossier coordinator and transferred to the Department computer.

Note that the statements on quality of teaching, research, and service must represent the professional evaluations of the Committees as a whole. Note, too, that in extracting documentation from the letters of external reviewers, the Department P&T Committee should take care to cite specific examples and to assure that documentation is properly cited.

C. Statement on Teaching

A summary statement should draw upon prepared materials provided by the candidate as well as the reaction of colleagues and students, and it should place that data in perspective. Did an instructor's teaching load consist principally of generally unpopular required courses, for instance, or did some significant event influence attitudes? Course evaluation scores (i.e., surveys completed by students) must be shown in the context of Departmental averages and with assessment of these evaluations by (Departmental) peers. Summaries of the student evaluations must be included, longitudinal perspective should be given, and numerical data should be set in the context of Departmental standards and norms. This document must contain a listing by academic year of the courses taught. In all cases, evaluations of teaching based upon evidence in addition to student opinion should be included. This evidence should include information listed in the table at the end of this section.

Peer review of teaching quality must contain evaluation of course materials such as syllabi, assignments, examinations, and grading methods. Peer evaluation of a candidate's performance in the classroom is not required, but should certainly be included if other forms of evaluation are insufficient to render a definitive assessment of the candidate's teaching quality, or if the candidate has engaged in team-teaching or similar activities that have facilitated observation by colleagues. If applicable, the statement on quality of teaching should include documentation and evaluation of participation in honors programs and development of honors courses, awards or recognition for distinguished teaching (with explanation, if necessary), external invited presentations on teaching innovations, competitive, refereed, externally funded grants for projects with a strong teaching focus, or publication of instructional materials, including textbooks. Care should be taken to point out the critical factors that set a particular individual's performance apart from others, and should always be done with specificity. Peer evaluation is critical in all instances. Examples and quotations should be given.

TEACHING EVALUATION GUIDE

1. Evaluation of classroom course material.
 - a. Syllabi
 - i. Catalog listing
 - ii. Weekly schedule
 - iii. ADA statement
 - iv. Aggie Honor Code
 - v. Course objectives
 - vi. Instructor name, office #, phone, etc.
 - vii. Text, ISBN, etc.
 - viii. Purpose (goals) of the course.
 - b. Assignments
 - c. Examinations
 - d. Grading methods
 - e. Course notes
 - f. Meets catalog description
2. Evaluation of classroom performance

- a. Methods used
 - b. Frequency of visits
 - c. Criteria for assessment
 3. Evaluation of new course or substantial revisions (same as #1 plus)
 - a. Evaluation of why course is new
 - b. Evaluation of how course meets Department's curriculum goals
 - c. Evaluation of what's new in course vs what's previously been taught
 - d. Development of Honors courses
 4. Evaluation of non-classroom material
 - a. Graduate research direction
 - b. Studio reviews
 - c. Textbooks written
 - d. Others
 - i. Minority Scholars program
 - ii. University Undergraduate Fellows
 - iii. TAMU Mentors
 - iv. Honors programs
 - v. Distinguished teaching
 5. Evaluation of student rating of classroom performance
 - a. Numerical score vs Department average
 - b. Student comments
 - c. Other evaluations
 - i. Letters from former students
 - ii. Interviews with students
 6. Evaluation of student rating of non-classroom performance
 - a. Letters from former students
 - b. Interviews with students
-

D. Statement on Research and/or Creative Activities

The Department P&T should personally examine publications and other examples of creative work that are listed in the dossier. An analytical summary of the research record can be persuasive in making a case. Emphasis should be on the quality of the work, noting such things as: Is the work that of a single author? If not, what then is the contribution of each individual? Is the journal a major one? Is the article part of an ongoing research program? Does the work show promise of continued publication and/or impact? How is the work regarded by peers in the field?

In the case of creative work, the work should be evaluated by the testimony of persons eminent in their fields. Location, comprehensiveness, quality and reviews of exhibitions, design competitions, art and architectural commissions, and expert witness testimony should be taken into account as well as the number of examples and the stature of jurors. The innovative character of creative work should be indicated with reference to technique, approach or impact. Original work should normally be considered as evidence only after acceptance for publication, presentation, exhibition or construction. A given achievement should not be counted as an accomplishment more than once or, if it has been employed in earlier evaluations, it should be considered as part of a cumulative record. Grants and research projects (funded or unfunded) should be evaluated in the context of prestige and competitive nature of the grant as well as dollar amount.

