I. INTRODUCTION

The following document describes the structure of the Tenure and Promotion (P&T) Committee in the Department of Wildlife and Fisheries Sciences, Texas A&M University, and the processes to be followed while carrying out tasks. Here, “faculty member” is defined as any person holding the title of Assistant Professor, Associate Professor, Professor, or Distinguished Professor. “TAMU” refers to faculty of the Department of Wildlife and Fisheries Sciences with tenured or tenure-track appointments. The designations “Texas A&M AgriLife Research” and “Texas A&M AgriLife Extension” refer to faculty who do not hold tenured or tenure-track positions.

II. THE TENURE AND PROMOTION COMMITTEE

A. Tasks

The P&T Committee has four primary tasks, which are:

1. To assist the Department Head with annual reviews of junior faculty by evaluating achievements of Assistant and Associate Professors annually;

2. To review progress towards promotion of Assistant Professors three years after hire (mid-term review);

3. To review dossiers for promotion (and tenure, if applicable);

4. To conduct comprehensive reviews of Professors on a six-year cycle, and to conduct comprehensive reviews upon request of the Department Head of any faculty member.

These tasks will be performed to completion every spring semester, with the exception of task 3, which will be completed at the end of summer/start of the fall semester, and with the exception of task 4 when the comprehensive review is requested by the Department Head, which will be completed within four months after the request.
B. Membership

When reviewing faculty members of the Assistant Professor rank, the membership of the P&T Committee shall consist of faculty members with the rank of Associate Professor and Professor. When reviewing faculty members of the Associate Professor and Professor rank, the membership of the P&T Committee shall consist of faculty members with the rank of Professor. The Chair of the P&T Committee will hold the rank of Professor. Assigned mentors must hold a rank higher than the faculty they are mentoring.

C. Expectations of P&T Committee Chair

1. Annual reviews

For annual review of achievements for Assistant and Associate Professors, the P&T Chair will:

a. Oversee all procedures listed in section III.A.

b. Prepare a summary table of annual achievements of Assistant and Associate Professors compiled from information reported in the departmental Faculty Achievement Report (FAR) forms. Faculty mentors must check a draft of this table for accuracy prior to the Chair’s presenting to the P&T Committee.

c. Schedule a P&T Committee meeting the 1st week in April to discuss annual achievements of Assistant and Associate Professors. Note - this meeting can be scheduled earlier if there are no junior faculty being considered for promotion that year.

d. Write drafts of annual review letters capturing the sentiments of the P&T Committee during discussions, circulate drafts for comment to the P&T Committee, prepare final report and submit to the Department Head.

e. When needed, meet with Assistant and Associate Professors to discuss content of annual review letters.

f. Periodically check with Assistant and Associate Professor’s implementation of action items from annual review letters.

2. Mid-term reviews

For mid-term review of progress towards promotion for Assistant Professors, the P&T Chair will:
a. Oversee all procedures listed in section III.B.

b. Check that materials submitted for mid-term review are complete. The Dean of Faculties’ office provides guidelines regarding the content of these submitted materials, which the department will also follow.

c. Ensure that all files are available to the P&T Committee.

d. Solicit recommendations from the P&T Committee for reviewers internal to TAMUS of Assistant Professor’s CV and statements of research, teaching and service.

e. Solicit internal reviewer letters.

f. Schedule seminars prior to the P&T Committee meeting in April (preferably within a week before the P&T Committee meeting).

g. Write the P&T Committee final reports for research, teaching, service and extension following guidelines from the Dean of Faculties’ office.

h. Write the P&T Committee discussion report and recommendation following guidelines from the Dean of Faculties’ office.

