

BYLAWS

DEPARTMENT OF PUBLIC SERVICE AND ADMINISTRATION

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PREFACE

The Department of Public Service and Administration bylaws are updated and published periodically, and they will be amended only as prescribed herein. The bylaws will be used to provide guidance to the administration and faculty for matters pertaining to organization, promotion, tenure and evaluation in the PSAA Department.

THE DEPARTMENT OF PUBLIC SERVICE AND ADMINISTRATION

DEPARTMENTAL BYLAWS Organization & Personnel Policies

References: Personnel policies for Texas A&M University are governed by The Texas A&M University System policies adopted by the Board of Regents on February 27, 1995 and revised July 26, 1996, and the Texas A&M University Statement on Academic Freedom, Responsibility, Tenure, and Promotion (University Rule 12.01.99.M2 dated June 20, 1997 and revised July 27, 2001). In addition, instructions for implementing tenure policies are distributed annually by the Associate Provost and Dean of Faculties.

I. Introduction

The PSAA Department of the George Bush School of Government and Public Service shall be governed by these bylaws, which are derived from the policies of the Texas A&M University System, Texas A&M University, and the Bush School of Government and Public Service. These bylaws are intended to provide guidance and policy pertaining to the Department's organization and personnel procedures.

A. Mission: The mission of the Bush School's Master's in Public Service and Administration program is to prepare men and women for careers in government and the nonprofit sector, and to advance our knowledge of the theory and practice of public affairs. The program:

1. provides students with a general grounding in policy and management while also allowing them opportunities to concentrate in particular areas of interest in an interdisciplinary environment. It balances theory with experiential learning, develops management and leadership skills, and stresses critical and objective thinking as being essential to effective and ethical public service.

2. continually reevaluates itself in order to serve the changing needs of the public and nonprofit sectors in Texas, the nation, and the international community. It is open to all qualified individuals and it values diversity in its student body and its faculty.
3. stresses theoretical and applied research by its faculty that contributes to the field of public affairs and that complements its educational mission. It also stresses the development of research skills by its students as something that will contribute to their thoughtfulness, objectivity, and effectiveness as ethical public servants.

B. Institutional Core Values: The following institutional core values provide general standards for individual and organizational excellence in the Bush School:

1. excellence in teaching, research, and service
2. academic integrity, freedom, and responsibility
3. shared vision and shared governance
4. diversity of thought and expression
5. intellectual rigor and objectivity
6. respect, dignity, and consideration for others
7. ethical and principled conduct
8. collegiality, community, and teamwork
9. nonpartisanship
10. commitment to public service and democratic institutions

C. Goals

1. provide a comprehensive grounding in management and policy theory
2. offer students the opportunity to pursue specific career and intellectual interests
3. provide an understanding of interrelationships across public, nonprofit, and private sectors
4. develop critical and analytical thinking
5. inculcate a nuanced understanding of public-service values such as effectiveness, efficiency, responsiveness, accountability, equity, and transparency
6. develop communications, team-building, and other management and leadership skills
7. use experiential learning as a supplement to theory
8. ensure a tolerant, nonpartisan, and intellectually open learning environment
9. provide broad accessibility to domestic and international students
10. promote diversity among students and faculty
11. facilitate broad placement of graduates in the public and nonprofit sectors
12. secure stakeholder feedback on curricular and co-curricular program needs

13. encourage publication of faculty research in books and leading public affairs journals
14. encourage participation by faculty on conference panels, editorial boards, and other venues for the dissemination of knowledge
15. encourage applied and theoretical research by students and faculty
16. provide a supportive, multidisciplinary environment that encourages constructive criticism and the exchange of ideas

II. ORGANIZATION

- A. Department Head: The Head of the PSAA Department is its administrative and executive officer. The Head is appointed by the Dean of the Bush School after consultation with the faculty as specified in University Rule 12.99.99.M6.

