

### III. PERSONNEL PROCEDURES

#### A. Recruitment and hiring:

1. The Dean shall consult with the faculty in designating the area and rank of tenured and tenure-track faculty positions being recruited. The Dean, or the Dean's designated representative, shall appoint search committees to assist in recruiting and hiring tenured and tenure-track faculty. All faculty shall have an opportunity to give advice before an offer for any tenured or tenure-track faculty is made. In addition, the P&T Committee will separately consider hires with tenure and advise the Dean in accordance with Section III. E of these by-laws.

2. The Dean has the authority to make up to one year appointments of persons to associated faculty, adjunct faculty, visiting faculty or policy maker in residence with the advice of the Director of the Program in which they will teach. The Dean may extend such an appointment with the advice and consent of the faculty.

#### B. Annual merit reviews:

1. The Dean shall conduct an annual review of all faculty who are tenured or tenure-track in the Bush School, or who have received salary compensation from the Bush School for instruction or administrative duties. Faculty members will be asked to submit material for the review in a timely fashion. This material will include a statement of teaching, research, service, and administrative activities. The Dean may confer with and solicit advice from the Executive Associate Dean or from the Program Director or Center Director who has immediate oversight responsibility for the faculty person under review. When appropriate, the Dean's review will be shared with the head of the unit designated as the Administrative Location (Adloc) for that faculty member. The Dean may also delegate responsibility for collecting and examining faculty materials and

for preparing initial written evaluations to the Executive Associate Dean or Program Directors.

2. In the case of pre-tenure, tenure-track faculty, the timing of the submission of review materials will depend on the year of review. A calendar of submission dates will be published annually by the Dean. As a general guideline, materials for first-, second-, fourth-, and fifth-year reviews will be submitted to faculty members' program directors 30 days prior to the meeting of the Promotion and Tenure Committee (normally in late-March or early-April). Materials for third-year (mid-term) reviews will be submitted by December 15<sup>th</sup> and materials for promotion and tenure will be submitted by July 1<sup>st</sup>. The materials will be reviewed by the Promotion and Tenure Committee for Instructors and Assistant Professors, as described in paragraph III.C of this document.

3. Salary recommendations shall be based on criteria that pertain to the teaching, research, administrative or service responsibilities of the faculty member at the Bush School.

4. The Dean's annual review will also determine whether faculty tenured in the Bush School are performing satisfactorily or unsatisfactorily in accordance with the School's post-tenure review practices as set forth in Section III. G of these bylaws.

5. Faculty in positions that are neither tenured nor tenure-track (e.g., lecturers, visiting appointments, adjuncts) shall have their status considered annually by the Dean or the Dean's designated representatives. They may be renewed on a year-to-year basis or for longer periods by letter of agreement. These faculty members will be evaluated on the basis of responsibilities stipulated in their letters of agreement, and they will be notified in writing about the outcome of their review. Continued employment will depend on their performance and the needs of the School.

C. Annual Reviews for Contract Renewals of Tenure-Track Faculty

1. Tenure-track faculty are individuals who are not currently tenured in the Bush School, but whose formal appointment stipulates that they will be considered for tenure after a probationary period. Tenure decisions in the Bush School are based upon an evaluation of faculty performance according to the rules of the University and these by-laws.

2. Faculty in the tenure track are appointed on a year-to-year probationary basis in anticipation of formal reviews that typically occur during the third and sixth year. The Dean, in consultation with the Promotion and Tenure Committee for Instructors and Assistant Professors, will conduct first, second, fourth, and fifth year reviews of a less formal nature (in comparison to those for mid-term and promotion and tenure) of all tenure-track faculty members for the purpose of judging satisfactory performance relevant to contract renewal.

a. With the exception of formal promotion and tenure reviews, the Promotion and Tenure Committee will conduct annual reviews of tenure-track junior faculty in late March or early April. Reviews of faculty being considered for promotion to associate or full professor will be conducted in mid November.

b. For third and sixth year reviews, the Dean shall solicit and make available to members of the Promotion and Tenure Committee written evaluations from an appointed subcommittee prior to the faculty meeting. This subcommittee, called the Evaluation Subcommittee, shall be appointed by the Dean. The primary purpose of the subcommittee is to ascertain, through review of appropriate materials, that the faculty member is making satisfactory progress toward promotion and the award of tenure in accordance with the criteria described in paragraphs III.D.12, 13, 14 of these by-laws. Materials considered appropriate include written statements by the faculty member and other materials listed in paragraph III.D.2 of these by-laws. Where appropriate, and especially where it lacks the necessary disciplinary background or other expertise, the Evaluation Subcommittee may solicit

assessments of the faculty member's research from senior scholars in his or her field who are in other universities or other departments at Texas A&M. These may be in addition to the formal outside letters required for promotion and tenure decisions described in paragraph III.D.5 of these by-laws.

