

12.06.99.00.01 POST-TENURE REVIEW OF FACULTY

Approved: March, 2013

Reviewed: May, 2015

Reviewed: April 9, 2019

Next Scheduled Review: April 9, 2024

PROCEDURE STATEMENT

This Procedure for post-tenure review of faculty provides the conditions under which tenured Texas A&M University-San Antonio (A&M-San Antonio) faculty shall be subject to post-tenure review and the steps that will be followed in such review. This document will go into effect by the fall semester of 2013. All eligible faculty members as defined in the document below will be subject to this post-tenure review process at that time.

REASON FOR PROCEDURE

This Procedure aims to promote a consistent process for post-tenure review of all tenured faculty in compliance with [Texas A&M University System \(System\) Policy 12.06 *Post-Tenure Review of Faculty and Teaching Effectiveness*](#).

OFFICIAL PROCEDURE

1. POST-TENURE REVIEW

1.1 Overview

- 1.1.1 Post-tenure review at A&M-San Antonio applies to tenured faculty members and tenured administrators with faculty duties and is comprised of annual performance reviews and a faculty generated portfolio described herein. Post-tenure review is intended to promote continued academic professional development and enable a faculty member who has fallen below performance expectations to utilize a professional development plan and return to expected productivity.

- 1.1.2 The Post Tenure Review (PTR) of a faculty member provides a mechanism to gauge the productivity of the individual and should be designed to encourage a high level of sustained performance. Post-tenure review at A&M-San Antonio is made on the basis of teaching effectiveness, scholarly research and creative activities (SRCA), and service to the University, community and profession. Like the annual review process, these areas of performance shall form the basis of the PTR. The aforementioned criteria will be evaluated relative to the faculty member's specific roles and responsibilities within their respective college.
- 1.1.3 Tenured faculty are evaluated annually to determine competency in all three areas of teaching, scholarship, and service. If the tenured faculty receives an overall unsatisfactory score or does not meet expectations in all three areas of evaluation for two consecutive years or in any three evaluations over a five-year period, the faculty member will go through a review process that focuses on professional development. The PTR does not take the place of the annual review. The PTR process will be administered by a committee comprised of tenured faculty members, detailed below. Upon the recommendation of the PTR committee a faculty member may be asked to develop a professional development plan (PDP) in cooperation with their department chair and college dean.

1.2 PTR Process

1.2.1 Post-Tenure Review Committee

The Post-Tenure Review Committee (PTRC) will consist of at least 5 tenured faculty members within the faculty member's college. The PTRC shall be appointed by the Department Chair with the approval of the faculty being evaluated. The PTRC shall consist of colleagues from the appropriate rank from within the faculty member's college according to the following order: (a) tenured peers from the faculty member's discipline; (b) if there are insufficient tenured faculty within the discipline, tenured peers from the faculty member's department; (c) if there are insufficient tenured faculty within the department, tenured faculty within the college. In cases where full professors are subject to PTR, the PTRC should be comprised of other members at the rank of full professor and shall be appointed from within the faculty member's college according to the aforementioned order for

composing the PTRCs. If there are fewer than 5 tenured faculty holding the appropriate rank in the applicable college, the department chair and dean, in consultation with the provost, will appoint the other members of the PTRC.

1.2.2 Exceptions

In the case of substantive mitigating circumstances, such as a serious illness, the PTR may be postponed upon review and approval by the dean. Administrators other than department chairs who are tenured will not undergo post-tenure review unless or until they return to a faculty role with little or no administrative responsibilities.

