BYLAWS
DEPARTMENT OF INTERNATIONAL AFFAIRS
The Bush School of Government and Public Service
September 2015

Preface

I. Introduction
   A. Mission
   B. Goals

II. Organization
   A. Department Head
   B. Institutes, Research Centers, and Independent Programs
   C. Faculty Voting Privileges
   D. Appointment of Non-Voting Faculty
   E. Faculty Procedures
   F. Standing and Ad Hoc Committees

III. Personnel Procedures
     A. Recruitment and Hiring
     B. Annual Merit Reviews
     C. Annual Reviews for Contract Renewals of Tenure-Track Faculty
     D. Consideration for Rank, Promotion, Tenure, and Mid-Term Review of
        Tenure-Track Faculty
     E. Hiring Faculty with Tenure
     F. Contract Non-Renewal of Probationary/Temporary Faculty
     G. Standards for Post-Tenure Review
     H. Designation and Promotion in Academic Professional Track Ranks
     I. Leaves and Teaching Releases
     J. Bullying

IV. Amendments to Bylaws
PREFACE

The Department of International Affairs 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, accountability, representation, procedures, promotion, tenure and evaluation in the IA Department.

THE DEPARTMENT OF INTERNATIONAL AFFAIRS

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 IA 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 of Government and Public Service is to educate principled leaders in public and international affairs, conduct research, and perform service. The Bush School's Master's in International Affairs program prepares men and women for careers of public service in government, the private and nonprofit sectors, and to advance our knowledge of the theory and practice of international and public affairs. The program:

· provides students with a grounding in international affairs, policy and public service 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.
· continually reevaluates itself in order to serve the changing needs of the public, private 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, as defined by the University Statement on Diversity.

· stresses theoretical and applied research by its faculty that contributes to the field of international 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.

· The following institutional core values provide standards for promoting 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, within the Department, the School and the University
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, teamwork to actively promote a positive work environment for faculty, staff and students
9. Nonpartisanship
10. Commitment to public service and democratic institutions

B. Goals
· provide a comprehensive grounding in international affairs
· offer students the opportunity to pursue specific career and intellectual interests
· provide an understanding of interrelationships across the public, nonprofit, and private sectors in international and public affairs
· develop critical, creative and analytical thinking and methodological skills
· develop communications, team-building, and other management and leadership skills
· use experiential learning as a supplement to theory, e.g., capstone projects and internships
· ensure a tolerant, nonpartisan, and intellectually open learning environment
· provide broad accessibility to domestic and international students
· promote diversity among students, staff and faculty
· facilitate the broad placement of graduates in the public, private and nonprofit sectors
· secure feedback on curricular and co-curricular program needs
- encourage publication of faculty research in books, leading academic journals and policy fora
- encourage participation by faculty on conference panels, editorial boards, and other venues for the dissemination of knowledge
- encourage applied, client-driven research by students and faculty
- provide a supportive, multidisciplinary research environment that encourages constructive criticism and the exchange of ideas

II. ORGANIZATION

A. Department Head:

1. The head of the IA 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.

   a. The term of the department head is four years. Reappointments to a second term must have received acceptable votes from a majority of the faculty members who participated in the poll on reappointment. Reappointments beyond a second term must have received acceptable votes from at least two thirds of the faculty members who participated in the poll.

   b. The department head shall establish an advisory board with broad and diverse representation from among the IA faculty, with a term limit for its members of one year. The department head will seek advice on matters from this board in situations where a full faculty vote is not required.

   c. The department head shall select the members of most department committees and appoint their chairs (see Section II.F for more information), with several notable exceptions, such as the P&T committee. The head shall ensure as a matter of principle that committee representation is diverse and broad.

   d. The department head will manage the budget of the department, but will make a budget accounting to the faculty on a regular basis, at least annually, and seek faculty input on budgetary priorities.

   e. The department head plays a role in retention, promotion and tenure decisions as outlined in the University guidelines. Because the department head provides his or her own letter of recommendation to the dean in such cases, the department head neither chairs the P&T committee for the department, nor does he or she vote in that committee, nor does he or she sit on any P&T evaluation committees.