c. A Promotion and Tenure Committee vote on satisfactory/unsatisfactory progress toward tenure and contract renewal shall be taken annually and transmitted through the Dean to the Provost. A narrative will be provided to capture the overall sense of the committee about the candidate's progress.

d. If the Dean's decision on a contract renewal is contrary to that of the Promotion and Tenure Committee, then the Promotion and Tenure Committee shall be notified prior to transmittal of a recommendation to the Provost. Individuals who have been reviewed shall be notified in writing of the Promotion and Tenure Committee's vote and the Dean's recommendation as soon as possible but no later than 30 days after the faculty meeting.

4. The annual review of tenure-track faculty aims to gauge and monitor the candidate's progress through the probationary period. The relevant criteria are those applicable to the eventual granting of promotion and tenure, i.e., teaching, research, and service standards for individual performance described in paragraphs III.C.12, 13, 14 of these by-laws.

5. Completion of the Ph.D. is expected within the first year of probationary status. Failure to fulfill all requirements for the Ph.D. is grounds for non-renewal of a probationary contract.

D. Consideration for Rank Promotion, Tenure, and Mid-term Review of Tenure-track faculty:

1. In all respects, the review for tenure and/or promotion in the professional ranks will conform to University Rule 12.01.99.m2 and annual procedural directives from the Dean of Faculties.

2. The faculty candidate for review must provide documentation in accordance with the policies, procedures, and criteria described below. This information shall be provided to the Dean of the School and the Promotion and Tenure Committee. All reviews require the submission of a complete up-to-date vita, which includes at least the following: published works; an educational summary; professional employment history; fellowships; grants, or other awards; courses taught; university and departmental responsibilities; professional association memberships, activities, service, and achievements. It may also include complete citations (including co-authors) for chapters in books, journal articles, monographs, book reviews, government reports, and grant reports; a list of unpublished research such as convention papers, unpublished manuscripts, prepared testimony before government bodies, funded grant proposals, and occasional papers; and a description of research in progress or policy studies in progress for a governmental or other organization. The file must also contain copies of publications and teaching evaluation scores. It must include other teaching-related data including, but not limited to, syllabi, course documents, and other instructional evaluation materials. Reports by faculty colleagues who have observed the candidate on several occasions as an instructor in the classroom may also be included. In addition, candidates should submit a brief personal statement placing the above materials and the faculty member's past career and future plans in perspective.

3. The faculty candidate will attach the documentation described above to a signed cover memorandum indicating that the file includes all the materials the candidate wishes to be considered by the reviewers in deciding on promotion and tenure.

4. As an aid to promotion and tenure reviews, the Chair of the Promotion and Tenure Committee or his/her designated representative will solicit at least three and preferably four outside letters assessing the faculty member's scholarship. These will be from respected senior scholars in that person's field.

a. Letters will be solicited from two lists of scholars outside of Texas A&M: one prepared by the Chair or his/her designated

representative and one prepared by the faculty member under review. Although it may not always be possible, the Chair or his/her designated representative will attempt to secure an equal number of reviewers from each list. Without reference to the Chair's list, the faculty member will also be allowed to identify in writing individuals that he or she does not want to serve as outside reviewers.

b. The Chair of the Promotion and Tenure Committee or his/her designated representative will inform all members of the Promotion and Tenure Committee when external letters have been received and are available for review by the committee. The faculty member under review will be notified when his or her file is complete.

5. The Evaluation Subcommittee will place a draft of the teaching, research, and service reports in a file available to the Promotion and Tenure Committee at least one week prior to its meeting.

6. The Chair will inform all members of the Promotion and Tenure Committee and the faculty candidate under review if other material is added to the file prior to the meeting of the Promotion and Tenure Committee to vote on the case. This material may include additional information about publications, teaching activities, service activities, or additional memoranda clarifying material in the file. If any material is added to the file of the individual under review after the vote of the School's Promotion and Tenure Committee, the Committee should be informed immediately and the additional material should be forwarded to the individual responsible for the file at the next stage of review.

7. All Promotion and Tenure Committee members shall maintain as confidential all comments made in the Promotion and Tenure Committee meeting regarding the candidate and the elements of the candidate's file.