1.2.3 Portfolio Development

The faculty member who is required to prepare and submit a portfolio for PTR will include all documents, materials and statements the faculty member deems relevant and necessary covering all work and accomplishments during the preceding five years. All materials submitted by the faculty member shall remain in the portfolio. Although review portfolios may differ, each will include the annual self-evaluations during the past five years; a current curriculum vita; and evidence of performance in teaching effectiveness, SRCA and service to the university, community, and profession. The format of the portfolio shall be in the format described in [A&M-San Antonio Procedure 12.01.99.01.01 Academic Freedom, Responsibility, and Tenure.](#)

The department chair will add copies of the faculty member's annual evaluations conducted by the Faculty Evaluation Committees and the department chair during the past five years to the portfolio. These materials may be added at any time during the review process with the approval of the PTR committee chair. The committee chair shall notify the faculty member when any documents are added to the portfolio. The faculty member has the right to review and respond in writing to additions to the portfolio, with the written response being included in the portfolio. The PTRC may request clarification from the faculty member regarding any of the evidence provided in the portfolio.

1.2.4 PTR report

For any of the three areas rated as unsatisfactory in previous annual evaluations, the PTRC will report whether the faculty member's performance is "satisfactory" or "unsatisfactory." The PTRC will then submit their report to the department chair. At this time, the PTRC will also provide a copy of the PTRC's report to the faculty member being evaluated. The department chair will prepare her/his own report, and both reports will be submitted to the dean. At the same time, the department chair will also provide a copy of department chair's report to the faculty member being evaluated. The dean will make a final written recommendation, and a copy of the dean's final written recommendation will be provided to the faculty member being evaluated.

1.2.5 Timeline

The faculty member whose performance merits PTR shall be notified that a PTR will be performed by the 1st Friday in May of the year the PTR is to be conducted. The appointment of the PTRC should be completed by the 1st Friday in August, and the PTR portfolio should be submitted no later than the 1st Friday in September of the review year. The review of performance is completed by the PTRC and submitted to the department chair by the 1st Friday in October. The department chair will add his/her comments/review and submit the completed PTR to the dean for final approval by the 1st Friday in November. The dean must inform the faculty member of the outcome of the PTR no later than the 1st Friday in December.

2. TEACHING EFFECTIVENESS (See System Policy [12.06 *Post Tenure Review of Faculty and Teaching Effectiveness*](#))

3. PROFESSIONAL DEVELOPMENT PLANS

3.1 Creation of the Professional Development Plan (PDP)

When a tenured faculty member receives an overall rating of "unsatisfactory" in any of the areas of the PTR, the dean, the department chair, and the faculty member shall develop a Professional Development Plan (PDP) by the end of the spring semester that requires the faculty member to engage in professional development activities to improve job performance, change distribution of job responsibilities,

or take any such measures as necessary to specifically address the noted deficiencies found by the PTRC. The PDP shall then be implemented by the start of the next academic year. The purpose of this plan is to improve the faculty member's performance to "satisfactory" in the respective area(s). The PDP should reflect the mutual aspirations of the faculty member and the College. It is the faculty member's obligation to assist in the development of a meaningful and effective plan and to make a good faith effort to implement the plan adopted.

3.2 Specifications of the PDP

The PDP shall be in writing and shall indicate how specific deficiencies in a faculty member's performance (as measured against stated college criteria) will be remedied and will be comprised of the following:

- Identification of specific deficiencies to be addressed;
- Specific goals or outcomes necessary to remedy the deficiencies;
- Professional development plan, including professional development activities to be undertaken to achieve the necessary outcomes;
- Criteria for assessment of progress in the plan; and
- List of institutional resources, if any, to be committed in support of the plan.

3.3 Negotiated or Mandated Professional Development Activities and/or Change in Job Responsibilities

3.3.1 Before mandating participation in professional development activities and/or a change in job responsibilities through the PDP, the department chair must attempt to negotiate with the faculty member changes in the distribution of job responsibilities and/or participation in development activities that are mutually agreeable. If a resolution cannot be reached after negotiation, the dean and department chair may mandate participation in professional development activities and/or specific changes in job responsibilities. Both a faculty member and a department chair may, in addition to themselves, have a representative or observer present during negotiations or during discussions in which changes or actions are mandated. Faculty members retain the right to request a subsequent change in their job responsibilities in a written communication in accordance with Section 3.4.