   f. The department head plays a mentoring role to tenure-track junior faculty, and will advise them on a regular basis concerning their research, teaching, and service to keep them on track for successful promotion and tenure.

   g. The department head has oversight over the curriculum of the department, and is responsible for the timely scheduling of sufficient courses to enable students to complete their requirements for graduation on time. The head is assisted in this by the standing Curriculum Committee (see Section II.F). This may involve the hiring of adjuncts to meet curricular needs on an interim basis: see Section II.D of these by-laws for more information on such procedures.
h. The department head approves all travel requests. In the case of international travel, the head will also forward such requests to the dean’s office for additional approval.

i. The department head will be proactive in organizing department resources to seek opportunities for Bush School faculty and students in terms of grants, fellowships, awards, and so forth.

j. The department head will hold annual review meetings with each faculty member and staff member to assess each person’s situation, needs, aspirations, goals, and performance. The department head will also devise a means for faculty to provide periodic feedback on the performance of IA department staff as additional information to the department head, for her/him to use as the supervisor of record, in the formal, University-HR approved annual staff evaluation process. In a like manner, the faculty can express their positive or negative work experiences with Bush School staff to the department head so that she/he can inform the formal, University-HR approved supervisor of that staff member, of IA department work-related information when that supervisor conducts the annual staff review. A procedure will be devised for faculty to provide anonymous feedback on the performance of the department head.

k. The department head hires staff for the IA department, and ensures that all department functions have adequate staffing to ensure a high level of quality. The department head should creatively organize faculty and staff in supervisory roles and in committees to ensure all necessary functions are attended to with proper concern and accountability. The department head solicits faculty, student, and staff input on any departmental deficiencies, and moves to address such deficiencies in a timely manner.

l. The department head solicits IA faculty, staff and student input in making assessments of Bush School staff who provide service to IA faculty and students, and addresses any deficiencies with the Dean’s office in a timely manner.

m. The department head is the point of negotiation for all faculty leave, including scholarly and family leave.

n. The department head has the power to call a full faculty meeting at his/her initiative, and is obligated to call one upon petition by 20% or more of the IA faculty. There should be at least two full faculty meetings called per semester. As a general principle, full faculty meetings should not be called in June, July, or August, and matters that require full faculty input should not be decided during those months.

o. The department head’s powers are not limited to what is enumerated in this document or in University guidelines, and the department head is encouraged to take the initiative to ensure the excellence of the IA department and its programs. However, should there arise questions about the powers of the head, the matter will be put to a full faculty vote and these by-laws amended as necessary and according to procedures outlined in these by-laws.


B. Independent Programs
1. 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. Such reports will be shared with the full IA faculty, which will by majority vote concur in the reappointment of program coordinators. Program and budget requests and allocations will be reviewed annually by the Department Head in consultation with the appropriate faculty advisory committees.

C. Faculty Voting Privileges

1. The ultimate advisory body to the head of the IA Department is the IA faculty.

2. Pursuant to the Texas A&M University Guidelines to Faculty Titles, the voting faculty of the IA Department shall consist of all individuals with full-time academic appointments in the Department, including Professors, Associate Professors, Assistant Professors, Senior Lecturers, Lecturers, Instructors, Professors of the Practice in all ranks (assistant, associate and full) and those holding any professorial rank modified with the following adjectives: Clinical, Executive, Instructional, Research and Senior.

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 IA Department are Associated Faculty. Non-voting faculty have the right to participate in faculty meetings, appropriate committees, and other aspects of the Department’s intellectual and social life during the term of their appointment with the Department.

D. Appointment of Non-Voting Faculty:

1. The Department head has the authority to appoint for one year persons to teach residentially in the IA 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 IA 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 IA 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 IA 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 program director upon affirmative confirmation for appointment by the Online Instructor Review Committee, which must review candidates on the recommendation of the Director of the School’s Extended Education Program and the Director of the Certificate Program in which they would teach. After initial approval for online instruction, the appropriate program director will prepare and communicate an annual performance review based upon input from the faculty committee and the Director of Extended Education if the instructor is recommended for continued teaching online for another year.