8. Responsibilities of the Promotion and Tenure Committee:

a. The Promotion and Tenure Committee is responsible for the preparation of four reports: a summary report, and

individual reports in the areas of teaching, research, and service. Draft reports will be prepared by the Evaluation Subcommittee and distributed to the members of the Promotion and Tenure Committee at least one week prior to its meeting.

b. The Promotion and Tenure Committee will evaluate each candidate based on his or her teaching, research, and service record in accordance with paragraphs III.D.11, 12, 13, and 14 of these by-laws. After deliberation and a vote, the Evaluation Subcommittee will prepare a summary evaluation report consistent with the Promotion and Tenure Committee's deliberation and vote. Members of the Promotion and Tenure Committee will have the opportunity to review and sign the summary evaluation, and the Dean will adjudicate any questions raised concerning the summary.

#### 9. Preparation of Reports by the Evaluation Subcommittee:

a. Teaching. The Evaluation Subcommittee shall prepare a written teaching report on the candidate's contribution to instruction in the Bush School after reviewing relevant materials provided by the candidate and the School.

b. Research. The Evaluation Subcommittee shall examine the research materials (publications, professional papers, grant applications, reports to government agencies, etc.) of the candidate and shall assess the quality and quantity of the candidate's materials, and their effects on the relevant scholarly communities.

c. Service. The Evaluation Subcommittee shall review materials pertaining to the service of the candidate, including activities within the School and University, in professional organizations, and in relevant public policy communities. It will also consider civic work that draws upon the candidate's professional expertise.

10. Dean's Report:

a. The Dean shall prepare a report for the Provost (via Dean of Faculties) that includes the following:

(1) The report of the School's Promotion and Tenure Committee

(2) The summary of the discussion preceding the vote

(3) An independent personal recommendation regarding the candidate

b. The Dean is also responsible for transmission of the complete dossier as described above to the Office of the Dean of Faculties. If the Dean's decision on mid-term or promotion and tenure cases is contrary to that of the Promotion and Tenure Committee, then the Promotion and Tenure Committee must be notified and may be convened for further consultation prior to transmittal of a recommendation to the Dean of Faculties.

c. The Dean shall inform candidates of decisions made at each step in the review process. In consultation with the Promotion and Tenure Committee, the Dean will normally provide all successful candidates for mid-term review with a written performance report within 30 days of the third year. This report should include observed strengths, as well as areas of performance where improvement in the next two years is expected. The reports should contain the kind of detail that will assist a candidate in demonstrating appropriate accomplishment at the next review.

11. Considerations for Tenure and Promotion:

a. Faculty members are evaluated on their teaching, research, and service. Retention or advancement within

the faculty depends upon high performance in all three categories. Exceptional performance in one category cannot substitute for inadequate performance in another, but may in some cases be considered to substitute for “only acceptable” performance (#4.5.4 of University Rule 12.01.99.m2).

b. Promotion from Instructor to Assistant Professor rests on the successful completion of the Ph.D. The person will be promoted upon completion of the degree.

c. For promotion to Associate Professor or Professor, no minimum time in rank is required, although average time in rank usually associated with promotion to Associate Professor is six years. Promotion to Associate Professor and granting of tenure occur in tandem.

12. Teaching Criteria for Promotion and Tenure: Faculty are expected to maintain a high standard of learning for themselves, to work continuously to share their knowledge in an effective way with their students, and to strive for excellence in pedagogy. This will be reflected in such ways as:

a. A thorough and up-to-date knowledge of the subjects taught.

b. A recognition that teaching ability can be improved by a conscious effort to learn good pedagogical practices and a commitment to acquire such teaching skills in a variety of ways. These include feedback from peers on one’s current teaching practices, participation in various teaching excellence programs, and consideration of student evaluations.

c. The use of good skills in the planning, organization, and presentation of course material.

d. An ability to stimulate participation, thought, and inquiry by students.

e. A commitment to provide effective advisement and direction of students in their academic work.

f. A commitment to offering educational material most suited to the needs of students in professional degree programs.

13. Research Criteria for Promotion and Tenure:

a. All faculty are expected to contribute to the advancement of knowledge and understanding through research and publication. Research accomplishment is demonstrated by publication of original scholarship in books and in the leading peer-reviewed journals in one's substantive field, in the fields of public or international affairs, or in relevant disciplines. Though the number of publications is taken into account, the quality and impact of publications, as demonstrated, for example, by citations and the reputation of the journals, matter more.

b. The standards used in the Bush School are comparable to those used in nationally recognized schools of public affairs. At a minimum,

(1) candidates for tenure and promotion to the rank of Associate Professor must be engaged in a research program that culminates in a series of peer-reviewed articles, chapters, monographs, or books indicating that the candidate's work is earning a national reputation in his or her field. In other words, candidates should have produced ideas and findings that are recognized by others in the field as advancing knowledge. The School encourages publications based on the Ph.D. dissertation and, in addition, expects original research that has moved beyond the specific dissertation topic or question.