The College and University believe that the best means of evaluating faculty research/creative work is by external validation. That is, determination of the work's value should come from

people who do not have a close personal connection to the candidate and who are qualified to judge the merits of work according to the prevailing standards in the field. In a number of subject areas in the College of Architecture, this goal can be accomplished by existing scholarly institutions like peer reviewed journals, grant awarding bodies, scholarly presses, or exhibitions. Where these evaluative situations are available and appropriate, they should be used as the primary means of evaluating a faculty member's work.

Other types of work in the College, however, do not lend themselves as easily to traditional academic means of evaluation. Evaluating the merits of a faculty member's recently constructed building design, expert witness testimony, or consulting work are cases in point. It is possible, too, that an activity that would normally be considered as part of a candidate's service record might be represented as a creative activity. In all these cases the importance/impact of the activity must be established by peer evaluation, citations or other documentation of the precedent-setting nature of the activity.

E. Statement on Service

Service is expected of all faculty as part of the normal performance of duties and should be taken into account in making an overall assessment of an individual's qualifications for advancement. In cases of tenure and promotion from Assistant Professor to Associate Professor, however, teaching and research or creative activities must be given greater emphasis. Service is of greater importance in consideration for promotion from Associate Professor to Professor.

Some examples of service to be considered are:

- Demonstrated leadership service on a major governmental commission task force, standing committee, council or board (international or national). Significant influence by holding office in a regional, national or international society or professional organization. Organizer of program for regional, national or international meetings.
- Outstanding administrative leadership role at Texas A&M as evaluated over time and including specific assessments as to the value and impact of a candidate's vision, new initiatives and/or program development.
- Outstanding external development support. Fund-raising that contributes to the University, College or Department goals. Such funds do not include research, contract, or grant money. Specificity as to the value of these efforts is critical.
- Outstanding service in University, College, Department committees or Faculty Senate. Specificity and documentation are critical.

It is possible that a faculty member contributes to the goals of the University, the College, the Department, the profession or the public at large in a way not readily categorized. In these cases, significant contributions should be listed and the importance of the activity or accomplishment stated. The way in which the effort has made a contribution to knowledge in the field must be clearly stated and peer evaluation of the importance of the activity included whenever possible. Such cases may include:

- major roles in academic advising,
- outstanding summer employment position/role outside of TAMU,
- special commission for design or architectural work,
- precedent-setting testimony or consulting.

F. Curriculum Vitae (see also section II.D.2.b)

The Department P&T Committees are also responsible for validating the format and accuracy of an individual's Curriculum Vitae.

In order to give special emphasis to an especially noteworthy project or activity (such as the development of a particularly innovative teaching methods, an important or unusual research project or creative effort, or an outstanding example of service), the Department P&T Committee may advise the candidate to isolate or give special attention to that project or activity within the format of the Curriculum Vitae.

G. Other

A Department P&T Committee should pay particular attention to the section on additional materials. While all the data/material upon which the Committee has structured its arguments should not be included with the dossier, particularly noteworthy or exemplary material should be included here.

H. Voting Procedures

Exact voting procedures may be determined by each Departmental Committee, but the results must be recorded on the dossier cover sheet.

VI. Recruitment

On occasion, the Department P&T Committee has been or may be responsible for recruitment as well as promotion and tenure. Practices will vary in the different Departments, with some finding it convenient to use the Promotion and Tenure Committee as a way of coordinating searches, and others finding it more efficient to form a separate group as needed for individual faculty searches.

VII. Attachments:

ATTACHMENT A: Examples of Evaluation Criteria¹⁰

A. Examples of Excellence and Effectiveness in Teaching, Research and Creative Activities and Service

The following examples of evaluation criteria were approved by the Faculty Senate. They are meant to serve as guidelines. Indicators added by and specific to the College of Architecture are indicated in italics and bold type, and are set off by brackets.

