

12.02.01.W1/AA **PROMOTION AND TENURE**

Draft March 26, 2008

Supplements System Policies 12.01 and 12.02

The following rules and procedures on promotion and tenure of faculty at West Texas A&M University apply to all tenure-track faculty members of the University.

PREAMBLE

West Texas A&M University recognizes and appreciates the diversity of faculty roles and responsibilities within the University. This diversity adds richness and depth to the educational programs of the University and the support that the University provides to the region, state and nation. The University must be responsive to the variety of these contributions in the evaluation of faculty for promotion and/or tenure. The promotion and tenure guidelines are focused upon the successful recruitment, development and evaluation of faculty.

To ensure a fair and balanced University-wide approach to promotion and tenure decisions, all academic colleges and departments must have a written policy statement which describes the standards for annual performance, tenure and promotion. The criteria must contain a progression of expectations to ensure that candidates for annual performance evaluation, promotion and tenure are fully aware of those standards by which their contributions will be evaluated in the decision process. Each college and department shall establish its own criteria that are consistent with University policy, but all college and school policies must address the performance standards established in the West Texas A&M University Rule 12.99.99.W1 entitled **Annual Review of Faculty Performance** and all must be approved by the Provost/Vice President for Academic Affairs.

West Texas A&M University is an Affirmative Action/Equal Opportunity Institution. In accordance with federal and state law, Texas A&M University System policy, and University rules, no promotion or tenure decision will be influenced by bias on the basis of race, sex, color, national origin, religion, age, veteran status or disability.

1. DEFINITION OF TENURE

- 1.1 The acquisition of tenure represents a critical milestone in an academic career. Faculty who are in tenure-track positions should conduct their activities in such a way to prepare for this significant achievement
- 1.2 To be awarded tenure at West Texas A&M University, a faculty member must display excellence in teaching and a strong commitment to the intellectual growth of students, a high level of achievement in scholarly and/or creative contributions to the academic discipline as evidenced by external peer evaluations, a record of quality service to the university, the profession and the community, and an attitude of professionalism and collegiality that contributes to the professional reputation of the faculty member as well as the university.
- 1.3 Tenure entitles a faculty member to continue in an academic position unless dismissed for good cause (as defined by System Policy 12.01, Section 4.3) or financial exigency (System Policy 12.01, Section 9). Tenured faculty member who remain in good standing enjoy those privileges customarily associated with tenure including an expectation of continued employment, appropriate compensation, a suitable office and work space, the development and teaching of classes in the academic discipline, service as a principal investigator and engagement in research and/or creative scholarly activity, participation in faculty governance, using professional expertise in the service of the university, the profession, the nation and/or the community, and representing oneself as a tenured faculty member at West Texas A&M University.
- 1.4 Tenure shall not be construed as creating a property interest in any attributes of the faculty position beyond the faculty member's regular annual salary (System Policy 12.01, Section 4).

- 1.5 The award of tenure must be accompanied by an equally demanding concept of academic responsibility (System Policy 12.01, Section 2). Tenured faculty members shall be expected to maintain competence in their field of specialization and the exhibition of professional competence in the classroom, studio or laboratory and in the public arena through such activities such as discussions, lectures, consulting, publications, creative accomplishments, and participation in professional organizations and meetings.

2. ELIGIBILITY FOR TENURE AND PROMOTION

- 2.1 Tenure consideration is available only for faculty employed in tenure-track faculty lines, i.e., the faculty ranks of Assistant Professor, Associate Professor, or (full) Professor.
- 2.2 Part-time, term-contract and temporary faculty members are not eligible for tenure or promotion nor are faculty members holding the rank of Instructor or Lecturer.
- 2.3 With the approval of the VPAA and the University President, up to three years of exemplary service in a tenure-track faculty line at another four-year, regionally accredited academic institution may be counted towards the required years of experience in rank if the credit towards tenure and/or promotion is agreed upon at the time of employment and specified in the original employment contract.
- 2.4 Time served as a part-time, term-contract or temporary faculty member shall not count as credit towards tenure if at some point the faculty member is appointed to a tenure-track position.
- 2.5 A faculty member without credit towards tenure at the time of employment who was originally employed at the rank of Assistant Professor will make application for tenure at the beginning of the sixth academic year at WTAMU; an untenured Associate Professor or (full) Professor will make application for tenure at the beginning of the fifth academic year at WTAMU.

