



# P&T Feedback Meeting

## March 2017

**John August**

Dean of Faculties and Associate Provost

**Blanca Lupiani**

Executive Associate Dean of Faculties

# Dean of Faculties Office



DEAN OF FACULTIES  
TEXAS A&M UNIVERSITY

- John August, Dean of Faculties and Associate Provost ([j-august@tamu.edu](mailto:j-august@tamu.edu))
- Blanca Lupiani, Executive Associate Dean of Faculties ([blupiani@tamu.edu](mailto:blupiani@tamu.edu))
- Sandra Harnden, Senior Faculty Affairs Coordinator ([csh811@tamu.edu](mailto:csh811@tamu.edu))

979-845-4274

<http://dof.tamu.edu/Faculty-Resources/CURRENT-FACULTY/Promotion-and-Tenure>

# 2016-2017 P&T



	TAMU	TAMUQ	Total	%
<b>ALL Candidates</b>	155	5	160	93%
<i>Yes/No</i>	143/12	5	148/12	
<b>ALL Tenure Candidates</b>	52	3	55	87%
<i>Yes/No</i>	45/7	3	48/7	
<b>T&amp;P</b>	43	0	43	86%
<i>Yes/No</i>	37/6	0	37/6	
<b>Tenure Only</b>	9	3	12	92%
<i>Yes/No</i>	8/1	3	11/1	
<b>Promotion Only (TT)</b>	63	0	63	92%
<i>Yes/No</i>	58/5	0	58/5	
<b>Promotion Only (NTT)</b>	40	2	42	100%
<i>Yes</i>	40	2	42	

# 2016-2017



	TAMU	TAMUQ	Total	%
<b>Males</b>	100	3	103	91%
<i>Yes/No</i>	91/9	3	94/9	
<b>Females</b>	55	2	57	95%
<i>Yes/No</i>	52/3	2	54/3	
<b>White</b>	97	5	102	92%
<i>Yes/No</i>	89/8	5	94/8	
<b>Hispanic</b>	10	0	10	100%
<i>Yes</i>	10	0	10	
<b>Asian</b>	38	0	38	95%
<i>Yes/No</i>	36/2	0	36/2	
<b>African American</b>	8	0	8	88%
<i>Yes/No</i>	7/1	0	7/1	
<b>American Indian</b>	2	0	2	50%
<i>Yes/No</i>	1/1	0	1/1	

# November 7, 2017 deadline



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- Documents needed for **ALL** candidates:
  - College Chart (no need for College Committee & Dean Vote at this time)
  - External Reviewer's Chart
  - Faculty Biography
  - Faculty Tenure Table (Only for those receiving tenure)
  - Summary Data Table
  - Candidate Photograph
- Small file sets:
  - email to: [dof@tamu.edu](mailto:dof@tamu.edu)
    - Cc: Dr. Lupiani & Sandra Harnden
      - Dr. Lupiani: [blupiani@tamu.edu](mailto:blupiani@tamu.edu)
      - Sandra Harnden: [csh811@tamu.edu](mailto:csh811@tamu.edu)
- Large file sets: place files on USB flash drive and deliver to the Office of the Dean of Faculties

# December 5, 2017 deadline



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- Deans submit recommendations to the provost by sending electronic copies of each faculty dossier to the Office of the Dean of Faculties
  - Place files on USB flash drive and deliver to the Office of the Dean of Faculties

# Reminder

- If the faculty member is a member of an interdisciplinary program at Texas A&M University, an additional letter should also be requested from the chair of the program
- Letters from chairs of interdisciplinary programs must be included after the department head letter
- If the faculty member has a budgeted joint appointment the review has to be done by both departments/colleges

# Items to address



- Composition of the P&T committee
- Participation of P&T committee members
- Recording of committee members participation: absent *vs* abstain *vs* recused
- If a college committee member votes at the department level, he/she does not count towards eligible vote number



# Items to address



- Committees should seek clarification from candidates if information listed on CV is unclear:
  - Role in multi-author paper
  - Role in multi-PI grant
  - Encourage candidates to submit documentation from senior author/PI indicating their role, if relevant
- Committee report should reflect this request for clarification
- There is **NO time in rank** requirement for promotion

# Items to address



- Reports are too descriptive, not evaluative
- Reports too repetitive, same introductory information in department committee, DH, college committee and Dean
- All reports should address IMPACT
- Overall vote inconsistent with report

# Items to address



- Committees' reports, DH and Dean letters should address **IMPACT**
- Explain contrary statements in external letters or member's votes
  - Minority/Dissenting opinion should be reflected
  - **MINORITY REPORTS** are **NOT** allowed, if included **MUST** be signed by all committee members
- **NEW!!** List names of committee members
- **All** voting committee **members must sign the report** (email confirmation is acceptable)
- Committees' reports or DH/Dean letters should address negatives in external letters or any previous report

# Items to address



- Do not include votes in individual area reports (teaching, research and service)
- Department and College Committee Reports should contain vote breakdown in table form