1. Teaching

a). Indicators of Excellence in Teaching

- Selection for a University, College, or professional society outstanding teacher award
- Evidence of courses taught at a rigorous and challenging level, with recognized excellence
- Publication of widely adopted or acclaimed instructional materials
- Outstanding teaching performance as evidenced by outstanding student ratings,
- Outstanding peer evaluations, or outstanding direction of graduate research
- Development of innovative pedagogical methods and materials
- Publications with teaching focus in refereed journals
- Receipt of significant peer-reviewed external funding for teaching
- Invitation to teach at a domestic or international institution of recognized excellence
- Receipt of awards for research or academic performance by the faculty member's students
- Placement of graduate students or postdoctoral fellows into significant academic, scholarly, or professional positions

b). Indicators of Effectiveness in Teaching

- Development of new courses or major revision of existing courses
- Direction of graduate student thesis or dissertation research
- Member of graduate student advisory committees
- Evidence of high quality in class preparation and interaction
- Coordination of multi-section courses
- Service as departmental undergraduate or graduate advisor
- Significant self-development activities leading to enhanced teaching effectiveness
- Receiving on a competitive basis internal funding for teaching
- Participation in the University Honors Program and/or other programs for mentoring the professional development of students

¹⁰ Note: the evaluation criteria given here were approved by the Faculty Senate and are included as an appendix to the version of the University Statement on Academic Freedom, Responsibility, Tenure and Promotion that can be found at: www.tamu.edu/dean_of_faculty/policy/120199.2.html.

2. Scholarly Activities

a). Indicators of Excellence in Scholarly Activities

- Publications in leading refereed journals
- ***[Expert witness testimony]***
- Receiving major fellowship or research award ***[or art or architectural commission]***
- Frequent citation of publications ***[art or architectural designs]***
- Publication of scholarly book(s)
- Editor or member of editorial board of a major journal
- Publication of peer-reviewed fiction
- Juried works in plastic, performing, or diverse arts ***[or architecture]***
- Member of review panel ***[or critic]*** for national or international research ***[or art and architectural]*** organization ***[exhibition or competition]***
- Presentation of invited papers at international and national meetings
- Receiving significant external peer-reviewed funding for research ***[art or architectural project]***
- Significant publication and/or funding resulting from collaborative efforts with researchers in other fields where the faculty member occupies a substantial role in the research ***[or creative activity]***
- Evidence of creative professional practice

b). Indicators of Effectiveness in Scholarly Activities

- Publications in refereed journals
- ***[Major exhibition or art or architectural commission]***
- ***[Expert witness testimony]***
- Service as a reviewer for major refereed journals or as an ad hoc reviewer for national or international research organizations
- Publication of a chapter in a scholarly book
- Editor of scholarly book
- Presentation of papers at national or international meetings of appropriate disciplines
- Publications in non-refereed but widely recognized journals
- Continued public activity in plastic, performing, or diverse arts ***[or architecture]***
- Significant self-development activities, such as a Faculty Development Leave, that lead to increased ***[exhibitions, commissions or]*** research and publication effectiveness
- Publications in refereed journals ***[or exhibitions, commissions]*** resulting from collaborative efforts with researchers ***[artists, architects]*** in other fields

3. Service

a). Indicators of Excellence in Service

- Officer in a national or international professional organization
- Service on a major governmental commission, task force, or board
- Administrative leadership role at Texas A&M University
- Program chair or similar position at a national or international meeting
- Officer in Faculty Senate
- Chair of major standing or ad hoc Texas A&M University committee
- Evidence of excellence in professional service to the local community and public at large, including required clinical work

b). Indicators of Effectiveness in Service

- Committee chair of national or international professional organization
- Officer in regional or state professional organization
- Program chair or similar position for regional or state professional organization meeting
- Service as an active member of the Faculty Senate
- Service on University, College, and Department committees and task forces
- Service as consultant
- Advisor to student organizations
- Administrative roles within the department
- Evidence of professional service to the local community and public at large, including required clinical work
- Significant self-development activities that lead to enhanced service effectiveness

ATTACHMENT B: Sample Guidelines for Composition of Department P&T Committee

Example one:

Positions to be arranged in staggered three-year terms.