E. Faculty Meeting Procedures:

1. Full faculty meetings should occur at least twice a semester. As a general principle, full faculty meetings are not held in June, July, or August, and to the greatest extent possible significant decisions calling for full faculty input will not be made during this time period. 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 intent of faculty meetings is to ensure that faculty members have the opportunity to alert, discuss, and advise the Department head and Bush School’s administration and staff to issues pertaining to the IA 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 or Dean.

3. The Department head or his or her designate shall head faculty meetings. Faculty and committee procedures may be informal, but the head 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 academic faculty—in person or by written designated proxy—is required for all votes.

4. Shared Governance: Faculty meetings enable the IA 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. See Section II.A for additional guidance.

F. Standing and Ad Hoc Committees:

1. An IA Curriculum Committee consisting of representatives from each of the two master’s program in international affairs tracks (National Security and Diplomacy, and International Development and Economic Policy) 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. The Department head may serve as a member of the Curriculum Committee at his or her discretion.

2. An IA Admissions Committee consisting of representative from each of the department’s two tracks (National Security and Diplomacy and International Development and Economic Policy) will be appointed annually to make recommendations to the School’s admissions office concerning the recruitment and admission of students to the master’s program in international affairs. The Department head may serve as a member of the Curriculum Committee at his or her discretion.

3. As described in Section III of these by-laws, the IA 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 IA faculty above the rank of the individual under review. The Department Head shall appoint a tenured full professor to serve as the head of the Promotion and Tenure Committee. The term of the chair of the P&T committee will be two years.

4. The IA Department head will also designate IA faculty to serve on the Bush School P&T committee, where representation of each department in the Bush School is equal. The term of that appointment will be one year.

5. 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 reports to the Department Head and members of the faculty after each meeting. (Please see Section II.A for additional guidance.)
6. Except in extraordinary circumstances, the chairmanship and membership of standing committees will rotate among faculty members.

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. Such search committees should be both representative and diverse. Although the department head may specify a student representative to a search committee, that student will not have voting privileges. All IA full-time faculty shall be given 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 the decision to grant a new hire tenure on arrival and advise the Department Head in accordance with Section III.E of these by-laws.

B. Annual Reviews:

1. Following University Rule 12.01.99.M2, the Department shall conduct an annual review of all faculty who are tenured or tenure-track in the IA Department, or who have received salary compensation from the IA Department 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, if applicable, from a Program, Center or Institute Director who has immediate oversight responsibility for the faculty person under review. If deemed appropriate, the Department head’s review will be shared with the head of the PSA Department when a faculty member teaches courses in both departments.

2. Annual reviews of pre-tenure, tenure-track faculty will be initiated by the Promotion and Tenure Committee, which will report its findings to the Department Head. This report is advisory to the Department Head. The Department Head will then prepare an independent report on each faculty member in this category, which will include the Promotion and Tenure Committee’s report. Annual reviews of tenured faculty and full-time faculty in academic professional track positions will be conducted directly by the Department Head.

3. 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 November 1 and materials for promotion and tenure will be submitted by June 1. The materials to be submitted to the Promotion and Tenure Committee for the third-year review and the tenure review are as described in paragraph III.C of this document. Department faculty in other ranks will submit their annual review materials in the spring semester, by a date announced by the Department Head.

4. Tenured and tenure-track department faculty will be evaluated in the areas of research, teaching and service/administration, according to the criteria set out in III.D.13, III.D.14 and III.D.15 of these by-laws. Other faculty will be evaluated in the areas of teaching and service/administration, according to the criteria set out in III.D.13 and III.D.15 of these bylaws. Faculty who do not have formal research obligations as part of their appointments are encouraged to report on any relevant research activity in their annual review materials, but are not required to do so.

5. Faculty performance in research will be judged over a three year period, to include the year during which the review is conducted and the two previous years.

6. The Department Head will provide an evaluation annually, rating the performance for each faculty member in each area of responsibility (teaching, research, service/administration) for his or her position. The criteria for these ratings will be specified by the Department Head at the beginning of each academic year to be sure that faculty members understand the Department Head’s performance standards and expectations. These standards should be designed to include consideration of the faculty members’ teaching, research and service interests as far as is practicable, while meeting the Bush School mission, the Dean’s guidance, IA department responsibilities and student needs. The Department Head is responsible for both performance evaluations and developmental coaching for all IA faculty members and staff. Faculty members who disagree with, or have questions about their evaluations, will be advised of their rights to present grievances to the Dean or his/her designated administrator in accordance with University rules and regulations. All performance scoring and rankings of faculty members by the Department, Bush School and University will be discussed by the Department Head with the individual faculty member, normally during the annual performance review.

