

Policy and Procedure Statement
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Texas State Department of OWLS
Tenure and Promotion

PURPOSE

This Department's Policy and Procedure Statement sets forth criteria and guidelines for tenure and promotion in the College of Applied Arts, Department of Occupational, Workforce, and Leadership Studies. The review process for tenure and promotion is separate from that of re-appointment, annual performance, and merit reviews. While the criteria are similar, tenure and promotion review is not an annual review (as the merit and performance evaluations are), but is a cumulative review based on the tenure/promotion timeframes. Therefore, while the candidate can use the annual reviews as a rough guide, one cannot assume that meeting the minimum criteria for annual reviews will guarantee tenure and/or promotion.

The Department of Occupational, Workforce, and Leadership Studies recognizes and values collegiality among faculty members. It is an integral component of the evaluation of teaching, scholarship/creative activity, and service. Collegiality is defined as respect expressed toward others and their professional judgments combined with a willingness to participate in a collective process of developing Department, College, and University excellence in teaching, scholarship, and service. It is not to be confused with friendship, nor with uncritical agreement or subservience. Informed disagreement among faculty members is expected as they face complex department issues.

The criteria for tenure and promotion are based on the following sources:

1. VPAA/PPS 8.01: Development/Evaluation of Tenure-Track Faculty
2. VPAA/PPS 8.10: Tenure and Promotion Review
3. American Association of State Colleges and Universities, The Core of Academe
4. Faculty Handbook, Texas State University-San Marcos.
5. College of Applied Arts Policy and Procedure Statement Tenure and Promotion.

DEFINITIONS

For the purposes of this document, the following definitions apply (VPAA/PPS 8.10):

1. The Department's Personnel Committee is made up of tenured faculty who are paid at a rate of fifty percent or more from faculty salary dollars budgeted to the Unit (VPAA/PPS 8.10).
2. The Department's recommendation includes the recommendations of both the Personnel Committee and the Chair.

3. A College recommendation includes the recommendations of both the College Review Group and the Dean.

CANDIDATES FOR TENURE AND PROMOTION

CRITERIA FOR APPOINTMENT

1. In accordance with University policy, the Department considers tenure and promotion as separate decisions. Though tenure and promotion are separate decisions, an untenured faculty member whose rank is below associate professor must apply for tenure at the same time he or she applies for promotion. It would be expected that a faculty member who meets the criteria for tenure would also meet the criteria for promotion to associate professor (PPS 8.10).
2. Typically, the probationary period prior to the awarding of tenure is six years so that when tenure is granted it becomes effective with the next year's contract.
3. At the end of the sixth year, the faculty member must either be awarded tenure or be terminated with one year's notice.
4. Leaves of absence and part-time appointments do not count as part of the probationary period. According to University policy (PPS 8.10), a written agreement, mutually satisfactory to the candidate and to the university, must be made at the time of initial appointment to a tenure-track position whether to credit or to exclude previous years of full-time teaching experience toward the probationary period.
5. The evaluation of faculty being considered for tenure should emphasize the time period from the initial date of full-time employment at Texas State University-San Marcos to the time of consideration. Full time appointment is made at the start of the academic year in the fall semester.
6. The evaluation of faculty for promotion to full professor will emphasize activities since the candidate's last promotion and while at Texas State University-San Marcos.
7. Faculty normally must spend five (5) years in rank prior to promotion eligibility. The year in which the promotion is reviewed will count as one of the years in rank. Exceptions to this policy should be specifically addressed and justified during the promotion process.
8. No faculty member will be promoted to associate professor with fewer than (5) years of full-time university level teaching experience, or to full professor with

fewer than (10) years' experience. Application for promotion may be initiated in the year prior to the effectiveness of the promotion, i.e., the beginning of the fifth and tenth years.

9. The essential performance areas and accompanying documentation for consideration for tenure and promotion are Teaching, Scholarly and Creative Activity, and Service, and should follow the Texas State Vita format. Candidates must verify and sign the candidate for tenure and/or the candidate for promotion information forms (University PPS 8.10)
10. Candidates must provide documentation that supports both quantity and quality of teaching, scholarly/creative activity and leadership/service as defined in Unit and College criteria. This documentation should be arranged and presented in the order of categories prescribed by the Texas State Vita (University [Form 1A](#)). (University PPS 8.10).
11. Documentation should also include three letters from outside reviewers from comparable Department of OWLS. One outside reviewer is selected solely by the Chair and the other two through mutual input of the Chair and candidate. It is the responsibility of the Chair to request the outside reviews and the responsibility of the candidate to prepare materials for review, in consultation with the Chair. Both outside reviews should be requested sufficiently in advance so that the letters are included in the tenure promotion materials submitted by the candidate.
11. The Texas State Vita ([Form 1A](#)) must document all achievements and highlight those that apply to the probationary period or time period since the last promotion. (University PPS 8.10)
12. Exceptions to the tenure clock rule must follow University rules such as for the care of newborn, adopted, foster child, or other family member needing care (PPS, 8.10).