All members from department

Position 1 (elected)	1996-1999	1999-2002	2002-2005
Position 2 (elected)	1996-1999	1999-2002	2002-2005
Position 3 (appointed)	1996-1999	1999-2002	2002-2005
Position 4 (elected)	1995-1997	1997-2000	2000-2003
Position 5 (appointed)	1995-1997	1997-2000	2000-2003
Position 6 (elected)	1996-1998	1998-2001	2001-2004
Position 7 (appointed)	1996-1998	1998-2001	2001-2004

Example two:

Positions to be arranged in staggered three-year terms

One member from outside department; all others departmental

Position 1 Professor (departmental)	Elected
Position 2 Professor (departmental)	Appointed
Position 3 Professor (outside)	Appointed
Position 4 Assoc. Prof (departmental)	Elected
Position 5 Assoc. Prof (departmental)	Elected

**ATTACHMENT C: Sample Letter from Department P&T Committee to Faculty Member
Concerning Annual Review**

**SAMPLE LETTER A FROM DEPARTMENT P& T COMMITTEE TO TENURE
TRACK FACULTY**

Dear xxxxxxxxxxxxxxxxxxxx

The Promotion and Tenure Committee is charged with preparing a written review of all tenure-track faculty as a part of the annual review process. Since the annual review is important in determining renewal or non-renewal of probationary employment and indicating developmental progress, we feel that each tenure-track faculty member should be aware of the criteria against which they are and will be ultimately measured. Accordingly, we are including pertinent information from University policy concerning Promotion and Tenure, and the review guidelines that have been prepared by the College and Department of _____.

The Committee has established a mentorship program to assist you with the procedures and the development of your “package,” which should be seen as a cumulative record rather than a final sprint! Your mentor is _____. He/she will be arranging an informal meeting with you before _____ as a first step in the process of review. You are, of course, encouraged to seek other advice and counsel as you see fit.

The Annual Review document serves as the basis for the annual review for all faculty, and will be important for the committee. Use the document as an outline when preparing supporting material for your annual review, paying particular attention to your long-and short-term goals. Supporting material should be submitted to the Department P&T Committee with your Annual Review document. Your material will be reviewed by the Promotion and Tenure Committee, and, between _____ and _____, you will be asked to meet informally with the Committee for about forty minutes. The Committee will then prepare a written report to be submitted to the Department Head by _____. Finally, the Department Head will meet individually with you to discuss the results of your review.

Please understand this is a part of the mentoring role explicitly included in the charge to the Committee. If you have any questions, please do not hesitate to contact any member of the Promotion and Tenure Committee. It is our intention to be supportive and helpful in the development of your academic career.

Sincerely yours,

XXXXX XXXXXX

Chair, Promotion and Tenure Committee

Copies: Department Head
 Promotion and Tenure Committee Members
 Personnel File

SAMPLE LETTER B FROM DEPARTMENT P& T COMMITTEE TO TENURE TRACK FACULTY

TO: XXXXXXXXXXXXXXXX

FROM: XXXXXXXXXXXXXXX, Chair, Department P&T Committee

DATE:

SUBJECT: Annual Reviews Based on Activity Through Fall

As you are aware, the Promotion and Tenure Committee is charged with providing an annual report to the Department Head on the progress achieved by faculty members in tenure-track.

In order to assist this process, we have identified mentors, as indicated above, and meetings have been held during the fall semester to ensure your understanding of the University, College and Departmental requirements and the steps in the procedure, and your progress to date. We hope these have been helpful, for that is our primary concern.

At this point in the semester, it is our assumption that you are clear on the criteria that will be operative for your _____ Report and the need for the critical Immediate and Long-term Goal Statements that we and the Department Head will need for the early spring review. In case you did not receive it, I am attaching a copy of the Contents list for a promotion package. The format is fixed by the University, and the importance of a structured Curriculum Vitae cannot be over-emphasized. There are models in the Department and Dean's office that can be made available to you. I would reinforce the point that the only non-negotiable thing in evaluating faculty is peer review. Your work—whether it is teaching, research/creative activity, or service—MUST be evaluated by peers.