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- B. Independent Programs

The Department Head may establish independent programs within the Department in consultation with the faculty and the Dean to facilitate the mission of the Department and the School. An independent program will have a Program Coordinator appointed for annual, renewable terms by the Department Head. Each independent program will prepare an annual report on its activities after which it will be reviewed to determine if it should continue another year or be concluded. Program and budget requests and allocations will be considered annually.

C. Faculty

1. The ultimate advisory body to the Head of the PSAA Department is the voting PSAA faculty.
2. The voting faculty of the PSAA Department shall consist of all individuals with full-time academic appointments in the Department.
3. The Department's non-voting faculty includes Adjunct Faculty, Associated Faculty, those research faculty in the institutes or centers holding a doctorate or equivalent degree and persons appointed as Visiting faculty, Policy Makers in Residence, or those with equivalent non-tenured titles. Individuals who teach part-time in the Bush School in residence or by means of an electronic delivery method (i.e., online course instruction) or at a location off-site during a given year who have no other faculty appointment at Texas A&M are designated as Adjunct Faculty during the period of their employment. Persons with academic appointments in other units at Texas A&M who teach one or more courses in the PSAA Department are Associated Faculty.

D. Appointment of Non-voting Faculty:

1. The Department Head has the authority to appoint for one year persons to teach residually in the PSAA Department as Adjunct Faculty, Associated Faculty, Visiting Faculty, Policy Maker in Residence, or equivalent non-tenured title. If the initial appointment is for more than a single year or if a renewed appointment is sought after the first year, then the advice and consent of the PSAA Department's voting faculty must be secured through a formal, recorded vote.
2. Individuals appointed as Visiting Faculty shall be awarded the title equivalent to those of the School's full-time, multi-

year faculty having similar terminal degrees and experience as determined by the Department Head with advice from the PSAA faculty. No person shall hold a visiting appointment in the Department for more than three years. Continuation beyond that point requires an affirmative vote of the PSAA faculty for a full-time, non-visiting position.

3. Adjunct faculty may be appointed to teach exclusively in the Department's online instructional program by the appropriate certificate program director upon confirmation for appointment by the Department Head as advised by the Director of the School's Extended Education Program and the Curriculum and Instruction I (C&I) Committee. After initial approval for online instruction, the appropriate certificate program director will prepare and communicate an annual performance review of online instructors. The Director of the School's Extended Education Program and the C&I Committee will review these recommendations and advise the Department Head accordingly.

E. Faculty Procedures:

1. There shall be monthly PSAA faculty meetings during the fall and spring semesters. Additional meetings may be called by the Department Head at his or her discretion or through petition by at least 20 percent of the voting faculty. In emergencies, the Department Head may solicit the advice of the faculty by written ballot or email. The purpose of faculty meetings is to ensure that faculty members have the opportunity to alert, discuss, and advise the Department Head and the Bush School's administration and staff to issues pertaining to the PSAA Department's well-being. As such, they are a key instrument for faculty governance. The Department Head's call to faculty meetings will include an

agenda and relevant supporting information regarding issues to be discussed.

2. All full-time departmental faculty may attend faculty meetings. As appropriate, the Department Head may also open faculty meetings to attendance by adjunct faculty and by research and administrative staff, who may not vote but who may request permission to speak from the presiding officer. Faculty meetings will be closed to other than full-time faculty during the consideration of personnel matters and may be closed for other purposes by the Department Head.
3. The Department Head or his or her designate shall chair faculty meetings. Faculty and committee procedures may be informal, but the Chair may determine that the rules contained in the current edition of Robert's Rules of Order shall govern proceedings in cases where they are applicable and not inconsistent with these bylaws or any rules, etc., from higher authority. A quorum consisting of at least sixty percent of the Department's full-time faculty is required to be in attendance for all advisory votes.
4. Under the Constitution of the University Faculty Senate, the Bush School is entitled to send at least two representatives to the University Faculty Senate, and one of these representatives shall come from the PSAA Department. These representatives shall be elected by the Department's voting faculty and shall serve three-year terms.
5. Shared Governance: Faculty meetings enable the PSAA Department to practice the precepts of shared governance. The Department Head shall take full cognizance of the faculty's general interests and concerns as expressed at faculty meetings held during the academic year. The

Department Head will also use informal methods to ascertain the faculty's general interests and concerns.