REVIEW PROCESS FOR TENURE AND PROMOTION

Department Personnel Committee and the Chair

1. According to University Policy, the Chair should review each candidate's documentation with the candidate before it is made available for review by the Personnel Committee.
2. According to university policy, the Chair presides over the meeting of the Personnel Committee review of the candidate as a non-voting member.
3. The Personnel Committee and Chair make independent, separate recommendations on each candidate for promotion and/or tenure.

The Personnel Committee prepares its recommendation for the Chair.

4. The Chair then reviews the Personnel Committee's recommendation prior to his/her review. In order to be forwarded to the next level of review, either the Personnel Committee or the Chair must recommend the candidate.
5. According to university policy, the Chair will inform the departmental Personnel Committee of his/her recommendations, within three class days of the Chair's decision.
6. Normally, within three workdays of the Chair completing the action, the Chair will notify each candidate regarding the status of his/her application for tenure and/or promotion.

College Review Group and College Dean

1. The College Review Group and College Dean make independent, separate recommendations on each candidate for promotion and/or tenure. The College Review Group first reviews and submits its recommendation to the Dean. The Dean then prepares his/her recommendation taking the College Review Group's recommendation into consideration. In order to be forwarded to the next level of review, either the College Review Group or College Dean must recommend the candidate.
2. Within three (3) days of the completion of action by the College Review Group and the College Dean, each candidate will be notified by the College Dean of the status of his/her application for promotion and/or tenure.

Provost, President, Chancellor, and Board of Regents

1. The Provost will consider all candidates for promotion and/or tenure that are forwarded from the College Review Group and College Dean. After consultation with the College Dean, the Provost will make recommendations to the President of the University. The President will make the final recommendations to the Chancellor and Board of Regents.

TIMELINE FOR THE TENURE AND PROMOTION PROCESS

1. The timeline set by the university will make allowances for weekends, by moving due dates to the next business day when relevant (PPS 8.10.73-85).
2. By May 2, the Chair will submit to the School faculty and the College Dean a list of faculty members eligible for promotion and tenure review.
3. By June 1, eligible faculty members must notify the Chair in writing of their intention to apply for tenure and/or promotion. Faculty who fail to inform the Chair by June 1 will not be considered in the year's cycle.
3. The Provost will establish the calendar for the tenure and promotion cycle for the coming academic year.
4. By September 15, the Chair will send a copy of the list of candidates to the

- Personnel Committee and College Dean.
5. By September 22, the Dean will provide a list of all candidates for tenure and promotion in the College to the Provost.
 6. By October 15, the candidate must complete and submit an up-to-date Texas State Vita and a promotion and/or tenure form to the Chair. The candidate should also submit documentation of teaching, scholarly/creative activity, and leadership/service as defined in School and College criteria. Additional supporting material, dated appropriately, may be submitted before the formal meeting of the review group. Faculty who do not submit material by October 15 will not be considered during the cycle.
 7. By November 17, the Personnel Committee will have reviewed each candidate's application and documentation, voted, and submitted recommendations to the Chair.
 8. By December 1, the Chair will submit his/her recommendations, along with those of the Personnel Committee, to the Dean.
 9. By February 8, the College Review Group and the Dean will have completed the review of all candidates, and the Dean will submit his/her recommendations, along with those of the review group, to the Provost.
 10. By April 29, the Provost will notify candidates, and the President will notify the Chancellor and the Board of the recommendations.
 11. By June 1, the final Board action will be publicized.

PROCEDURES FOR APPEAL

Candidates denied promotion and/or tenure are referred to PPS 8.08.