7. An unsatisfactory rating in teaching or an unsatisfactory rating in two of the three categories of teaching, research and service will automatically translate into an overall unsatisfactory rating.

8. Salary decisions shall be based on criteria that pertain to the teaching, research, administrative and service responsibilities of the faculty member in the IA Department. These criteria will be explained in annual appointment letters.
9. The Department head’s annual review will also determine whether faculty tenured in the IA Department are performing satisfactorily or unsatisfactorily in accordance with the department’s post-tenure review practices as set forth in Section III. G of these bylaws.

10. Full-time Academic Professional Track faculty shall be reviewed annually by the Department head, as part of the general annual review of faculty. 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.

11. 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.

12. The department head will meet individually with each faculty member after the annual review material has been submitted in order to discuss issues, goals, needs, and aspirations of the faculty member. Faculty members with developmental needs will receive guidance from the Department Head for receiving additional coaching or other forms of assistance available from the Bush School and the University.

13. Pursuant to University Rule 12.01.99.M2, all full-time faculty members will receive an annual notification of the terms and conditions of appointment for the next academic year. This notification shall contain the rank of appointment, tenure status, inclusive dates of employment, salary and any special conditions, which shall be consistent with these bylaws. Any changes or additions to essential job functions noted in the original letter of appointment should also be included, after appropriate consultation with the faculty member. Any changes to the terms and conditions of appointment may be appealed through University Rule 12.01.99.M4.

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

1. Tenure-track faculty are individuals who are not currently tenured in the IA 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 promotion and tenure reviews, the Promotion and Tenure Committee will conduct annual reviews of tenure-track junior faculty by
late March or early April. Reviews of faculty being considered for tenure and for promotion to associate or full professor will be conducted by mid-November.

b. For third and sixth year reviews, the Department Head 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 (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 School Promotion and Tenure Committee and the Dean. 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.D.12, 13, 14 and 15 of these by-laws.

4. In cases where tenure-track assistant professor positions are open to applicants who have not completed the Ph.D., completion of the Ph.D. is expected within the first year of probationary status. Failure to fulfill all the requirements for the Ph.D. in that period is grounds for non-renewal of the probationary contract.

5. It is expected that upon successful completion of the third year review, a tenure-track faculty 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.

6. Please see section III.B for information on what constitutes an unsatisfactory review of tenure-track faculty.

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 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 IA 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 (which distinguishes among books, articles, book chapters, etc., and between peer-reviewed and non-peer reviewed publications); 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 endeavor to solicit five to seven outside letters assessing the faculty member’s scholarship. These will be from respected senior scholars who are familiar with the candidate’s work and field.
   a. Letters will be solicited from two lists of scholars outside of Texas A&M: one prepared by the chair of Promotion and Tenure Committee 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.
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, the relevant sections of the Bush School 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 the summary evaluation, and will have the opportunity to sign the summary evaluation. 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 IA Department after reviewing relevant materials provided by the candidate and the department 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, international and non-governmental 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, service to the profession, 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 previous reports of the School’s Promotion and Tenure Committee, if any, on the candidate.

      (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.
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 promotion 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. 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 advising 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 tenured and tenure-track 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 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 IA 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 IA Department, 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. Publications in important but not peer-reviewed policy journals are also considered an integral part of a candidate’s research portfolio in the review process, but cannot substitute for peer-reviewed work. 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, though the precise contribution of the faculty member to the co-authored work must be spelled out and confirmed.

(4) Promotion and tenure decisions will consider the merit of scholarly work that incorporates interdisciplinary-multidisciplinary perspectives, including research published in interdisciplinary outlets.

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

(1) Published review essays, book reviews, symposia proceedings, including publications in more policy-oriented outlets.