F. Standing and Ad Hoc Committees:

1. A PSAA Curriculum and Instruction Committee consisting of one representative from each of the PSAA Program's three tracks (Public Policy Analysis, Public Management, and Nonprofit Management) will be appointed annually to make recommendations to the Department Head, and when appropriate to the Bush School's Graduate Instruction Committee (GIC), concerning matters pertaining to curriculum and instruction in the MPSA program and the certificate programs falling under the PSAA Department. The C&I Committee will also consult with certificate program directors and with the Bush School's Extended Educations programs as appropriate, and will serve as the reviewing body for the appointment and retention of on-line instructors who are not members of the PSAA faculty. The Department Head may serve as a member of the C&I Committee at his or her discretion.
2. As described in Section III of these by-laws, the PSAA Promotion and Tenure Committee will advise the Department Head in the annual review of tenure-track faculty and in decisions regarding tenure and promotion to associate and full professor. It will consist of those full-time, tenured members of the PSAA faculty above the rank of the individual under review. The Department Head shall appoint a tenured full professor to serve as the chair of the Promotion and Tenure Committee.
3. The Department Head may appoint such other committees of faculty and staff as he or she sees fit. Such committees need not keep formal minutes, but shall promptly make brief written reports to the Department Head and members of the faculty after each meeting.

III. PERSONNEL PROCEDURES FOR VOTING FACULTY

A. Recruitment and hiring:

1. The Department Head shall consult with the faculty in designating the area and rank of tenured and tenure-track faculty positions being recruited. The Department Head shall appoint search committees to assist in recruiting and hiring tenured and tenure-track faculty. All PSAA faculty shall have an opportunity to cast a ballot on the acceptability of each candidate interviewed prior to the extension of an offer for any tenured or tenure-track position. In addition, the P&T Committee will separately consider hires with tenure and advise the Department Head in accordance with Section III. E of these by-laws.

B. Annual reviews:

1. The Department Head 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 Department Head may confer with and solicit advice from the Program Director or Center Director who has immediate oversight responsibility for the faculty person under review. When appropriate, the Department Head's review will be shared with the head of the unit designated as the Administrative Location (Adloc) for that faculty member.
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 Department Head in consultation with the Dean. As a general guideline, materials for first-, second-, fourth-, and fifth-year reviews will be submitted to the Department Head 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 15th and materials for promotion and tenure will be submitted by July 1st. The materials will be reviewed by the Promotion and Tenure Committee Assistant Professors, as described in paragraph III.C of this document.

3. Salary decisions 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 Department Head'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 Department Head or the Department Head'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 Department.
6. No faculty member may receive an overall satisfactory rating on their annual review if they have not complied with all of the training requirements specified under TAMUS Regulation 33.05.02 (<http://www.tamus.edu/offices/policy/policies/pdf/33-05-02.pdf>).

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

1. Tenure-track faculty are individuals who are not currently tenured in the PSAA Department, but whose formal

appointment stipulates that they will be considered for tenure after a probationary period. Tenure decisions in the Department 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 years. The Department Head, in consultation with the Promotion and Tenure Committee, 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 tenure and for promotion to associate or full professor will be conducted in mid-November.

- b. For third and sixth year reviews, the Chair of the Promotion and Tenure Committee shall solicit and make available to the committee's members written evaluations from an appointed subcommittee prior to the faculty meeting. This subcommittee, called the Evaluation Subcommittee (ESC), shall be appointed by the Department Head. The primary purpose of the ESC 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. Promotion and Tenure Committee votes on satisfactory/unsatisfactory progress toward tenure and toward contract renewal shall be taken annually and transmitted through the Department Head to the Dean and 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 Department Head'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 Dean. Individuals who have been reviewed shall be notified in writing of the Promotion and Tenure Committee's vote and the Department Head's recommendation as soon as possible but no later than 30 days after the Committee's meeting.