- 2.6 A tenure-track faculty member who was employed with credit towards tenure may choose to seek election to tenure and/or promotion at the time specified by the terms of his/her original appointment, or may delay the application for tenure and or promotion. Except for reasons of extenuating circumstances, a tenure-track faculty member with credit towards tenure may not delay the tenure and/or promotion application for more than one year.
- 2.7 A tenure-track Assistant Professor may not apply for the award of tenure without making simultaneous application for promotion.
- 2.8 A faculty member may apply for early tenure and/or promotion consideration, but individuals seeking early consideration will be expected to demonstrate significantly higher levels of achievement in Instructional Responsibilities, Intellectual Contributions, and Professional Service than the standard for tenure and/or promotion to the academic rank that is sought.
- 2.9 To meet the basic requirements for tenure consideration under most circumstances, a faculty member must complete a probation period, meet or exceed performance standards evaluated as “Outstanding” or “Excellent” in each of the three performance categories defined in the Annual Review of Faculty Performance, be rated as “Acceptable” in Collegiality and Professionalism, and demonstrate promise for continued professional growth, development, and contribution.
- 2.10 At WTAMU, the award of tenure to faculty holding the rank of Assistant Professor is linked to the recommendation for promotion to the rank of Associate Professor. Assistant professors who do not qualify for promotion to the rank of Associate Professor may not be recommended for tenure.
- 2.11 Under special circumstances, a senior faculty member holding a tenured academic rank at another regionally accredited academic institution, a senior executive with a major non-academic institution, or an individual who is offered an academic administrative position based on previous academic

experience, may be employed at an advanced academic rank and may be recommended for tenure at the time of employment. This decision, which bypasses the procedures outlined in this document, must be approved by the University President and the Board of Regents.

3. EVALUATION CRITERIA

- 3.1 The criteria that are used for evaluating the eligibility for promotion and/or tenure are the same criteria that are used in the *Annual Review of Faculty Performance*. The expectations also are the same.
- 3.2 The Evaluation Criteria (*See Annual Review of Faculty Performance* for the evaluation materials associated with each criterion)
 - 3.2.1 Instructional Responsibilities
 - (1) Evaluations of teaching effectiveness
 - (2) Teaching innovation and learning assurance
 - (3) Teaching load and instructional contributions
 - (4) Quality of communication with students
 - (5) Academic development
 - 3.2.2 Intellectual Contributions
 - (1) Refereed publications, juried exhibits or performances, funded grant proposals and contracts, patents or commercialization of research, and/or professional consultations or commissions of creative work
 - (2) Professional presentations of knowledge or creative expressions
 - (3) Honors for research or creative expressions
 - 3.2.3 Professional Service
 - (1) Service to the University
 - (2) Professional service to the community, state, nation, or world
 - (3) Service to professional organizations
 - (4) Honors for service

4. PROMOTION AND TENURE EXPECTATIONS

- 4.1 It is expected that all faculty members will perform all assigned duties and meet all expected responsibilities in a “meritorious” (TAMU System Regulation 31.01.01, Item 2.4.2) or “superior” (TAMU System Regulation 31.01.08, Item 2.0) manner. At West Texas A&M University, the terms “meritorious” and “superior” are considered equivalent to the two highest performance ratings, “Outstanding” and “Excellent,” as defined in the *Annual Review of Faculty Performance*.
- 4.2 To be eligible *for Promotion to the Rank of Associate Professor*, a faculty member must be considered “Outstanding” or “Excellent” in the evaluation categories of Instructional Responsibilities, Intellectual Contributions, and Professional Service (based on the definitions for each of these ratings in the Annual Review of Faculty Performance) and “Acceptable” in the category of Collegiality and Professionalism.
- 4.3 To be eligible *for Promotion to the Rank of Professor*, a faculty member must be considered “Outstanding” in at least one of the two evaluation categories of Instructional Responsibilities or Intellectual Contributions and “Excellent” in the other of these two categories and in the category of Professional Service (based on the definitions for each of these ratings in the Annual Review of Faculty Performance). The applicant should be rated as “Acceptable” in the category of Collegiality and Professionalism.
- 4.4 To be eligible *for the Award of Tenure*, the following considerations apply:
 - 4.4.1 An Assistant Professor must be considered “Outstanding” or “Excellent” in the evaluation categories of Instructional Responsibilities, Intellectual Contributions, and Professional Service

(based on the definitions for each of these ratings in the Annual Review of Faculty Performance) and “Acceptable” in the category of Collegiality and Professionalism.