Accountability of Individuals Participating in the Review Cycle

1. All individuals involved in the tenure and promotion process must be ethical, responsible, accountable, and maintain strict confidentiality in dealing with career decisions of others that is beyond question of bias or self-interest. Reviewers are responsible for being familiar with the tenure and promotion criteria and policies and procedures for their respective levels of review. Reviewers will be accountable for their evaluations and are expected to have adequately reviewed the candidate's portfolio prior to making decisions. Each person in the review and evaluation process has a professional responsibility to treat information that evaluates another person's work as confidential.

BASIS FOR RECOMMENDATIONS

1. Recommendations for promotion and/or tenure are based on professional judgments about the faculty member's contributions and performance in (a) Teaching, (b) Scholarly and/or Creative Activity, and (c) Service to the Institution, Profession, and Community.
2. This department policy sets forth **minimal** requirements for consideration of tenure and promotion. Attainment of these **minimal** required levels of performance only allows, but does not obligate, the reviewers to recommend tenure and/or promotion. All recommendations are based on professional

judgments and the criteria are designed to inform those judgments. Both quality and quantity of performance are considered. A faculty member who meets these expectations is not assured of tenure and/or promotion.

Teaching

1. To successfully apply for tenure and/or promotion, a faculty member must demonstrate a record of teaching achievement and the potential for sustained achievement.
2. The Personnel Committee and Chair evaluate each faculty member using observation, documentation, goal completion, and student evaluations. The Personnel Committee and Chair assess each faculty member's participation in curriculum committee activities. Faculty are strongly encouraged to request a tenured faculty member to formally evaluate his/her teaching.
3. Teaching includes not only classroom performance as the students and tenured faculty evaluate it, but also factors such as
 - preparing for class;
 - testing effectively;
 - developing curriculum;
 - preparing syllabi;
 - completing field liaison responsibilities;
 - maintaining a minimum of five (5) office hours per week; additional hours during registration or as required to effectively assist students;
 - office hours must be posted publically and available to Department Chair and support staff, and may be held remotely or online using a combination of email, telephone, video conferencing, and/or other university supported technology;
 - advising students on academics and careers;
 - maintaining competence in the field (as evidenced by continuing education, professional development, and university training);
 - sponsoring student organizations and activities outside the classroom, and
 - mentoring students.

The Personnel Committee considers each of these factors in tenure and/or promotion reviews.

4. Collegiality in teaching is demonstrated by
 - a willingness to share syllabi and class materials with other faculty members,
 - offering constructive criticism of courses (either current courses or those in preparation),
 - providing guest lectures,
 - providing feedback about advising, instructional strategies, or evaluative methods or styles,

- demonstrating flexibility and understanding in how courses are assigned to faculty,
 - promoting teaching excellence in the Department as a whole.
5. The faculty member under review must document
 - student and tenured faculty evaluations of classroom performance;
 - syllabi;
 - a list of additional teaching activities such as guest lectures, arranging guest speakers for multiple class sections, and new materials and assignments;
 - self-assessment of teaching strengths;
 - areas needing improvement; and
 - future goals.
 6. For consideration of promotion to Full Professor, the faculty member must have a sustained record of excellence in teaching and provide increasing patterns of leadership across a range of activities such as in developing curriculum and mentoring teaching skills of Assistant Professors.

Scholarly and/or Creative Activity

1. Faculty in the OWLS Department recognize that their commitment to teaching cannot be fulfilled apart from a similar commitment to scholarship. Scholarship is defined as original research, applied research, pedagogical research, and other forms of qualitative and quantitative scientific inquiry. Successfully applying for tenure and/or promotion must include a record of **sustained** scholarly achievement and demonstrable potential for continued achievement.
2. Both quality and quantity of the faculty member's efforts and success will be considered for tenure and promotion. Collaborative work is encouraged but insufficient to obtain tenure and promotion; a demonstration of leadership in this area is required including first authorship, originality, and a significant body of contributions.
3. In addition to quantitative requirements, which are **minimum guidelines**, the Department Chair and Personnel Committee provide a qualitative assessment of the candidate's scholarship based on such factors as acceptance rates of journals in which articles appeared, prestige of organizations to which papers were presented, selection processes of conferences at which papers were presented, competitiveness of grants which were funded, and opinions of experts outside the university.
4. Collegiality in scholarship is manifested in
 - participating in jointly-authored presentations or publications;
 - providing informed and constructive feedback on the scholarship of other faculty;
 - offering suggestions about sources of information or opportunities for presentations, publications, and grants; and

- to include collaboration with graduate students.

The Department encourages both single and jointly authored publications.