3. Dossier reviews

For review of dossiers for promotion (and tenure, if applicable) for Assistant and Associate Professors, the P&T Chair will:

a. Oversee all procedures listed in section III.C.

b. Check that submitted dossiers are complete. The Dean of Faculties’ office provides a checklist of documents to be included (for the university-level review) that the department will also follow.

c. Ensure that all files are available to the P&T Committee.

d. Solicit recommendations from members of the P&T Committee for external reviewers of Assistant and Associate Professor’s CV and statements of research, teaching, service and extension.

e. Solicit external reviewer letters due August 1, while compiling a table of the correspondence with potential external reviewers. The table should include descriptions of external reviewer
qualifications. External reviewers who were prior employers, employees, advisors, co-PIs, or co-authors of the candidate will be excluded to avoid the perception of conflict-of-interest.

f. Solicit evaluation letters from unit heads, departments and interdepartmental research and teaching programs for faculty who have joint appointments, or are associated interdepartmental research, extension and/or teaching programs.

g. Schedule seminars at the end of summer (e.g., last week in August) prior to the P&T Committee where a promotion vote will occur (e.g., first week in September).

h. Write the P&T Committee final reports for research, teaching, service and extension following guidelines from the Dean of Faculties’ office.

i. Write the P&T Committee discussion report and recommendation following guidelines from the Dean of Faculties’ office.

4. Comprehensive reviews (Post-tenure Review)

a. For six-year comprehensive review of Professors (as part of the post-tenure review process), the P&T Chair will:

1) Oversee all procedures listed in section III.D.

2) Ensure the Professor’s CV is submitted in accessible format.

3) Schedule the seminar prior to the spring P&T Committee meeting (preferably within a week before the P&T Committee meeting).

4) Write the P&T Committee final report that addresses research, teaching, service and extension accomplishments over the past six years.

Note that instead of performing six-year comprehensive reviews of Associate Professors, as suggested in the university guidelines, the department has elected to review Associated Professors annually.

b. For comprehensive reviews requested by the Department Head, the P&T Chair will:

1) Oversee all procedures listed in section III.E.
2) Ensure the documents requested of the faculty being reviewed comprehensively are submitted in accessible format.

3) Write the P&T Committee final report that addresses research, teaching, service and extension accomplishments of the faculty over the period of their employment at TAMU.

D. Expectations of Mentors

One mentor is assigned to each junior faculty through an agreement between the Department Head, P&T Committee Chair and the junior faculty to be advised.

Mentors will:

1. Keep familiar with the research, teaching, service and extension achievements of assigned mentee.

2. Conduct at least one face-to-face annual meeting to discuss the faculty’s career progress and planning.

3. Conduct at least one evaluation of classroom teaching for pre-tenure faculty.

4. Provide a brief report of annual accomplishments during P&T Committee meetings, based on a mutually agreed upon summary signed by the junior faculty being reviewed and their mentor. For mid-term reviews, the mentor will provide a brief report of career accomplishments. The mentor will be familiar with detailed information like the proportion of a grant total going to a faculty’s laboratory, the faculty’s contribution on peer-reviewed publications, faculty’s accomplishments as Curator, faculty’s accomplishments in Extension, faculty’s accomplishments in transformational activities.

5. Regularly check with Assistant and Associate Professor’s implementation of action items from annual review letters.

E. Expectations of other P&T Committee Members

1. Be available and willing to sit in on classroom lectures of junior faculty and provide a written evaluation.

2. Prior to P&T Committee meetings, read all materials submitted by junior faculty.
3. Provide feedback to P&T Chair on draft letters of faculty evaluations.
4. Suggest external reviewers for promotion dossiers of junior faculty.

F. Privileges of Participation and Voting

1. Members of the P&T Committee must acknowledge prior to participating in discussions and voting that they read the materials submitted by the faculty being evaluated. For reviews for promotion (and tenure, if applicable), this acknowledgement must be in writing. For other P&T Committee responsibilities, this acknowledgement can be a show of hands.

2. Members of the P&T Committee must have participated in discussions and voting in order to participate in crafting of P&T Committee recommendation letters.

G. Department Head involvement with P&T Committee

1. The Chair of the P&T Committee is appointed by the Department Head
2. The Department Head does not attend P&T Committee meetings or participate in voting.
3. The Department Head may request that the P&T Committee conduct a comprehensive review of any faculty member.