4.4.2 Candidates for tenure who were employed at the rank of Associate Professor or (full) Professor must achieve the performance standards required for promotion to the rank that they presently hold to be eligible for tenure consideration.

4.4.3 A tenure-track candidate for tenure who holds the rank of Associate Professor and who chooses to seek both the award of tenure and promotion to the rank of Professor may be awarded tenure even if promotion is denied.

4.5 A faculty member who has, or who has had during the review period, a part-time administrative, or non-instructional assignment (such as associate vice president, dean, department head, program coordinator, or other non-instructional appointment) must meet the same standards for Instructional Responsibilities, Professional Service, and Collegiality and Professionalism as any other candidate for promotion and/or tenure. However, Intellectual Contributions may be adjusted according to the percent of administrative assignment. Although administrative responsibilities can be taken into consideration, they are not a substitute for exemplary accomplishment in any faculty performance category.

4.6 The supervisor of the faculty member’s administrative or non-instruction assignment is responsible for evaluating the faculty member’s performance for that work. The evaluations of performance for administrative or non-instructional assignments should be included with the department head’s evaluations in the promotion and tenure dossier.

5. THE PROMOTION AND TENURE PROCESS

5.1 Annual Review of Faculty Performance

- 5.1.1 All faculty members shall undergo an annual review of faculty performance. The annual review shall be conducted in accordance with the rules and procedures described in **12.99.99.W1/AA Annual Review of Faculty Performance**. This policy is included in the *Faculty Handbook*.
- 5.1.2 In each academic department, all tenured faculty in the department will annually evaluate the performance of each faculty member being considered for tenure and/or promotion to the rank of Associate Professor. The tenured faculty will provide the department head with their evaluation by a deadline that will be determined by the department head.
- 5.1.3 The department head will review each faculty member's Annual Performance Review and will meet with each faculty member to provide meaningful written and oral feedback about each faculty member's performance. This Annual Performance Review will specifically evaluate the faculty member's performance in each evaluation category (i.e., Instructional Responsibilities, Intellectual Contributions, Professional Service, and Collegiality and Professionalism). The annual review should describe accomplishments of note and, if needed, suggestions for the improvement of performance.
- 5.1.4 The department head should be especially judicious in evaluating a faculty member's progress toward promotion and tenure at West Texas A&M University. The Annual Performance Review should provide a blueprint for faculty success through a thorough and frank analysis of the faculty member's performance.
- 5.1.5 A copy of the Annual Performance Review will be sent to the Office of the Dean by the department head. The Dean will review the Annual Performance Review for each faculty member and will forward a copy to the Office of Academic Affairs. Each faculty member's Annual Performance Review will be included in the faculty member's personnel file. A copy of the Annual

Performance Review will be retained by the department head and will be included in the Promotion and Tenure Portfolio when it is developed.

- 5.1.6 In any year, a department head or college dean may determine not to extend a contract to a non-tenured faculty member. This determination may be made with the approval of the Vice President for Academic Affairs and the President.

5.2 Third-Year Review for Assistant Professors

- 5.2.1 A mandatory third-year review occurs after the completion of the third year of appointment for tenure-track assistant professors. The progress that a tenure-track faculty member has made towards meeting the criteria for consideration of promotion and tenure will be evaluated by the tenured faculty of the faculty member's academic department in consultation with the department head.
- 5.2.2 Faculty members facing the third-year review will prepare a Third-Year Review Portfolio that details their achievements and performance in all areas of responsibility during their first three years as a tenure-track faculty member. This Portfolio should take the form of the Promotion and Tenure Portfolio described in Appendix A.
- 5.2.3 Based upon the evaluation of a tenure-track faculty member's performance in the first three years of employment, a department head or college dean may determine to offer a terminal, nine-month contract to a non-tenured faculty member. This determination will be made with the approval of the Vice President for Academic Affairs and the President.

5.3 Fifth-Year Review for Assistant Professors

- 5.3.1 A mandatory fifth-year review for tenure-track assistant professors occurs after the completion of the fifth year of appointment.

Faculty members facing the fifth-year review must apply for promotion and tenure and must prepare a Promotion and Tenure Portfolio as described in Appendix A.