(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 scholarly 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 IA 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. IA faculty members are expected to share their professional expertise with civic organizations and/or governments.

b. University service includes assisting the IA 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, 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 IA 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 in major national and international outlets, testimony before governmental bodies, and volunteer activities with students intended to confirm the commitment of the IA 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: Hiring Faculty with Tenure

1. In cases of a hire who is to be offered tenure on arrival, after the decision is made by the Department to make such an offer, the Promotion and Tenure Committee shall meet on the issue, take a formal vote and produce a report. If a majority of the Promotion and Tenure Committee so requests, its chair 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.

F. Contract Non-Renewal of Probationary/Temporary Faculty

1. 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 IA 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 Standard Administrative Procedure 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, international affairs, management or public policy or in another field recognized to be important to the missions of the IA 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 IA Department, 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 as appropriate.

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 IA 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 IA 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. If the Department head concludes there are grounds for an unsatisfactory evaluation, then 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 annual unsatisfactory reviews, or if the Dean or the department head requests that such a professional review be conducted, as set out in University Standard Administrative Procedure 12.06.99.M0.01. As stated in III.B.7 of these bylaws, an unsatisfactory rating in teaching or an unsatisfactory rating in two of the three categories of teaching, research and service will automatically translate into an overall unsatisfactory rating.

   a. The *ad hoc*, three-member review committee that conducts the professional review will be appointed by the Dean, in consultation with the department head and the faculty member being reviewed, 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 IA Department will undergo a comprehensive peer review once every six years, as set out in University Standard Administrative Procedure 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 at least two other tenured faculty members. Ad hoc committees will be appointed by the Department head. To the extent possible and subject to practical constraints that may exist, ad hoc committees should consist of individuals of equal or greater rank to the person being reviewed.

   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 for 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.

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 comprehensive peer review for a period of three years following a professional review conducted in accordance with III.G.6 of these bylaws.

H. Designation and Promotion in Academic Professional Track Ranks

1. Non-tenure-accruing, entry-level, full-time faculty positions (referred to as academic professional track positions) in the IA Department are awarded to individuals with an appropriate 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, academic professional track faculty member is appointed for a renewable fixed term and must be given notice of non-renewal at least six months prior to the concluding date of the current appointment.

2. Senior, full-time academic professional track faculty positions in the IA Department (e.g., Senior Lecturer, Executive Professor, Professor of the Practice, Instructional Associate Professor, 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 IA Department’s mission. Although these individuals are expected to contribute to the Department primarily through instruction and service, and when appropriate, research, 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 successful completion of an initial one-year probationary appointment, a senior academic professional track faculty member shall be appointed for a renewable fixed term of at least three-years and must be given notice of non-renewal at least one year prior to the concluding date of the current appointment.

3. Faculty members hired before the adoption of these bylaws may choose to be governed by these bylaws regarding their conditions of employment or by the bylaws in effect at the time of their hire.

4. An IA faculty member may be considered for promotion to a senior, academic professional track 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 a Faculty Review Committee. If the School’s faculty includes senior academic professional track faculty, 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 IA 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 IA 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 IA 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 prepare an independent report with his or her recommendation. The Department Head will forward his/her report along with the Committee report and the results of the faculty vote to the School Promotion and Tenure Committee and the Dean.

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 from the School. 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 responsibilities. The expectation of the department is that the colleague 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 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 faculty members, the alternate work location and alternate work duties request will be shared between them.

J. Bullying

1. Workplace bullying, defined as behavior that intentionally harms, intimidates, offends, degrades, or humiliates an employee, threatens University and School climate and diversity objectives. Moreover, workplace bullying causes the loss of trained and talented employees, reduces productivity and morale, and creates legal risks. Managers and supervisors must ensure employees are not bullied or engage in bullying activities themselves. For examples of what constitutes workplace bullying, see Faculty Senate resolution FS.29.170 (March 19, 2012 – Attachment O).

IV. AMENDMENTS TO THE BYLAWS

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

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

3. The Department Head has primary responsibility, in conjunction with the Department Advisory Board (see section II.A.1(c) of these bylaws) for reviewing the IA Bylaws, normally at least annually, to be sure that IA Department, Bush School and University rules and regulations are aligned. As changes are required the Department Head will appoint a committee of tenured, non-tenured and academic professional track faculty members.