- 3.3.2 If professional development activities are negotiated, the activities shall be specified in a written plan and approved by the faculty member, the department chair, and the dean. If professional development activities are mandated, the activities shall be specified by the department chair in a written plan. This plan must be approved by the dean and provided with adequate support. The written plans must include timelines for the accomplishment of professional development activities. A faculty member must file a written report (to be included in the faculty member's annual summary of professional activities) in which the faculty member documents and describes participation in the professional development activities and how such activities led to enhancements in teaching, scholarship/creative activity, and/or service.
- 3.3.3 Negotiated changes in job responsibilities must be specified in a written plan and approved by the faculty member, the department chair, and the dean. Mandated changes in job responsibilities must be specified by the department chair in a written plan, and approved by the dean. The written plans must state when the changes are to take place.
- 3.3.4 The equity and integrity of the implementation of mandated developmental activities and/or job responsibility redistributions are of utmost importance. Among other things, equity and integrity mean there are safeguards against inappropriate assignment of development activities and job responsibilities. In a dispute over assigned professional development activities or the redistribution of job responsibilities, a faculty member must be given a fair hearing.

3.4 Change in Distribution of Job Responsibilities

- 3.4.1 The academic interests and abilities of tenured faculty members are likely to vary over time as they progress through their careers. For example, tenured faculty members might seek to increase their teaching loads if, toward the end of their careers, they become less interested in scholarship. Alternatively, tenured faculty members might wish to decrease their teaching loads to take on more service work (such as assuming a significant administrative role) or because they are awarded a research grant. Tenured faculty members should be given the opportunity to negotiate changes in their job responsibilities in teaching, scholarship/creative activity, and/or service. Service entails many

activities including administrative activities, such as serving as the chair of an academic unit.

3.4.2 All tenured faculty members are permitted—indeed, encouraged—to initiate negotiations for changes in job responsibilities in response to significant career opportunities or academic career changes with the goal that faculty members be evaluated and valued for their specific contributions and achievements.

3.4.3 Tenured faculty members may request a change in their job responsibilities in a written communication to the department chair of the academic unit. Any such request must be negotiated with the department chair and must receive the approval of the dean. Both the request and its approval must take into consideration the impact of such a change on the academic unit and the broader University.

3.5 Assessment of the PDP

The faculty member, the dean, and the department chair will meet at least once per 16- week semester to review the faculty member's progress toward accomplishing the professional development plans identified in the PDP. The dates of these meetings will be set forth in the PDP. At the end of one year after the implementation of the PDP, the dean and the department chair will formally assess the progress and performance made by the faculty member. If the performance was deemed unsatisfactory, the Dean and the department chair may extend the PDP. The PDP can be extended for a maximum of two years after which time the faculty member must be satisfactory in all areas. If job performance remains unsatisfactory after the period within which the PDP must be completed or any extension thereof, another round of negotiated and/or mandated changes may be initiated.

4 APPEAL

If at any point during the process, the faculty member believes the provisions of this procedure are being unfairly applied, a grievance can be filed under the provisions of System Regulation [32.01.01 *Complaint and Appeal Procedures for Faculty Members*](#).

RELATED AUTHORITIES

System Policy [12.01 Academic Freedom, Responsibility and Tenure](#)

System Policy [12.06 Post Tenure Review of Faculty and Teaching Effectiveness](#)

System Regulation [32.01.01 Complaint and Appeal Procedures for Faculty Members](#)

CONTACT OFFICE

Academic Affairs, Office of the Provost and Vice President for Academic Affairs (210) 784-1200

APPENDIX A

Post-Tenure Review Committee Report

Please use this form, type or print. Form can extend beyond one page if necessary

TEACHING

Satisfactory

Unsatisfactory

Comments:

SCHOLARSHIP

Satisfactory

Unsatisfactory

Comments:

SERVICE

Satisfactory

Unsatisfactory

Comments:

PTRC Chair Signature: _____ Date: _____

Department Chair Signature: _____ Date: _____

Dean Signature: _____ Date: _____