5.3.2 The fifth-year review shall follow the processes described in the remainder of Section 5 (below).

5.3.3 If the award of tenure and promotion is denied to an assistant professor in the fifth-year promotion and tenure process, the faculty member will receive a terminal nine-month contract for the next academic year.

5.4 The Promotion and Tenure Portfolio

5.4.1 A faculty member who is eligible for promotion and/or tenure shall prepare a Promotion and Tenure Portfolio that contains all of the mandatory contents in the order and format described in Appendix A. All documentation submitted for promotion and/or tenure consideration must fall within the period from the year that the current faculty ranking was awarded to August 31 of the application year.

5.4.2 The Promotion and Tenure Portfolio must be presented to the department head by the prescribed deadline and the department head must make the Portfolio available for review by all departmental faculty who are eligible to evaluate the candidate.

5.2.3 Additions and deletions to a faculty member's Promotion and Tenure Portfolio cannot be made by the faculty member under review after the Portfolio is presented to the department head.

5.5 Departmental Promotion and Tenure Process

5.5.1 If an academic department elects to constitute a Departmental Promotion and Tenure Committee, only tenured faculty members

may participate in the committee deliberations. All tenured faculty in the department may participate in the evaluation of candidates seeking tenure and/or promotion.

5.5.2 The composition of the Departmental Promotion and Tenure Committee will be determined by all tenured and tenure-track faculty.

5.5.3 An academic department that lacks enough qualified faculty members to serve as a Departmental Promotion and Tenure Committee may elect to forgo a departmental committee. In such cases, the following will apply:

5.5.3.1 The department head will submit all departmental Promotion and Tenure Portfolios directly to the College Promotion and Tenure Committee.

5.5.3.2 The department head will write a letter of recommendation for each candidate to the College Promotion and Tenure Committee. The letter or recommendation for each candidate will summarize the evaluations of Instructional Responsibilities, Intellectual Contributions, Professional Service and Collegiality and Professionalism provided by the departmental faculty and will contain the department head's independent evaluation of the candidate's performance in each evaluation category.

5.5.3.3 The department head will include this letter of recommendation in Section I of the candidate's Promotion and Tenure Portfolio regardless of positive or negative recommendation that may be included.

5.5.3.4 The department head will submit the Promotion and Tenure Portfolio of each applicant for promotion and/or tenure to the college dean by October 15th.

- 5.5.4 If an academic department elects to constitute a Departmental Promotion and Tenure Committee, the department head will convene the committee, supervise the election of a chair from the membership, and carefully review the committee charge and procedures with its members. The department head may be asked by the committee to explain aspects of past Annual Performance Reviews, but will not otherwise participate in the deliberations or the rating process of the committee.
- 5.5.5 The department head will provide each eligible faculty member in the department with an evaluation form for each faculty member being considered for promotion and/or tenure. Each committee member will discuss the accomplishments of each candidate and, after discussion, independently rate the performance of each candidate in each category based upon the established departmental standards for Instructional Responsibilities, Intellectual Contributions, Professional Service, and Collegiality and Professionalism. The rating terminology described in the *Annual Review of Faculty Performance* will be used in rating the contributions of each candidate for tenure and/or promotion.
- 5.5.6 The department head will collect all evaluations and write a letter of positive or negative recommendation for each candidate. The letter, which will become a part of the candidate's promotion and tenure dossier, will contain a rationale for the department head's recommendation.
- 5.5.7 The department head will include in the Promotion and Tenure Portfolio of each candidate a form that summarizes the departmental committee's rating of the candidate for each evaluation category.
- 5.5.8 The department head will forward the Promotion and Tenure Portfolio of each candidate for promotion and/or tenure to the Dean of the College regardless of positive or negative recommendation that may be included.