III. PROCEDURES FOR EVALUATION

A. Annual reviews of Assistant and Associate Professors

1. Materials submitted by the junior faculty

   Before the last week in March, i.e., at least one week prior to the P&T Committee meeting during the 1st week of April, junior faculty submit documents listed below. Note, however, that documents described in a, b and c are likely due to the Department Head earlier.

   These documents are confidential. Members of the P&T Committee are required to sign out a copy of these files to review the contents, or they may be accessed on a secure web site via an assigned password.

   a. Faculty Achievement Report (FAR)
This document is now electronic only and is available in MS-Excel format from the Department Head. Within the document are instructions for filling out each of the metrics that are compiled for the department as a whole.

b. Plan of Work (POW)

This document is available in MS-Word format or hard copy from the Department Head. Within the document are instructions for filling out plan for teaching, research and service for the next year.

c. Curriculum vitae (CV)

The CV should be an updated version of the document that will be submitted to the Dean of Faculties for promotion to the next highest rank. This represents annual increments in documentation of cumulative progress in achievement toward preparing a competitive dossier for external and internal review. The Dean of Faculties’ office offers guidelines for CV format and lists required sections. It is recommended that these guidelines and mandatory requirements are followed.

d. Optional Statements of Research, Teaching, Curation, Service and Extension

Statements on research, teaching, curation, service and extension may be submitted, with the purpose to provide a context for review of all the materials submitted by the junior faculty member. Should the junior faculty elect to submit these, they should be in the format required by the Dean of Faculties, as part of the dossier for promotion to the next rank. The documents should emphasize the impact of achievements in each category, and pivotal points in the candidate’s career where an achievement (e.g. a publication, participation on a panel, award) led to a greater impact by the individual and for the institution. They may also explain the context in which barriers to performance have been addressed and overcome. The audience will be senior faculty members from across the university, so it should be written in a style that communicates across disciplines.

For those faculty involved in collaborative research, teaching, service, and extension, the statements are a good place to inform reviewers of the faculty’s contributions to these activities. The WFSC mission statement emphasizes that we value scholarship in all its diverse forms. Faculty should substantiate very clearly how they value achievements, products, and impacts of teaching,
research, curation, service and extension. Impacts in these categories will likely differ among our diverse faculty. The priority of values may shift with the strategy of each faculty member to attain promotion to the next rank and should be considered in the context of overall career development.

e. Optional Teaching Portfolio and Extension Clientele Evaluations

Guidelines are available from the Center for Teaching Excellence for preparing a Teaching Portfolio that is to be included in the dossier. It is good practice for faculty to update this document each year, with the intent to better enable refinement and improvement in teaching. Junior faculty are encouraged, but not required, to submit this document to the P&T Committee.

For faculty members with a formal Extension appointment, examples of educational event evaluation summaries from participating clientele may be submitted. If the junior faculty elects to do this, metrics should include but not be limited to knowledge gains, practices adopted, economic impacts and Net Promoter Scores as measures of teaching effectiveness.

Both Teaching Portfolios and Extension Clientele evaluations should address TAMUS goals to enhance understanding of global perspectives, diversity, and life-long learning. Effective approaches for bridging the gap between academia and society may also be included in this narrative.

2. Summary Table

The Chair of the P&T Committee will prepare a summary table that includes, at a minimum, information on the junior faculty for the last year on the:

a. Number of peer-reviewed publications,

b. Number of proposals submitted,

c. Number of grants awarded,

d. Number of graduate students chaired or co-chaired (distinguishing those that finished),

e. Number of graduate students where the faculty served on their committee (distinguishing those that finished),
f. Number of classes taught and extension programs conducted

g. Student evaluation scores for classes and clientele evaluations

h. Service activities

The annual summary table will be reviewed for accuracy by each candidate’s mentor before it is presented to members of the P&T Committee during the annual review meeting. This document is confidential and will not be circulated outside the P&T Committee meeting.