	Yes	No	Absent	Abstain	Recused	Total Eligible
Votes						

- Do not vote separately for tenure and promotion to Associate Professor

# Items to address



- DOF asks to address **IMPACT**, we do not require use of indexes/numbers
- If numbers are used, put in context for department or discipline
  - Citations
  - H-index
  - Teaching scores (required with comparison with department average)
- A number or score has no meaning in isolation
- Some department use them for some candidates but not others (use to make an argument against a candidate)

# Items to address



- Most teaching reports only make reference to courses taught and student evaluations
- **MUST** include a combination of:
  - Peer evaluation of materials: syllabus, class materials, exams
  - Classroom observation
  - Evaluation of transformational/high impact learning activities
  - Some other measure of effectiveness
- **MUST** provide a table comparing student evaluation for each course taught to average in department for similar courses: upper level/lower level, large/small class

# Items to address



- Dossiers can be updated anytime during the review process
- Each review level should indicate if they are reviewing new information
- Inconsistency in numbers of publications, grants, presentations, courses taught listed in different reports, without explanation that cv was updated

# Items to address



- CVs not well structured and without clear sections
- Some candidates do not seem to be given feedback on documents prior to submission (no mentoring?)
- **IMPACT** and significance missing from personal statements (research, teaching and service)!!
- Advise candidates to put metrics in context!



# Items to address



- External reviewers letter request
  - Too generic
  - Do not provide enough information of what the reviewers are asked to address
  - Same for all candidates even if expectations are different (different loads in teaching, research, service)
  - For candidates to be evaluated by external reviewers in area of teaching, not enough information and proper documentation (teaching portfolio) is provided

# Items to address



## External Letters

- Minimum **5**; Recommended **7**
- Balance candidate and committee list
- External letters from **peer** institutions, if not, need justification
- Don't ask if they would be awarded tenure at their institution
- **No CV's please!** (just short biography, no more than half a page)
- Include **ALL** letters and list all from whom a letter was requested
  - Prescreening is encouraged

# Candidate notification



- Candidates should be advised of the recommendation for or against tenure and/or promotion *at each level of review*
- Notification should be made as soon as possible after a recommendation is made at a given level
- Notification of recommendation at every level is done by the department head (see page 19)

# Recommendations



- Encourage candidates and support staff to read guidelines
- Reinforce **IMPACT**
- Refer to DOF website for correct forms and templates
- **Verify DOF website has updated department and/or college guidelines**

# Items to address



- **SUBMIT REQUIRED DOCUMENTS ON TIME**
  - Several colleges were late
  - College Chart:
  - Inconsistencies in College Chart and Candidate Dossier Cover Sheet
  - College Chart missing candidates
  - College/Department Votes don't add up correctly
  - Faculty entered with incorrect title
  - Mandatory Year not correct

# Items to address



- Faculty Data Table:
  - Inconsistencies with Faculty Data Table, Grants Chart and CV
  - Template not used
  - Longer than 1 page
  - **MUST** be reviewed at the Department/College for consistency and accuracy

# Items to address



- External Reviewer Chart:
  - Colleges and Departments missing
  - Template not used
- Candidate Biography Table
  - **MUST** be reviewed at the Department/College

# Items to address



- Use **Candidate PDF P&T Dossier** template
- For all documents, except for those with signatures, **please provide original PDFs**
- This means that files must be saved as PDFs rather than scanned as PDFs
  - The quality of scanned PDFs is low
  - Scans do not allow the search function to be used
  - Files become too large