5.6 College Promotion and Tenure Process

- 5.6.1 Each academic college will form a College Promotion and Tenure Committee. The members of the committee shall serve for a single promotion and tenure cycle, but if elected, may serve in subsequent years.
- 5.6.2. The College Promotion and Tenure Committee will be composed of at least four tenured faculty members. The committee must include a minimum of one departmental member from each departmental committee. If the college does not have four departments, at-large members from the college will be elected by the faculty of the college. No more than two committee members may be from a single academic department.
- 5.6.3 A department head may not serve as a member of the College Promotion and Tenure Committee.
- 5.6.4 The College Promotion and Tenure Committee will also consist of one tenured faculty member from outside of the college. This committee member will be elected each year by members of the college committee and will be a voting member of the committee.
- 5.6.5 If a college does not have four tenured faculty members, the committee membership must be completed by faculty from other colleges who meet the appropriate qualifications. Nominations for these inter-college appointments will be made by the college dean and the eligible college faculty will vote on the appointments.
- 5.6.6 No faculty member who is an applicant for tenure or promotion shall serve on the College Promotion and Tenure Committee.
- 5.6.7 The college dean will arrange the first meeting of the College Promotion and Tenure Committee, supervise the election of a chair from the membership, and carefully review the committee charge

and procedures with its members. After reviewing the committee's charge, the college dean will leave the room and will not participate in the deliberations of the committee unless asked to provide specific information to the committee.

5.6.8 The College Promotion and Tenure Committee shall review the Promotion and Tenure Portfolios of each candidate. After thorough discussion of the strengths and weaknesses of each candidate, each member of the College Tenure and Promotion Committee shall vote on the eligibility of each candidate and the chair shall record the results of the vote.

5.6.8.1 The review of candidates will be based on the established college criteria in Instructional Responsibilities, Intellectual Contributions, Professional Service, and Collegiality and Professionalism.

5.6.8.2 The dean will provide each eligible faculty member on the committee with an evaluation form for each faculty member being considered for promotion and/or tenure. Each committee member will discuss the accomplishments of each candidate and, after discussion, independently rate the performance of each candidate in each category (Instructional Responsibilities, Intellectual Contributions, Professional Service, and Collegiality and Professionalism). The rating terminology described in the *Annual Review of Faculty Performance* will be used in rating the contributions of each candidate for tenure and/or promotion.

5.6.8.3 A candidate must receive at least three evaluations in the required level (see Section 4.2 or 4.3, as appropriate) or higher for each evaluation category to be recommended for promotion and/or eligible for the committee's "Yes/No" vote on tenure.

- 5.6.8.4 A “Yes/No” vote on tenure, if required, will complete the voting process. A candidate must receive three or more affirmative votes to be recommended for tenure to the next level of the process.
- 5.6.9 The College Promotion and Tenure Committee shall tabulate the votes for each candidate and shall use the results of the vote to make a recommendation to the college dean. The Committee Chair shall present the recommendation of the Committee to the college dean in written form. The written recommendation shall summarize the rationale for the Committee’s recommendation. The College Dean may call the Committee together to obtain more information about the perceptions of the Committee regarding one or more of the candidates.
- 5.6.10 The College Dean will provide for each candidate a letter that records the vote of the College Promotion and Tenure Committee and includes the Dean’s recommendation for or against promotion. This letter shall be placed in Section I of a candidate’s Promotion and Tenure Portfolio.
- 5.6.11 The College Dean will forward the Promotion and Tenure Portfolio of each candidate to the Vice President for Academic Affairs.
- 5.6.12 The College Promotion and Tenure Committee shall elect one member to represent the College on the University Promotion and Tenure Committee.

5.7 University Promotion and Tenure Process

- 5.7.1 The University Promotion and Tenure Committee shall consist of the five college deans, the Dean of the Graduate School and Research, and the five faculty members elected to represent their respective College Promotion and Tenure Committees. A dean, elected by the members of the University Promotion and Tenure

Committee, shall serve as Chair of the Committee. The Committee Chair shall have a vote in all processes of the Committee.

- 5.7.2 The Vice President of Academic Affairs shall call the first meeting of the University Promotion and Tenure Committee, but shall not attend or participate in committee meetings.
- 5.7.3 The Vice President of Academic Affairs shall make all faculty Promotion and Tenure Portfolios available to all members of the University Promotion and Tenure Committee, but the paper copies of Portfolios shall not leave the confines of the Vice President's office suite.
- 5.7.4 After thoroughly reviewing all Promotion and Tenure Portfolios, the University Promotion and Tenure Committee shall meet to discuss the credentials and eligibility of each candidate.
- 5.7.5 The University Promotion and Tenure Committee must carefully consider the academic record of each candidate in each evaluation category: Instructional Responsibilities; Intellectual Contributions; Professional Service, and Collegiality and Professionalism. For promotion and/or tenure, a faculty member should be considered "Outstanding" or "Excellent" (based on the definitions for each of these ratings in the Annual Review of Faculty Performance). Faculty members with evaluations lower than "Excellent" should not be considered eligible for promotion and/or tenure.
- 5.7.6 The Chair of the University Promotion and Tenure Committee shall provide for each candidate a letter that includes the Committee's recommendation for or against promotion and/or tenure. This letter should record the Committee's vote and should summarize in general terms the Committee's rationale for the vote. This letter shall be placed in Section I of a candidate's Promotion and Tenure Portfolio