3. 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.
4. 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.
5. It is expected that upon successful completion of the third year review, a tenure-track faculty member will be eligible to ask for an alternate work location and alternate work duties

(other than teaching) for one semester from the Dean, through the Department Head, and that this request should, except in extraordinary circumstances, be granted. The timing of such arrangements is dependent upon departmental curricular needs, as determined by the department head.

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 PSAA Department Head and the Department's 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 or her designated representative will solicit a minimum of three but preferably five to seven letters from external reviewers. 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 or her designated representative and one prepared by the faculty member under review. Although it may not always be possible, the Chair or his or 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 or 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. In addition to its review of outside letters and other materials in the file, the Evaluation Subcommittee will conduct classroom observations in assessing the candidate's teaching. At the candidate's discretion, these may be done in person or through video recording. Both in-person and video observations will be scheduled in advance through mutual agreement between the

candidate and the Evaluation Subcommittee. Each member of the Evaluation Subcommittee will attend one class individually in the event that in-person visits are chosen. Assuming that the candidate is teaching two courses, the Evaluation Subcommittee will ensure that at least one class is chosen from each. Similarly, the Evaluation Subcommittee will ensure that one class from each course is recorded under the video option.

6. 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.

7. The Chair of the Promotion and Tenure Committee will inform all Committee members 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 Department'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.

8. 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.

9. 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 and University Rule 12.01.99.M2. After deliberation and a vote, the Chair of the Promotion and Tenure Committee 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 Department Head will adjudicate any questions raised concerning the summary.

10. 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 PSAA Department after reviewing relevant materials provided by the candidate and the School and based on its observation of classroom teaching.

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.

11. Department Head's Report:

a. The Department Head shall prepare a report for the Dean that includes the following:

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

(2) The summary of the discussion preceding the Promotion and Tenure Committee's vote and the summary report and recommendation prepared by the Chair of the Promotion and Tenure Committee

(3) An independent recommendation regarding the candidate

b. The Department is also responsible for transmission of the complete dossier as described above to the Dean of the Bush School. If the Department Head's recommendation 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 the Bush School.

c. The Department Head shall inform candidates of decisions made at each step in the review process. In consultation with the Promotion and Tenure Committee, he or she will normally provide all faculty who have undergone annual and mid-term reviews with a written performance report within 30 days of the Promotion and Tenure Committee's Meeting. This report should include observed strengths, as well as areas of performance where improvement is expected. The reports should contain the kind of detail that will assist a candidate in demonstrating appropriate accomplishment at his or her next review.

12. Considerations for Tenure and Promotion:

a. Faculty members are evaluated on their teaching, research, and service. Retention and advancement within the faculty depend upon high performance in all three categories. Exceptional performance in one category cannot substitute for inadequate performance in another, but may in some cases and to some extent counterbalance “only acceptable” performance in other categories (#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. No minimum time in rank is required for promotion to Associate Professor or Full Professor, although standard time in rank associated with promotion to Associate Professor is six years. Promotion to Associate Professor and granting of tenure occur in tandem.

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

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

f. As appropriate, the incorporation of interdisciplinary/multidisciplinary knowledge and of perspectives that enhance students' appreciation of the role of cultural diversity and globalization in public affairs.

g. Classroom performance in which the candidate demonstrates a high degree of competence regarding the subject matter; stimulates students' interest, participation, and critical thinking; presents material in such a way as to enhance students' understanding; effectively answers questions from students; demonstrates a style that is appropriate given the size and nature of the class.

14. 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 other 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 PSAA Department 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.

(4) Promotion and tenure decisions will consider the merit of scholarly work that incorporates interdisciplinary/multidisciplinary perspectives, including research published in interdisciplinary outlets. Decisions may consider the merit of scholarly work that enhances our understanding of the role of diversity and globalization in public affairs.