3. Procedure During Committee Meeting

This meeting focuses primarily on research, teaching, service and extension following this sequence:

a. Junior faculty have the option to request a brief meeting with the P&T Committee, enabling a dialog on matters pertaining to the annual review that may require greater explanation. This request must be made at least one-week prior to the P&T Committee meeting. The junior faculty leaves the meeting after this dialog.

b. After the junior faculty has departed, an acknowledgement from P&T Committee members that materials submitted by the junior faculty were read is attained. A show of hands will suffice. Any individual who has not reviewed the materials will be asked to refrain from commenting during discussions and will not vote.

c. The Committee Chair presents the summary table, clarifies the expectations for the junior faculty according to their rank, and clarifies that the purpose of the review is to provide feedback on the annual progress of the candidate in preparing a competitive dossier for promotion to the next rank.

d. The junior faculty member’s mentor summarizes the achievements as presented and agreed upon by the faculty member.

e. The Committee Chair reads input from P&T Committee members unable to attend.

f. Open Discussion

For TAMU faculty, the discussion will be structured into three components. For TAMU faculty members holding curator positions, curation will also be discussed. Where appropriate,
accomplishments regarding internationalization and diversification will be addressed.

1) Research performance – The P&T Committee will evaluate the faculty’s progress towards building a well-defined, sustainable research program (regarding Assistant Professors) and a well-defined, sustainable research program of international acclaim (regarding Associate Professors).

2) Teaching performance – Based on student teaching evaluation forms, peer teaching evaluations, and the teaching portfolio, the P&T Committee will evaluate the faculty member’s effectiveness in teaching.

3) Service performance – The P&T Committee will evaluate the faculty member’s level and quality of service at the departmental, college and university levels, service to scientific societies, agencies and industry, and outreach involvement.

For A&M AgriLife Research faculty members, the discussion will be structured into three components.

1) Research performance – The P&T Committee will evaluate the faculty member’s progress towards building a well-defined, sustainable research program (regarding Assistant Professors) and a well-defined, sustainable research program of international acclaim (regarding Associate Professors).

2) Teaching performance – The P&T Committee will evaluate the faculty member’s effectiveness and innovation in mentoring graduate and undergraduate students.

3) Service performance – The P&T Committee will evaluate the faculty member’s level and quality of service at the departmental, college and university levels, service to scientific societies, agencies and industry, and outreach involvement.

For A&M AgriLife Extension faculty, the discussion will be structured into four components.

1) Program Development and Organization and Support Performance– Extension faculty members work directly
with county Extension agents and their committees as well as other extension faculty, state and federal agencies and non-governmental organizations (NGOs) to develop programming efforts that address issues that may be local, regional, statewide and perhaps national in scope. Extension faculty members also coordinate with media by providing interviews as well as releasing information thru popular articles and social media as appropriate. This may also include the development of products to assist with clientele education.

2) Training Performance– Training efforts conducted by Extension faculty members may include enhancing subject-matter expertise of county extension agents, other extension staff/faculty and/or volunteers (e.g., Master Naturalists).

3) Teaching Effectiveness/Performance via Implementation of Educational Programs – These program efforts may be single county, multi-county, district, region or statewide educational events and may target adult or youth clientele. Metrics will be collected on selected programs to measure teaching effectiveness.

4) Service Performance-The P&T Committee will evaluate the faculty member’s level and quality of service at the departmental, college and university levels, service to scientific societies, agencies and industry.

g. The P&T Committee sentiments in areas of research, teaching, service and extension are compiled by the P&T Committee Chair. The philosophy of the P&T Committee is to provide feedback about a faculty member’s performance in an effort to provide positive guidance towards eventual promotion and/or tenure.

h. An overall grade of ‘satisfactory’ or ‘unsatisfactory’ is voted upon by the participating members of the P&T Committee. For this vote a show of hands will suffice.

4. Annual Review Letter

a. The P&T Committee Chair prepares the first drafts of annual review letters. The letters will capture the sentiment of the meeting. The letters will comprise the following:

1) Statement of meeting details, i.e., when P&T Committee met, purpose of meeting, who prepared files being used for
evaluation, and names of faculty members participating in the meeting.

2) Overall grade of ‘satisfactory’ or ‘unsatisfactory’ for the previous year with context to the faculty’s performance over the past three years when possible.