5. When the faculty member being reviewed participates in a jointly authored publication, he/she must demonstrate that he/she has contributed a significant effort in developing the publication. Credit for jointly authored publications will be commensurate with the documented level of significant contribution to the coauthored works, the Department expects candidates for tenure/promotion to the rank of Associate Professor to meet the following minimum criteria exemplifying a sustained high-quality record of scholarly and creative activities:
 - At least eight (8) refereed articles in high quality professional journals or seven (7) articles supplemented by two (2) book chapters. In no case will equivalent activities (such as books or book chapters) be considered to entirely replace the traditional refereed scholarly journal articles. Accepted articles will be considered if **acceptance is clearly documented**. In general, the closer the candidate's credentials come to eight (8) published refereed quality journal articles, the stronger the case. Refereed means blind peer review in the case of a journal article. In the case of a book or book chapter it means peer review though not necessarily blind peer review.
 - At least six (6) activities at relevant professional meetings related to the scholarship agenda of the candidate. This may include such activities as paper presentations, workshop leader, and invited lecturer. Both quality and quantity of the faculty member's efforts and success will be considered for tenure and promotion.
 - At least two grant applications one internal and one external or two external that are submitted, funded, or unfunded. The work submitted must be judged to contribute to teaching, curriculum development, and/or research activities of the faculty member and the profession. Both quality and quantity of the faculty member's efforts and success will be considered for tenure and promotion.
6. For consideration of promotion to Full Professor, the Department has these minimum guidelines that exemplify sustained, very high quality record of published scholarly and creative activities since being promoted to Associate Professor:
 - At least eight (8) refereed articles in mainstream professional journals or seven (7) articles supplemented by two (2) book chapters. . In no case will equivalent activities (such as books or book chapters) entirely replace the traditional refereed scholarly journal articles. In general, the closer the candidate's credentials come to eight (8) published refereed quality journal articles, the stronger the case. Refereed means blind peer review in the case of a journal article. In the case of a book or book chapter it means peer review though not necessarily blind peer review.
 - At least six (6) activities at mainstream professional meetings such

as peer reviewed national or state meetings.

This may include such activities as: paper presentations, workshop leader, and invited lecturer. Both quality and quantity of the faculty member's efforts and success will be considered for tenure and promotion.

- At least two external grants that are submitted, funded, or unfunded. The work submitted must be judged to contribute to teaching, curriculum development, and/or research activities of the faculty member and the profession. Both quality and quantity of the faculty member's efforts and success will be considered for tenure and promotion.

Service

1. In accordance with College policy, service manifests itself in three areas: (a) institutional service, (b) professional service, and (c) service to the community.
2. Service in the Department of OWLS is defined as professionally related activities, other than teaching or scholarship, which contribute to the Department, the University, the community, state, national, and international levels, as well as the profession. Service activities use competencies relevant to the faculty member's professional competencies.
3. Collegiality in service is manifested by
 - serving as member of various committees;
 - participating in University, College, or Department sponsored activities, orientation, honors, or graduation functions; and
 - engaging in similar activities that promote the Department's service excellence.
4. Successfully applying for tenure and/or promotion must involve a sustained record of service and potential for continued service.

Examples of service leadership include

- holding office in professional organizations; directing committees;
- participating as a member of an advisory board or task force;
- engaging in legislative or public advocacy;
- holding membership and/or participating in professional organizations;
- holding membership on committees.

5. For consideration of promotion to Full Professor, the faculty member must demonstrate a broader range of Service activities and increasing leadership roles across all levels of service.

6. Each faculty member must document the criteria guidelines for service activities to be considered for tenure and/or promotion. These criteria are **minimum** expectations, and a faculty member who meets these expectations is not assured of tenure and/or promotion.

7. Services performed for external remuneration (outside employment) refers to professional services performed for which a consultation or service fee is paid over and above the faculty member's base salary. Faculty should follow the rules of the University regarding outside employment (UPPS No. 04.04.06). When such activities are related to and enhance the University, the College, the Unit, and the faculty member's development, these activities can be counted as additional service activities. Faculty must submit documentation to substantiate this contribution.

Quality and Quantity of Performance

1. **Quantity and quality** across the areas of teaching, scholarship, and service are both considered important and each faculty member must provide documentation for a judgment to be made in this determination.

2. Each faculty member must document his/her activities under each category including his/her vision/philosophy, accomplishments, and future goals. It is the responsibility of each faculty member to seek assistance and feedback in preparation of his/her materials.