We have committed to meet with each tenure-track faculty member between [begin range] and [end range], so that the P&T Committee report can be submitted to the Department Head no later than [deadline date]. Our meetings are held on [date], starting at [time]. We will normally meet with you for about 45 minutes, though circumstances may require longer. In order to be effective, we MUST be able to review your Annual Report prior to the meeting. Our report to the Department Head remains confidential until his meeting with you, though we will try to make constructive commentary at your meeting with the committee.

Sincerely yours,

XXXX XXXXXX

Chair, Promotion and Tenure Committee

**ATTACHMENT D:
Sample Letter from Department P&T Committee to Faculty Member Concerning Third
Year Review**

XXXXXXXXXXXX

XXXXXXXX XXXXXX XXXXXXXXXXXXX

XXXXXXX

The Department P&T Committee is charged with preparing a more comprehensive review of all tenure-track faculty in their third year. We have been asked by the Committee to assist you in preparing for your review. We will meet with you to discuss the procedure as a whole, your supporting material and the timetable for the process.

The three-year review is important in determining renewal or nonrenewal of probationary employment and as an indicator of progress and development. We feel, therefore, that each tenure-track faculty member should be aware of the criteria against which they are and will ultimately be measured.

Accordingly, we are including copies of pertinent information from the University Policy and Procedures Manual concerning Promotion and Tenure, and the review guidelines that have been prepared by the College of Architecture. Use these guidelines as an outline when preparing the supporting material for your review, paying particular attention to your long and short-term goals. Supporting material should be submitted to the Department P&T Committee in accordance with the date indicated in the College Calendar for Mid-term Reviews, which is posted on the college intranet.

Sincerely yours,

**ATTACHMENT E:
College of Architecture
Dossier Cover Sheet for a Mid-Term Review**

Name of Candidate:

Department:

Current Rank:

DOSSIER: If tab sections in dossier are numbered/labeled as listed below, check here:

	<i>Dossier Item</i>	<i>Tab (if diff. from left)</i>
1	Candidate's statement on teaching, research and service	
2	Candidate's curriculum vitae (with acknowledgement of correct, up-to-date content)	
3	Candidate's list and verification of what he/she has submitted to the departmental review committee	
4	Departmental evaluation of quality of teaching	
5	Departmental evaluation of quality of research	
6	Departmental evaluation of quality of service	
7	Departmental evaluation of quality of other relevant activities	
8	Statement on the qualification of INTERNAL reviewer's letters evaluating the faculty member's performance and all letters received	
9	Departmental committee summary report and recommendation	
10	Recommendation of Department Head	
11	College Committee summary report and recommendation	

VOTES AND RECOMMENDATIONS SUMMARY

"Is the candidate making satisfactory progress towards tenure and promotion?"

<i>Recommended Action by:</i>	<i>Yes</i>	<i>No</i>	<i>Absent</i>	<i>Abstain/ Recuse</i>	<i>Total Eligible</i>	<i>Date</i>
Department Committee						

Department Head (Yes or No) **DATE:**

<i>Recommended Action by:</i>	<i>Yes</i>	<i>No</i>	<i>Absent</i>	<i>Abstain/ Recuse</i>	<i>Total Eligible</i>	<i>Date</i>
College Committee						

Dean (will discuss his decision with appropriate department head)

**ATTACHMENT F: Sample Letter from Department P&T Committee to Candidate
Concerning Documents for External Reviewers and Dossier**

TO: (Faculty Member Wishing to Be Considered for Tenure and/or Promotion)

FROM: (Name), Chair, Departmental Promotion and Tenure Committee

DATE:

SUBJECT: Documents for External Review Package

The Department P&T Committee has deliberated over the list of external reviewers for your review and has chosen (number). Attached is a copy of the cover letter that we plan to send to external reviewers with your external review package. The Committee is requesting that you prepare (number) spiral bound copies (plastic GBC bindings) of the external review package suitable for mailing to be sent to reviewers and one to be held by the Committee. The order of information should be as follows:

1. Candidate's Curriculum Vitae. You are encouraged to list all your works in this CV, though you should make a clear link to those exemplary works that are included in the packet. The Curriculum Vitae should be arranged according to the College model, examples of which can be found in the Department and Dean's Office.
2. A personal statement of your individual philosophy concerning teaching, creative activities, and service (not to exceed three single space typed pages), with these areas as subtitles.
3. Up to (number) examples of exemplary work (publications, peer recognition, etc.) to be sent to external reviewers, with work ranked according to importance. You should indicate the relative importance of the publications, journal or competition in which your work appeared (juried, audience addressed, number of articles published year, acceptance rate, number of entries, jurors in the case of a competition, etc.), and in the case of an architectural project that has been built, you should include the cost of the project and explain your exact contribution.