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

15. Service Criteria for Promotion and Tenure: The PSAA Department's faculty members 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. PSAA faculty members are expected to share their professional expertise with civic organizations and/or governments.

b. University service includes assisting the PSAA Department, the Bush School, and the University through such contributions as active participation in the Department's and School's administration and operation (e.g., faculty meetings, committees, and support of student activities) as well as service on University committees, boards, and councils. It also includes advising students in the selection of courses and in their efforts to secure jobs and internships.

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. Faculty, university, and professional service can include efforts to promote interdisciplinary/multidisciplinary collaboration and to enhance an appreciation for diversity and globalization within the PSAA Department, the Bush School, the university, and the outside community.

e. 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 PSAA Department to promoting a life-long commitment to public service and to enhance the reputation and visibility of the Department and the Bush School.

E. The Promotion and Tenure Committee must consider and advise the department Head 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 PSAA Department, the Department Head 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. Post-tenure review is governed by University Rule 12.06.99.M0.01.

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 missions of the PSAA Department and 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.
- j. As appropriate, teaching, research, and service that promote interdisciplinary perspectives and that further an understanding of and appreciation for the role of diversity and globalization in public affairs.

3. Failure to meet these expectations can be grounds for an unsatisfactory evaluation. The PSAA Department 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

Department and the Bush School. A tenured faculty member's decision to concentrate his/her professional contributions selectively must follow full consultation with, and agreement of, the PSAA Department Head or the Bush School Dean, as appropriate, 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. A faculty member must be judged deficient in at least two of the three areas of teaching, research, and service to receive an unsatisfactory evaluation, and the reasons for those determinations must be clearly specified. If the Department Head concludes there are grounds for an unsatisfactory evaluation, then the he or she 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 Department Head 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 formal professional review will be initiated in the event that a tenured faculty member receives three consecutive unsatisfactory annual reviews or an unsatisfactory comprehensive peer review or upon request by the department head or faculty member. 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 Rule on Post Tenure Review, which is detailed in System Policy 12.06.99.M1. In addition,

a. The *ad hoc*, three-member review committee that conducts the professional review will be appointed by the Department Head and shall consist of faculty members at or above the rank of the faculty member being reviewed.

b. If the Department Head's unsatisfactory evaluation is based in whole or in part on teaching performance, then the *ad hoc* committee's professional review will include classroom observations. These will be conducted in accordance with the provisions outlined in III.D.5 of these bylaws.

7. In addition to annual reviews by the Department Head, each tenured faculty member in the PSAA Department will undergo a post-tenure peer review once every six years, in accordance with University Rule 12.06.99.M0.01, subject to the following provisions:

a. A review cycle will be instituted on a staggered basis in order to ensure a roughly even spacing of effort from one year to the next. Initial priority will be given to faculty members who have been tenured in the Bush School the longest.

b. Reviews will be conducted by ad hoc committees consisting of three other tenured faculty members appointed by the Dean of the Bush School in consultation with the Department Head. If no more than two faculty members are eligible to serve on the ad hoc committee, the Department Head may request authorization from the Dean to convene a two-person committee.

c. Reviews will be based on the Standards for Post-Tenure Review listed in paragraph III.G.2 of these bylaws. The ad hoc committee will prepare a report to be submitted to the Dean through the Department Head that evaluates the person being reviewed in terms of these criteria and that arrives at an overall assessment of satisfactory or unsatisfactory

performance. At his or her discretion, the Dean may use an unsatisfactory recommendation to initiate the formal post-tenure review process outlined in paragraphs III.G.3 through III.G.6 of these bylaws.

- d. The ad hoc committee will rely on materials used by the Department Head to conduct annual post-tenure reviews. In addition, it will rely on classroom observations as part of its teaching evaluation. These will be conducted in accordance with the provisions outlined in III.D.5 of these bylaws.
- e. A faculty member will be exempted from post-tenure peer review for a period of at least three years following a professional review conducted in accordance with III.G.6 of these bylaws.