3) Brief descriptions of faculty’s accomplishments over the past year in each category of research, teaching and service (or extension) with each category scored as ‘excellent’, ‘very good’, ‘good’, ‘fair’ or ‘poor’. The diversity of positive and negative views expressed by senior faculty members should be worked into this narrative, and when possible the evaluation should be put into context of the faculty’s performance over the past three years.

4) A list of recommendations to improve the dossier in categories that are below expectations.

5) Signature of P&T Committee Chair.

Note - University guidelines discourage minority reports. It is preferred that a single report that discusses both positive and negative perspectives expressed during the evaluation meeting.

b. The P&T Committee Chair solicits feedback on the draft letter from participating P&T Committee members.

c. The P&T Committee Chair prepares the final edited report and submits to the Department Head within a two-week period following the spring P&T Committee meeting. The P&T Committee members will not receive further documentation on the faculty’s case.

5. Descriptive statistics for entire department

The P&T Chair will compile descriptive statistics (i.e., frequency histograms, means with standard deviation, mode) for each of the categories cataloged in the annual FAR documents for the previous year. The information will be categorized into faculty ranks and will maintain anonymity of faculty. This document will be distributed to all faculty.

6. Additional Actions

If a faculty member receives an ‘unsatisfactory’ overall grade on their annual evaluation by the Department Head, the Department Head, in
consultation with the P&T Committee Chair, the faculty member’s mentor and the junior faculty member, will appoint two additional senior faculty to work with the faculty member’s mentor in devising a plan of action to assist the faculty increase their performance in deficient areas. Note, however, that the Department Head may request a comprehensive review (see III.E.) following an unsatisfactory annual evaluation by the P&T Committee.

B. Mid-term reviews of Assistant Professors

1. The Mid-term review of Assistant Professors will follow the same procedures as described for annual reviews but with an emphasis on career accomplishments.

2. An additional requirement is that the P&T Committee Chair will solicit internal letters of review, where suggested internal reviewers are provided by members of the P&T Committee. Here, ‘internal’ refers to senior faculty members within the TAMUS but outside the department.

C. Reviews for promotion (and tenure, if applicable)

1. The P&T Committee will follow the guidelines outlined by the Dean of Faculties’ office for tenure and promotion. The document provided by that office is comprehensive, so it is not reproduced here. Faculty members preparing dossiers for promotion should realize that files for annual review are still needed. The P&T Committee still needs to provide the faculty member an annual review the same year the person is being considered for promotion.

2. Two meetings will be conducted during the year a faculty member is being considered for promotion (and tenure, if applicable). The first meeting occurs during the spring semester at the same time meetings for annual reviews are held (1st week in April). So, during this meeting the junior faculty’s accomplishments over the last year are discussed, as well as the career accomplishments of the junior faculty. The second meeting occurs at the end of summer just after faculty seminars (1st week in September).

3. Procedure During Spring P&T Committee Meeting

The objective of this meeting is to provide junior faculty seeking promotion a recommendation on whether they should proceed with the promotion process. If the P&T Committee is supportive of the faculty member going forward with promotion, then names for external reviewers are offered. A note regarding tenure, only when a junior faculty is requesting tenure early can the P&T Committee recommend that the junior
faculty wait. A junior faculty may still request that the packet be put forward. The sequence of this meeting is:

a. An acknowledgement from P&T Committee members that dossier materials submitted by the junior faculty member were read. This needs to be in a signed document that the P&T Committee will have prepared.

b. If data is made available by the college, the P&T Committee Chair will present statistics for faculty in the college receiving promotion compiled over the last five years.

c. The junior faculty member’s mentor will give a presentation of career accomplishments.

d. The P&T Committee Chair will read aloud input from P&T Committee members unable to attend.

e. Open Discussion

For TAMU and A&M AgriLife Research faculty, the discussion will be structured into three components, which will be career accomplishments in research, teaching, and service. For TAMU faculty curators, curation will also be discussed. Where appropriate, accomplishments regarding internationalization, diversification, and scholarly interdisciplinary achievements will be addressed.