(2) candidates for promotion to the rank of Professor must complete an additional research program that culminates in a major book or series of

articles or monographs that are judged to have “some measure of national recognition” (Univ. Rule 12.01.99.m2.). Evidence that the candidate is providing intellectual leadership within the Bush School and the University and is contributing to the development of younger scholars will be taken into account.

(3) candidates for promotion to either Associate Professor or Full Professor must, as an important but not sufficient indicator of the quality of their work, place a significant portion of their published articles in peer-reviewed professional journals related to public affairs, international affairs, public policy, or the candidate’s field of academic expertise. Research monographs or books should be published with a university press or recognized publisher of quality professional scholarship. Chapters in edited volumes will be given more weight if the candidate provides clear evidence that a peer review process has been followed. Publications should include single-authored works, but evidence of joint contributions with co-authors is also given due weight.

c. Additional considerations in assessing research activities may also include:

(1) Published review essays, book reviews, symposia proceedings

(2) Grants received from external agencies to support research activities

(3) Citations and references to the candidate’s published work

(4) Work in progress (e.g., unpublished conference papers) giving evidence of an ongoing research program likely to lead to substantial contributions

(5) Honors or awards conferred on the scholar or his/her publications by organizations or authorities qualified to appraise the significance of the particular work

14. Service Criteria for Promotion and Tenure: Bush School faculty are expected to be engaged in an appropriate mix of service activities consistent with their teaching and research responsibilities.

a. Faculty service includes assistance given to the University, Professional/Disciplinary Organizations, and to the public. Bush School faculty are expected to share their professional expertise with civic organizations and/or governments.

b. University service includes assisting the Bush School and the University through such contributions as active participation in the School's administration and operation (e.g., faculty meetings, School committees, and support of student activities) as well as service on University committees, boards, and councils.

c. Professional service includes such efforts as active participation in scholarly and professional societies, both national and international. Such participation might include service as an association officer, as a journal editor, or editorial board member, as a member of peer-review panels, as a member of major professional committees or task forces, such as those of the National Academy of Sciences or National Academy of Public Administration, as appointee to a gubernatorial commission, or as participant in professional development and training programs.

d. Public and civic service is illustrated by such activities as authorized consulting with civic and governmental groups, participation in public policy forums, analyses for the media including preparation of op-ed articles, testimony before governmental bodies, and volunteer

activities with students intended to confirm the commitment of the Bush School to promoting a life-long commitment to public service and to enhance the reputation and visibility of the Bush School.

E. The Promotion and Tenure Committee must consider and advise the Dean with regard to all outside hires with tenure, and their advice shall include a formal vote and report. If a majority of the Promotion and Tenure Committee so requests, its Chairman shall solicit assessments of potential hires with tenure from respected scholars who are at other institutions and who are not among the references provided by the individual under review. These may take the form of letters or telephone interviews conducted by members of the Promotion and Tenure Committee.

F. Non-Renewal of contracts with faculty who are on probationary or temporary appointment is not considered by the University as either dismissal or termination.

G. Standards for Post-Tenure Review

1. In the annual review of each faculty member (Section III. B) tenured in the Bush School, the Dean shall make a determination, as required by the University's post tenure review policy, whether that person is performing his or her professional responsibilities satisfactorily or unsatisfactorily.

2. Satisfactory performance for tenured faculty members includes:

a. Active pursuit of a program of scholarship related to public affairs, public administration, international affairs, management or public policy or in another field recognized to be important to the mission of the Bush School.

b. Continued dissemination of research findings and engagement with professional colleagues through such activities as participation at professional meetings,

publication, and presentation of recent research materials to civic and public organizations.

c. Employment of pedagogically sound techniques for the education of students.

d. Presentation of academically sound courses incorporating current knowledge about the course subject matter.

e. Accessibility to students on a regular basis to discuss academic issues, career and professional matters.

f. Assignment of equitable final grades to students in a timely fashion based on reasonable expectations and a fair professional assessment of student performance.

g. Participation in a responsible manner in the activities of the School and the University, including the reasonable fulfillment of requested service.

h. Commitment to the provision of sound professional expertise to civic and public organizations.

i. Adherence to the policies and procedures outlined in the Texas A&M University Policy and Regulations.