# Items to address

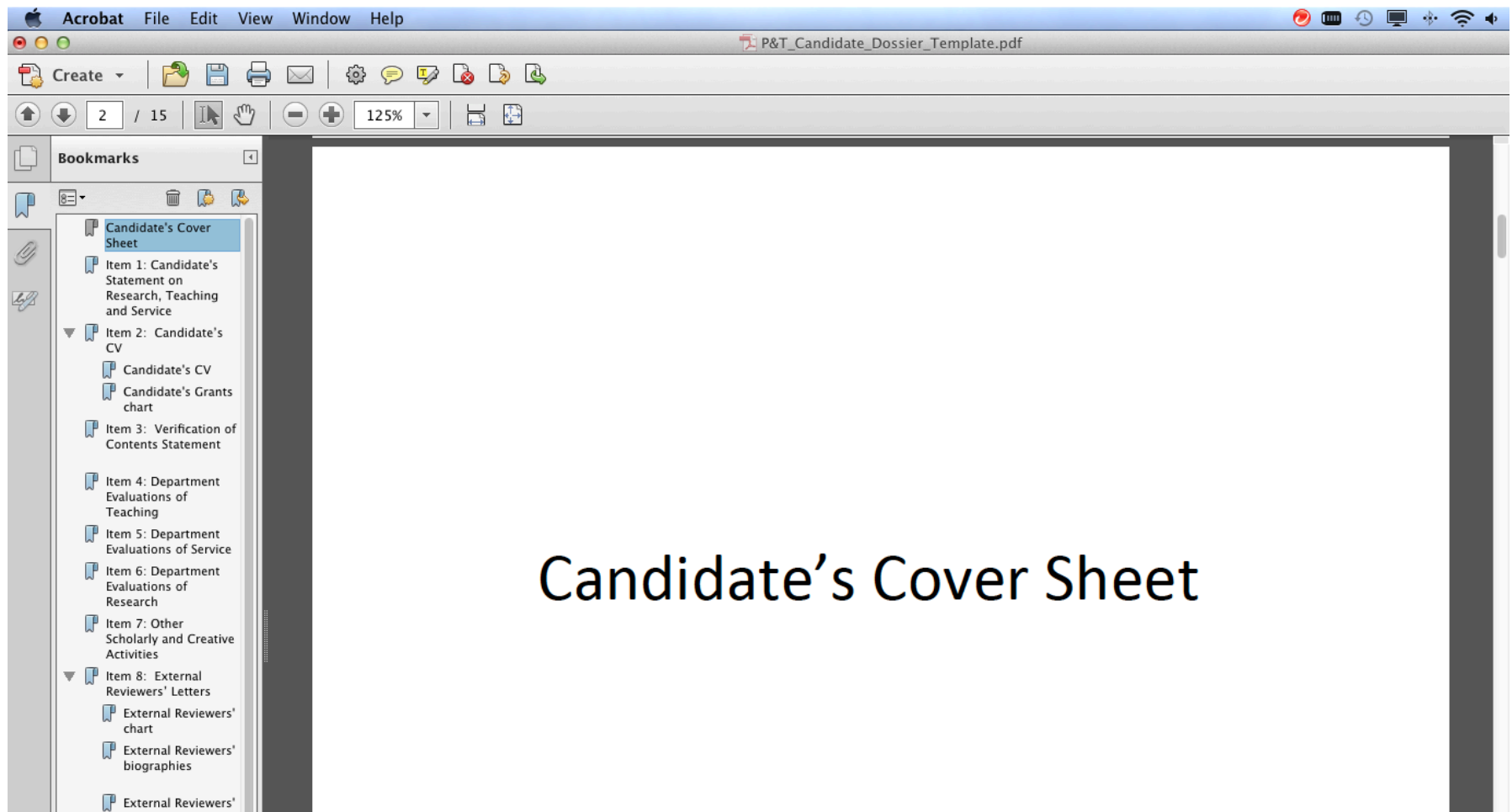


- **DO NOT** include:
  - Copies of publications
  - Copies of student evaluations
  - Copies of annual evaluation documents
    - DH reports and Mid-term review final report are OK if they help put recommendation in context
- Amendments to CV:
  - Can be done at any step in the process
  - Make changes in form of a memo that lists changes, do not change and upload complete CV
  - Make changes in any other document affected by CV changes: Biography, Data Table, Grants Chart

# Electronic Dossier



Use electronic copy of PDF dossier



# Biography



- 200 words or less
- **MUST BE ON NEW TEMPLATE**
- Written by the candidate, reviewed by department/college
- Submitted as Word document

# Biography



- Teaching
  - Notable accomplishments related to teaching
  - Teaching awards or honors (if applicable)
- Research/scholarship
  - Notable accomplishments related to research, scholarship, and creative activity
  - Research awards or honors (if applicable)
  - Patents/technology commercialization
- Service
  - Notable accomplishments related to service
  - Editorial boards, grant panels
  - Service awards or honors (if applicable)

# Faculty Biography Table



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<u>Name</u>	<u>Education</u>	<u>Employment Towards Tenure</u>
<u>Dr. John Smith</u>	<u>Ph.D. (2007)</u> <u>Texas A&amp;M University</u>	<u>Fa 2009 – Su 2012</u> <u>Assistant Professor</u> <u>Florida State University</u>  <u>Fa 2012 – Su 2016</u> <u>Associate Professor (Tenured 2012)</u> <u>University of Alabama</u>  - <u>Fa 2016</u> <u>Professor</u> <u>Texas A&amp;M University</u>  - (Continue Adding as Needed)

## **FACULTY BIOGRAPHY (LIMIT TO 200 WORDS)**

Dr. John Smith received his Ph.D. in Organic Chemistry from Texas A&M University in 2007. Dr. Smith joined the Chemistry Department at Texas A&M University as an Assistant Professor in 2011. Dr. Smith teaches graduate and undergraduate courses in analytical, inorganic and organic chemistry. He developed an undergraduate chemistry course and made significant curriculum changes to several courses in the department. Dr. Smith's research focuses on surface science with a specialization in charge transport. He has received over \$1.2 million in external research funding from the National Institute of Health and the National Science Foundation. Dr. Smith is an associate editor of three top-tier journals. He has written 37 peer-reviewed journal articles, two book chapters, and was the keynote speaker at the National Chemistry Conference. Dr. Smith has chaired four doctoral committees, six master's committees, and served on seven others. Dr. Smith received the CAREER award from the NSF in 2009.



Questions?  
Suggestions?