Please do this as soon as possible so we can send out the information in a timely fashion. When you have these ready, please give them directly to the departmental secretary. You will notice from the cover letter that we are asking the reviewer to respond by (date). The committee will do a preliminary review of each package prior to mailing them to reviewers. On the chance that we might ask you to make any changes, be sure the external review package can be disassembled easily (the plastic GBC binding will permit this).

At your discretion, you may give the Committee other examples of your work (in excess of what we mail to reviewers), though we do not need to look at everything you have ever done. After we review your entire package of documentation, we will contact you to set up a personal interview. The meetings are scheduled at (time) on (day), so we will probably ask you to join us at (time).

Thank you for your cooperation and your efforts.

Copy: Department Head

Attachment(s): Sample solicitation letter to external reviewers

ATTACHMENT G: Selection Procedures, Instructions and Sample Letter to External Reviewers

Guidelines for Obtaining External Letters in Tenure and/or Promotion

Calendar for Obtaining Letters: See the College Promotion and Tenure Calendar.

Process for Identifying External Peer Reviewers

1. The candidate submits to the Department P&T Committee a slate of at least five or a maximum of ten names of potential external peer reviewers. The candidate should state in writing each reviewer's expertise and indicate the person's qualifications to evaluate the candidate's work. The candidate may also submit a list of persons they do not wish to be contacted. Outside reviewer names may not be selected from this list.
2. The Department P&T Committee and the Department Head will also assemble a list¹¹ of at least five or a maximum of ten names of potential external peer reviewers.
3. The Department P&T Committee and candidate will meet and determine (from the list of those potential external peer reviewers who agreed to be considered) a mutually agreed upon pool of reviewers. This provides the candidate with the opportunity, for instance, to eliminate a name because of a perceived personal conflict with the potential reviewer.
4. The candidate then meets with the Department Head and signs off on the list of mutually agreed upon potential external peer reviewers. By signing, the candidate acknowledges that individuals on the list are qualified and suitable.
5. From the list of mutually agreed upon potential external peer reviewers the Department P&T Committee selects the final group of reviewers. It is strongly recommended that at least two reviewers over the minimum three required by the University be asked to evaluate the candidate's work. *These names are not generally revealed to the candidate, although the candidate has the right to request their files, in writing, under the Texas Open Records Act.*
6. The Committee should ensure that all reviewers in the final group are familiar with Tenure and Promotion evaluation criteria as applied in academic institutions, in contrast to industry or government. In the case of candidates whose research and/or creative activities are interdisciplinary, it may be appropriate and important to select reviewers who work in different fields or professions. The Committee should ensure that all reviewers are well qualified and appropriate.
7. Although the University requires a minimum of three recommendations be submitted with a candidate's dossier, *all letters received from external reviewers must be included with the dossier.* The Committee and the Department Head must address any negative statements in the letters.

¹¹ 1998-99 University Tenure and Promotion Procedures, p. 13.

Instructions to External Reviewers

Good instructions in the cover letter to external reviewers play a major role in fostering thoughtful evaluations that directly address criteria that are important in the evaluation of the candidate. Poor or incomplete instructions lead to external letters that focus on the wrong things, apply inappropriate criteria, or have other deficiencies. Among other content, the cover letter should contain the following instructions and information.