3. Failure to meet these expectations can be grounds for an unsatisfactory evaluation. The School recognizes, however, that a faculty member's professional development and career continue to evolve after the awarding of tenure. Accordingly, some individuals may elect to concentrate more of their effort in some areas than in others. This configuration of effort means that a tenured faculty member may give more attention to some of the areas noted above than others. The particular set of emphases should reflect the interests and abilities of the faculty member and the needs of the School. A tenured faculty member's decision to selectively concentrate his/her professional contributions must follow full consultation with, and agreement of, the School's Dean, who may adjust that individual's conditions of employment as part of the

understanding reached (e.g., raising or lowering teaching loads, requiring more or less service activities) to maintain or improve the School's overall performance. A persistent failure to adhere to the terms of such an agreement is grounds for an unsatisfactory evaluation.

4. If the Dean concludes there are grounds for an unsatisfactory evaluation, then the Dean shall meet and discuss the assessment with the faculty member.

5. After meeting with the faculty member and receipt of any additional material that the faculty member shall provide in a reasonable period of time, the Dean will determine whether an unsatisfactory evaluation is warranted. A determination of unsatisfactory performance will be accompanied by a written plan for near-term improvement.

6. A professional review will be initiated in the event that a tenured faculty member receives three consecutive unsatisfactory reviews. This will include the development, execution, and monitoring of a professional development plan, as well as the assessment of the plan's effectiveness. The purposes of and procedures for the conduct of a professional review and the implementation and evaluation of a professional development plan will be consistent with the Texas A&M University Rules on Post Tenure Review. These can be found at <http://www.tamu.edu/facultySenate/post-tenure.html>. The only deviations from the university's procedures will be the following:

a. The *ad hoc*, three-member review committee that conducts the professional review will be appointed by members of the Promotion and Tenure Committee at or above the rank of the faculty member being reviewed rather than by the Dean.

b. Because of the Bush School's unique organizational structure, Department heads do not exist and thus have no role in the School's review process. Any consultative or determinative responsibilities designated for

department heads in the university's regulations will be performed by the Dean, with appropriate consultation.

#### H. Designation and Promotion in Lecturer Ranks

1. A Lecturer at the Bush School is a non-tenure-accruing, entry-level, full-time faculty position awarded to an individual with a degree and/or commensurate experience in a relevant field of practice. Although lecturers are expected to contribute to the Bush School primarily through instruction and service, they may also be asked to perform administrative responsibilities in keeping with the needs of the School and as specified in their letters of employment. After an initial one-year probationary appointment, a Lecturer is appointed for a renewable two-year term and must be given notice of non-renewal at least six months prior to the concluding date of the current appointment.

2. A Senior Lecturer at the Bush School is a non-tenure-accruing, full-time faculty position. This faculty position may be awarded to an individual with a graduate degree and a substantial previous history of college instruction or with a distinguished career in a field relevant to a Bush School program. Although senior Lecturers are expected to contribute to the School primarily through instruction and service, they may also be asked to perform administrative responsibilities in keeping with the needs of the School and as specified in their letter of employment. After an initial one-year probationary appointment, a Senior Lecturer is appointed for a renewable three-year term and must be given notice of non-renewal at least one year prior to the concluding date of the current appointment.

3. A Bush School faculty member may be considered for promotion to a Senior Lecturer after substantial experience as a full time Lecturer. A Lecturer may submit a request to the Dean asking to be considered for promotion at any time after a minimum of two years in rank. If the Dean, after consultation with the Executive

Associate Dean and relevant Program Director, agrees to consider a promotion to Senior Lecturer, the relevant Program Director will appoint and chair a Faculty Review Committee. If the School's faculty includes Senior Lecturers, the committee should consist of an equal number of Senior Lecturers and tenured faculty.

- a. The Faculty Review Committee is responsible for the preparation of a written report addressing the teaching, service, and as appropriate, the research of the candidate. A recommendation for promotion by the committee must be based on evidence of outstanding performance as an instructor, significant service to the School and beyond, and evidence of continuing Bush School need for instruction in the candidate's demonstrated areas of expertise. Evidence of candidate's continued effort to sustain and enhance his or her relevant areas of expertise including, but not limited to research, should be evaluated. Solicitation of letters from qualified persons outside the School, who may be familiar with the candidate's professional role and outreach activities is desirable.
- b. The candidate will be instructed to provide a comprehensive file of his/her contributions in the specified areas.
- c. The Faculty Review Committee will provide its written report to the Bush School faculty (including the candidate) and the Dean together with their recommendation regarding promotion.
- d. In not less than two weeks or more than six weeks after receipt of the Faculty Review Committee report, the Bush School faculty will conduct an advisory vote on whether or not to accept the report.
- e. After receiving the committee report and results of the faculty vote, the Dean will determine whether to authorize the promotion. The Dean will advise the

candidate and pursue any necessary actions within the University required by the decision.