5.7.7 The Chair of the University Promotion and Tenure Committee shall notify the Provost/Vice President for Academic Affairs when their committee has completed its actions.

5.8 Administrative Promotion and Tenure Process

5.8.1 The Provost/Vice President for Academic Affairs shall review all Promotion and Tenure Portfolios and will render an individual recommendation on each candidate for promotion and/or tenure. The recommendation will be included in Section I of the candidate's Portfolio.

5.8.2 The Provost/Vice President for Academic Affairs shall forward all Promotion and Tenure Portfolios to the President of the University.

5.8.3 The President shall review all Portfolios and will submit recommendations to the Chancellor and Board of Regents of the Texas A&M University System. The President will inform the Provost/Vice President for Academic Affairs of his recommendations to the Board of Regents.

5.8.4 The Provost/Vice President of Academic Affairs will notify each candidate regarding the recommendation that will be made to the Board of Regents.

5.8.5 The Chancellor and the Board of Regents will make the final determinations concerning promotion and/or tenure.

6. EVALUATION TIMETABLES

6.1 The schedule for the promotion and tenure review process shall conform as closely as possible to the following dates:

6.1.1 **May 1.**—The Vice President for Academic Affairs will notify all faculty regarding their need to prepare Promotion and Tenure

Portfolios if they want to be considered and are eligible for promotion and/or tenure.

- 6.1.2 **May 15.**—The Vice President for Academic Affairs will hold an open meeting to answer questions regarding promotion and tenure processes.
- 6.1.3 **June 1.**—Deadline for faculty members to file written requests with the Director of Institutional Research for alumni evaluations.
- 6.1.4 **September 15.**—Deadline for candidates for promotion and/or tenure to submit their complete promotion and tenure Portfolios to their department heads.
- 6.1.5 **October 15.**—The department head will submit the summary of the departmental evaluations and his/her recommendations to the college dean. When the department head submits the recommendations to the college dean, the department head also will inform in writing each candidate who receives a negative recommendation and will provide a general reason for such a decision.
- 6.1.6 **November 15.**—The college dean will submit the recommendations of the College Promotion and Tenure Committee along with his/her recommendation to the Vice President for Academic Affairs. When the college dean submits the recommendations to the Vice President, the college dean also will inform in writing each candidate who receives a negative vote and will provide a general reason for such a decision.
- 6.1.7 **December 15.**—The Chair of the University Promotion and Tenure Committee will submit the Committee's recommendations to the Vice President for Academic Affairs. When the Chair of the University Committee submits the recommendations of the Committee to the Vice President, the Chair of the University

Promotion and Tenure Committee also will inform in writing each candidate who receives a negative vote and will provide a general reason for such a decision.

- 6.1.8 **January 10.**—On or before this date, the Vice President for Academic Affairs will forward his/her recommendations to the President.
 - 6.1.9 **February 10.**—The President will inform the Vice President of his/her recommendations to the Board of Regents.
 - 6.1.10 **February 20.**—On or before this date, the Vice President for Academic Affairs will inform each candidate of the President's recommendation to the Board of Regents.
 - 6.1.11 **March.**—The Board of Regents usually considers promotion and tenure recommendations at the March Board meeting. As soon as the final decision for promotion and/or tenure is rendered by the Board of Regents, the President will notify each candidate of the Board's decision.
 - 6.1.12 Failure of any party to provide notice or take the actions indicated above within the prescribed time limits does not operate to grant tenure or promotion.
- 6.2 Notice of non-reappointment, or of intention not to reappoint a faculty member, should be given in writing in accordance with the following standards:
- 6.2.1 Notification of non-reappointment must be sent no later than March 1 of the first academic year of probationary service, or, if a one-year appointment terminates during an academic year, at least three months in advance of its termination. The faculty member's appointment would terminate at the end of the Spring semester.