- The evaluation should concentrate on assessing the candidate's research or creative activities, not teaching. The external reviewer should not be asked to make a general recommendation regarding whether or not the candidate warrants promotion based on overall performance in teaching, research and service.
- The main concern should be to evaluate the quality of the candidate's research, scholarship, or creative endeavors. Other important valuation criteria include: originality, the importance of the work to the discipline or profession to which it is directed, and the candidate's potential for continued productivity and impact. Further, it is suggested that the reviewer be asked to comment on whether the research, scholarship, and/or creative activities provide evidence of intellectual evolution or growth.
- There should be a statement something like the following: "It is especially helpful to the Department committee, as well as to the Dean, that you provide reasons for your views. A cursory evaluation would not be given much weight by the various individuals and committees involved in the promotion process.
- The cover letter must contain the following statement from the University tenure and promotion guidelines: "Your letter will be kept confidential to the extent allowed by Texas law. However, under Texas law the person made the subject of your letter may obtain a copy of the document upon request."¹²
- (Optional) a brief description of the candidate's teaching workload can be helpful to the reviewer in evaluating research productivity. (For example: "For the last five years Professor Sharperson has had a teaching load averaging about XX studio (or lecture, seminar, laboratory) contact hours a week.")

Materials to Be Sent to External Reviewers

The materials sent to the external reviewers must include:

1. Cover letter
2. Candidate's Curriculum Vitae
3. Candidate's statement of philosophy concerning teaching, research and/or creative activities, and service
4. Copies of publications and/or documentation relating to the candidate's research, scholarship, and/or creative activities. These materials should be consistent with the contents of the dossier provided to the Department P&T Committee. As an alternative to sending copies of all publications or documentation for all creative activities, the candidate could select what he/she considers to be the five best examples of her/his

¹² http://www.tamu.edu/dof/pdfs/t_p/tenure_guide.pdf, section IV (Dossier Organization and Preparation), Dossier Item 8 (Outside Reviewer's Letters).

publications/documentation, and these would be sent to the reviewers.

Sample Letter to External Reviewers

6 September

Professor Wantsum Informaticus, Ph.D.
University of Ininitum
Axworth, Wonderland 00044-1234

Re: Promotion of Associate Professor Wiley Sharpperson
(*or Tenure and Promotion of Assistant Professor Pat Sharpperson*)

Dear Dr. Informaticus:

The Department of _____ at Texas A&M University is considering Associate Professor Wiley Sharpperson for promotion to the rank of Professor (*is considering Assistant Professor Sharpperson for tenure and promotion to Associate Professor*). Letters of evaluation by external reviewers play a very important role in the deliberations concerning a candidate's research, scholarship, and/or creative activities at Texas A&M University.

We would like to thank you for agreeing to assist in assessing Professor Sharpperson's qualifications with respect to research, scholarship, and/or creative activities. In particular, it would be helpful if you would address the *quality* of the candidate's work with respect to:

- (1) originality of the work and its impact, both nationally and internationally,
- (2) whether the work indicates intellectual evolution or growth over time,
- (3) Professor Sharpperson's accomplishments relative to others in comparable positions in his/her discipline,
- (4) the candidate's potential for continued productivity and significant contributions, and
- (5) any additional insights that may be helpful in evaluating the candidate for promotion.

In formulating your response, please bear in mind that we are not seeking a letter of recommendation, but rather, an assessment of the candidate's qualifications and contributions in scholarship and/or creative activities. It would be helpful to our deliberation process if you could indicate for how long and in what capacity you have known the candidate, followed by detailed reasons for your views regarding Professor Sharpperson's contributions, as a cursory evaluation would not be given much weight by the various individuals and committees involved in the tenure and promotion process.

Your letter will be kept confidential to the extent allowed by Texas law. However, under Texas law, the person made the subject of your letter may obtain a copy of the document upon request.

For your information, I am enclosing a copy of Professor Sharpperson's curriculum vitae,

his/her statement of philosophy concerning teaching, research or creative activities and service, and selected examples (and/or documentation) of his/her works. If you would like to have any additional information or examples of work, please do not hesitate to ask. Since our deliberations must be concluded in/by MM/DD/YY, we must ask that you return your letter to us no later than MM/DD/YY. If you are unable to respond within this time period, please let me know as soon as possible.

Let me express in advance our deep appreciation for your assistance in this very important activity.

Sincerely,

Barbara Colleague, XXX, XXXX
Chairman of the Tenure and Promotion Committee
Department of _____

Enclosures: Curriculum vitae
Philosophy statement
Selected examples (and/or documentation) of Professor Sharperson's work