For A&M AgriLife Extension faculty, the discussion will be structured into four components, which will be career accomplishments in program development and organization and support; faculty, staff and volunteer training; teaching effectiveness via implementation of educational programs; and service.

f. The P&T Committee votes on whether the dossier should be sent out for external review or the faculty member should be advised to withdraw their dossier from promotion consideration. A show of hands will suffice. Note, the P&T Committee advice to the junior faculty is only a recommendation. The P&T Committee cannot tell the junior faculty to withdraw from the promotion process.

g. If the P&T Committee votes to send the dossier out for external review, names of suggested reviewers are offered by P&T Committee members to the P&T Committee Chair. If the P&T Committee votes to not send the dossier out for external review,
but the junior faculty being evaluated elects to not withdraw from the promotion process, then names of suggested reviewers are offered by P&T Committee members to the P&T Committee Chair.

4. External Letters

The Chair of P&T Committee will be responsible for soliciting and collecting external review letters for faculty members coming up for promotion. The Chair will follow the guidelines outlined by the Dean of Faculties Office. The document provided by that office is comprehensive, so it is not reproduced here.

5. Procedure During end-of-summer P&T Committee Meeting

The purpose of this meeting is to vote whether the faculty member should receive promotion (and tenure, if applicable). The sequence of this meeting is:

a. Another acknowledgement from P&T Committee members that dossier materials submitted by the junior faculty member were read is needed. This is because junior faculty members coming up for promotion (and tenure, if applicable) are allowed to update their dossier materials during the summer. This acknowledgment is also needed to confirm that the external review letters were read. Again, this acknowledgement needs to be in a signed document that the P&T Committee will have prepared.

b. If data is made available by the college, the P&T Committee Chair will present statistics on faculty in the college receiving promotion compiled over the last five years.

c. The junior faculty member’s mentor will give a presentation of career accomplishments.

d. The P&T Committee Chair will read aloud input from P&T Committee members unable to attend.

e. Open Discussion

For TAMU and A&M AgriLife Research faculty, the discussion will be structured into three components, which will be career accomplishments in research, teaching and service. For TAMU faculty members holding curator positions, curation will also be discussed. Where appropriate, accomplishments regarding internationalization and diversification will be addressed.
For A&M AgriLife Extension faculty, the discussion will be structured into four components, which will be career accomplishments in program development and, organization and support; training; teaching effectiveness via implementation of educational programs; and service.

f. The P&T Committee votes on whether the faculty member should be promoted (and granted tenure, if applicable). The vote is conducted with a secret ballot. The tally of the votes will be provided immediately after voting.

6. **P&T Committee reports**

   a. After the end-of-summer P&T Committee Meeting, the P&T Committee Chair prepares the first drafts of research, teaching, service and extension, and summary reports. The required content of these reports is described well in the Guidelines document from the Dean of Faculties Office, so they are not reproduced here.

   b. The P&T Committee Chair solicits feedback on the draft reports from participating P&T Committee members.

   c. The P&T Committee Chair prepares the final report and submits to the Department Head.

D. **Six-year comprehensive review of Professors (Post-tenure review)**

As mandated by the university, members of the P&T Committee holding the rank of Professor will evaluate performance of Professors once every six years. The evaluation will be based on the Professor’s CV. It is encouraged that the Professor being evaluated also give a seminar. As noted previously, instead of performing six-year comprehensive reviews of Associate Professors, as suggested in the university guidelines, the department has elected to review Associate Professors annually.

1. **CV**

   The Professor’s CV will include components that are requirements for CVs of junior faculty coming up for promotion. These are described in the Guidelines for Promotion provided by the Dean of Faculties Office, so they are not reproduced here.

   It is encouraged that the Professor provide a separate narrative similar to the statements of research, teaching and service (or extension) that junior faculty members coming up for promotion are required to provide. In this
way, narrative in the CV can be minimized, making information there more accessible to readers.

2. Seminar

If given, the seminar should focus on research accomplishments over the past six years and provide a vision of research for the next six years. The seminar should not be a recap of the Professor’s CV.