- 6.2.2 Notification of non-reappointment must be sent no later than December 15 of the second year of probationary service if the appointment expires at the end of that academic year, or, if an initial two-year appointment terminates during an academic year, at least six months in advance of its termination.
 - 6.2.3 Notification of non-reappointment must be sent at least twelve months before the expiration of a probationary appointment after two or more years of service as a faculty member.
- 6.3 A candidate for promotion and/or tenure may withdraw from consideration at any point during the process.
- 6.3.1 To withdraw from consideration for promotion and/or tenure, a candidate must submit a written and signed declaration of that decision to the Vice President for Academic Affairs. The statement will become part of the faculty member's file in the Office of Academic Affairs.
 - 6.3.2 Faculty members under consideration for tenure who withdraw during the final year of their probationary period shall be provided a letter of non-reappointment that complies with the criteria in Section 6.2.

7. APPEAL PROCESS

- 7.1 Any candidate for promotion and/or tenure may appeal a negative decision if the negative decision is reached at some level in the University promotion and tenure process. There is no appeal of a decision by the Board of Regents.
- 7.2 After receiving notice of a negative decision from the department head, the college dean, or the chair of the University Promotion and Tenure Committee, a candidate may appeal the decision by submitting a letter of appeal.

- 7.2.1 The letter of appeal, which may not exceed two pages in length, must describe the basis for the appeal and must be submitted within five working days of the date on the notice of a negative decision.
- 7.2.2 As appropriate, based on the source of the negative decision, the letter of appeal must be addressed to the department head (for negative decisions at the departmental level) or the college dean (for negative decisions at the college level) who will review the applicant's Portfolio and meet with the candidate to discuss the appeal. A decision will be rendered on the matter and the candidate will be informed of the decision by letter within five working days of the meeting with the candidate. A copy of the decision letter will be placed in the applicant's Portfolio.
- 7.2.3 If a department head or a college dean decides that the decision at their level of responsibility is incorrect, they must forward a written explanation for their decision to the next level of review. The letter must be incorporated into the candidate's Promotion and Tenure Portfolio.
- 7.2.4 If the candidate is not satisfied with the decision of the University Promotion and Tenure Committee, the candidate may appeal to the Vice President of Academic Affairs. If appealing the decision of the college dean, the candidate must ask the college dean to forward the original letter of appeal to the Vice President. The Vice President will review the applicant's Portfolio and meet with the applicant to discuss the appeal. The Vice President will render a decision on the appeal and will inform the applicant of his/her decision by letter.
- 7.2.5 There are no other avenues for appeal.

8. ASSESSMENT OF PROMOTION AND TENURE PROCESS

- 8.1 In March of each year, the Vice President for Academic Affairs will convene a joint meeting of the members of the College Promotion and Tenure Committee and the University Promotion and Tenure Committee to form the Promotion and Tenure Assessment Committee.
- 8.2 This Committee will elect a chair and the Committee will review the just-completed promotion, tenure and post-tenure review processes. The committee will prepare a report describing any problems that may have occurred. The report also will recommend changes that should be made to the process if any are regarded as necessary.
- 8.3 If revisions are recommended, the Vice President for Academic Affairs, in consultation with the President, the Dean's Council, and the Faculty Senate, will act upon those recommendations

CONTACT FOR INTERPRETATION: Provost/Vice President for Academic Affairs

APPROVAL: _____
President/CEO Date

APPENDIX A

PROMOTION AND TENURE PORTFOLIO

Candidates for promotion and/or tenure must present their credentials and supportive materials in a Promotion and Tenure Portfolio. The contents of the Promotion and Tenure Portfolio must be presented in a three-ring binder in the prescribed order outlined below. The sections of the portfolio must be separated by numbered or labeled tab dividers.

The Promotion and Tenure Portfolio will be prepared by the candidate with assistance and direction from the department head. All documentation for tenure consideration must begin with the first year of tenure-track appointment, continuing to August 31st of the application year. All documentation submitted for promotion consideration must begin with the effective academic year of the current faculty ranking, continuing to August 31st of the application year. A candidate for both promotion and tenure is required to submit a single Promotion and Tenure Portfolio containing the appropriate materials. Each candidate must be able to provide the necessary documentation to substantiate his/her merit in all evaluation categories. All faculty members are encouraged to preserve and maintain records of all professional activities from the beginning of their careers.