H. Designation and Promotion in Non Tenure-Track Ranks

1. Non-tenure-accruing, entry-level, full-time faculty positions in the PSAA Department are awarded to individuals with a degree and/or commensurate experience in a relevant field of practice. Although these faculty are expected to contribute to the Department primarily through instruction and service, they may also be asked to perform administrative responsibilities in keeping with the needs of the Department and the Bush School and as specified in their letters of employment. After an initial one-year probationary appointment, a full-time, non-tenure-accruing faculty member may be appointed, at the discretion of the department head and depending upon course demands and budget realities, for a renewable two-year term and should be notified as soon as possible should a decision of non-reappointment be made
2. Senior, non-tenure-accruing, full-time faculty positions in the PSAA Department (e.g., Senior Lecturer, Executive Professor, Distinguished Practitioner, Professor of the Practice, etc.) may be awarded to individuals with a graduate degree and a substantial previous history of college

instruction or to individuals with a distinguished career in a field relevant to the PSAA Department's mission. Although these individuals are expected to contribute to the Department primarily through instruction and service, they may also be asked to perform administrative responsibilities in keeping with the needs of the Department and the Bush School and as specified in their letter of employment. After an initial one-year probationary appointment, a senior, non-tenure-accruing faculty member may be appointed, at the discretion of the department head and dependent upon course demands and budget realities, 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 PSAA faculty member may be considered for promotion to a senior, non-tenure-accruing position after substantial full-time experience at a lower level. Such an individual may submit a request to the Department Head asking to be considered for promotion at any time after a minimum of two years in rank. If the Department Head agrees to consider a promotion, he or she will appoint and chair a Faculty Review Committee. If the School's faculty includes senior, non-tenure-accruing positions, the committee should consist of an equal number of these individuals 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. The report will incorporate an assessment of teaching by the Faculty Review Committee that is based on the same criteria and procedures used to evaluate teaching for mid-term reviews and for promotion to associate and full professor. As such, it will include classroom observations by the Faculty Review Committee as well as an examination of student evaluations and course materials. 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 the PSAA

Department's continuing need for instruction in the candidate's demonstrated areas of expertise. Evidence of candidate's effort to sustain and enhance his or her relevant areas of expertise including, but not limited to research, should be evaluated. As appropriate, the committee will consider teaching, research, and service by the candidate that promote interdisciplinary perspectives and an understanding of and appreciation for the role of diversity and globalization in public affairs. Solicitation of letters from qualified persons outside the Department, 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 PSAA faculty (including the candidate) and the Department Head 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 Department Head will determine whether to authorize the promotion. If authorized, the promotion request will be forwarded for approval to the Dean of the Bush School, the Dean of Faculties, the Provost, the President, and finally to the Office of the Chancellor. The Department Head will advise the candidate and pursue any necessary actions within the University required by the decision.

I. Professional Development and Teaching Releases

1. The department encourages the professional development of its members, including application for extra-mural funding that could lead to requests for unpaid leave and course buyouts or other releases. The department will make every effort to accommodate such requests, if made to the Department Head in a timely manner, consistent with the department's curricular needs. The expectation of the department is that the faculty member requesting leave will take primary responsibility for assisting the department in finding a suitable temporary replacement to fill curricular gaps, if warranted.
2. The normal expectation is that full-time faculty members who are pregnant, or have just had a baby, or who have adopted a child, will, subject to FMLA and University rules and requirements, be eligible to ask for an alternate work location and alternate work duties (other than teaching) for one semester from the Dean through the Department Head. This request will, except in extraordinary circumstances, be granted. In the case that both parents are full-time PSAAA faculty members, the alternate work location and alternate work duties request will be shared between them.

IV. AMENDMENTS TO THE BYLAWS

A. These bylaws will be considered adopted if approved by the Department Head and a majority of the faculty.

B. Amendments to these bylaws may be recommended by a petition signed by 20 percent of the PSAA faculty or by the Department Head. Their adoption requires approval of a two-thirds super-majority of the PSAA faculty.