E. Comprehensive reviews requested by the Department Head

As mandated by the university, the Department Head may request a comprehensive review of any tenured faculty. This request might follow an unsatisfactory annual review by either the Department Head or the P&T Committee. The evaluation will be based on the faculty’s performance while employed at TAMU, with information drawing from the faculty’s CV, teaching evaluations (and teaching portfolio if requested by the faculty), and statements of research, teaching, service and extension.

IV. EXPECTATIONS OF JUNIOR FACULTY IN THE EVALUATION PROCESS

A. Select a mentor

Assistant Professors and Associate Professors are asked to select a faculty mentor of higher rank who can provide career management guidance. The mentor is considered a colleague and confidant, but not necessarily an advocate. The mentor provides a third source of advice and guidance, in addition to the Department Head and P&T Committee Chair.

B. Annually submitted documents

These include the Faculty Achievement Report (FAR), Plan of Work (POW), updated CV and statements of research, teaching, service and extension. The P&T review process is time sensitive, and it starts with submission of the faculty’s materials. So it is important that submission of these documents by faculty be on time, and that the documents are clear and concise. Faculty should work with their mentors when preparing these.

C. Availability during P&T Committee meetings

It behooves faculty to meet with their mentors as much as needed to assure that their mentor is familiar with their submitted materials and can answer any questions that might arise. In the event that questions would arise that the faculty’s mentor cannot answer, it may be necessary to contact the faculty for
clarification. So faculty being reviewed are encouraged to be available for quick consultation via phone during scheduled P&T Committee meetings.

D. Faculty reviews of classroom teaching (for TAMU faculty only)

Junior faculty should invite senior faculty members to attend one or more of their classes and provide a written review. The junior faculty’s mentor should do this, but junior faculty need more than just their mentor’s evaluation of teaching. When junior faculty invite senior faculty members to attend their class, it is best if they do this unannounced.

E. Teaching Portfolio

All new Assistant Professors with teaching College of Agriculture and Life Sciences (COALS) appointments are required to develop a Teaching Portfolio through the Center for Teaching Excellence. Junior faculty are also encouraged to attend activities directed toward teaching development, such as the Wakonse conferences and other workshops and seminars.

F. Service

Generally, the department attempts to minimize committee service during the early years of an Assistant Professor’s career. Nevertheless, the faculty member is encouraged to participate in service outside the university, especially service related to the faculty member’s discipline. Associate Professors are expected to demonstrate a broader range of service both within the university and in his or her discipline. This is considered essential for the development of a well-recognized program.

G. Promotion (and tenure, if applicable) dossier

The faculty dossier must be complete and submitted by 2nd Monday in March the year the junior faculty is coming up for promotion (and tenure, if applicable).

H. Promotion (and tenure, if applicable) seminar

Prior to the P&T Committee meeting where votes in support or against promotion (and tenure, if applicable) are cast, the candidate/s will give a seminar. The seminar should focus on their career research accomplishments, definition of their research program, and their research agenda and goals for the future.

V. RESOURCES FOR FACULTY

Guideline Documents
Each Assistant Professor and tenured Associate Professor, and faculty holding the ranks of Assistant Professor and Associate Professor with A&M AgriLife Extension and A&M AgriLife Research, will be directed towards current University, A&M AgriLife Research, A&M AgriLife Extension and Departmental guidelines for annual review, mid-term review and tenure and promotion decisions. All faculty members are encouraged to review these guidelines and discuss any questions with the P&T Committee Chair.

VI. PROFESSIONAL REVIEW (Post-tenure review)

As mandated by the university, the process of professional review will initiate if a faculty member receives three consecutive unsatisfactory annual reviews by the Department Head. The process of professional review will also initiate if a faculty member receives an unsatisfactory comprehensive evaluation by the P&T committee. As mentioned above, comprehensive reviews of Professors are conducted on a six-year cycle. A comprehensive review of any faculty can also be initiated at the discretion of the Department Head, for example following an unsatisfactory annual review by either the Department Head or the P&T Committee.