During the review process, the only Promotion and Tenure Portfolio will be forwarded to each administrative and committee level beyond the departmental level for review. Some colleges may elect to require that each candidate also prepare supplementary folder(s) in additional notebooks. The supplementary folder(s) will contain information to document the summary information contained in the Promotion and Tenure Portfolio. For example, the supplementary folders may include (but are not limited to) raw data of student evaluations, raw data of alumni evaluation, peer reviews of teaching and other merit categories, original copies of self-designed student evaluations of teaching effectiveness, copies of publications or reviews of performances or exhibits, and other relevant evidence of merit as specified by college policy.

Supplementary folders, if required, will be retained in the departmental office and will be available, if needed, by members of the college and university committees. If supplementary folders are not required, the candidate must be able, if requested by any

level in the administrative and committee review process, to produce documentation, to verify the information in the Promotion and Tenure Portfolio.

The Promotion and Tenure Portfolio should be prepared well in advance of the submission deadline so the department head can review it, add required documents, and offer suggestions for improvement. The Promotion and Tenure Portfolio should be neat and orderly to enable reviewers at all levels to find evaluative materials quickly and easily.

Contents of the Promotion and Tenure Portfolio

Section I: Administrative and Committee Recommendations

[This section is left empty. Content will be added during the review process until the following items are included in the order indicated.]

1. Written recommendation from the Provost/Vice President for Academic Affairs to the University President concerning promotion and/or tenure.
2. The written report from the Chair, University Promotion and Tenure Committee, including the tabulation of the votes on promotion and/or tenure. The written report should provide a brief summary of the committee's discussion on the accomplishments of the candidate.
3. The written recommendation of the candidate's college dean concerning promotion and/or tenure and the basis for such recommendation.
4. The tabulation of the votes of the candidate's College Promotion and Tenure Committee on promotion and/or tenure.
5. The written recommendation of the candidate's department head concerning promotion and tenure based on the department head's evaluation of the candidate's accomplishments in each of the three major evaluation categories and for collegiality and professionalism. This evaluation must be based on the candidate's entire record of achievement during the time period under consideration.
6. The written report from the Chair, Departmental Promotion and Tenure Committee, including the tabulation of the departmental committee's votes on promotion and/or tenure. *[This may be omitted if the candidate's academic department elected to not have a departmental committee.]*

Section II: College and Departmental Standards

1. College Standards.—A copy of the approved college standards for expected levels of performance in each of the evaluation categories.
2. Departmental Standards.—A copy of the approved departmental standards for expected levels of performance in each of the evaluation categories.

Section III: Curriculum Vita

A Curriculum Vita that details the candidate's professional career. This should be carefully prepared in a format that allows a reviewer to easily evaluate each of the evaluation categories.

Section IV: Candidate's Self Assessments

1. Accomplishments in Instructional Responsibilities.—A one-page self assessment of the candidate's innovations and effectiveness in the category of instructional responsibilities.
2. Accomplishments in Intellectual Contributions.—A one-page self assessment of the candidate's contributions in the area of intellectual contributions.
3. Accomplishments in Professional Service.—A one-page self assessment of the candidate's influences in the area of professional service.

Section V: Expanded Evaluation of Faculty Performance

An expanded version of the Annual Evaluation of Faculty Performance which reviews the years since last promotion, or the probationary years preceding tenure consideration. The department head will prepare section in sufficient detail to enable evaluators to make judgments about performance during those years.

Section VI: Annual Evaluations of Faculty Performance

The summary forms from the Annual Evaluation of Faculty Performance that were completed by the candidate's department head. These will be presented in descending chronological order with the current year first.

Section VII: Recommendation for Continuation of Probationary Appointment

[For tenure candidates only]

1. Recommendation concerning tenure from the candidate's college dean.
2. Recommendation concerning tenure from the candidate's department head.
3. Copies of the Recommendation for Continuation of Probationary Appointment forms for all probationary years.

Section VIII: Evaluations of Teaching Effectiveness

1. Tabulation of University-wide student evaluations of teaching effectiveness.
2. Tabulation of peer evaluations of teaching effectiveness (if available).
3. Tabulation of alumni evaluations of teaching effectiveness (if available).
4. Tabulation of self-designed student evaluation of teaching effectiveness as summarized by the candidate (if available).
5. Summary sheets of grade distributions for courses taught during the evaluation period.