

COLLEGE OF AGRICULTURE AND LIFE SCIENCES

Operating Procedures for College Promotion and Tenure Committee

The College of Agriculture and Life Sciences Promotion and Tenure Committee functions according to the following procedures:

ELECTION OF MEMBERS

Election of CALS Promotion and Tenure Committee: Committee members are elected according to University and College Guidelines. Committee members are elected to two-year terms and half are replaced each year. The CALS representative to the University Promotion and Tenure (P&T) Committee is selected by the Dean for a term of three years.

RESPONSIBILITIES OF MEMBERS

Responsibilities of the Chair: The Chair of the CALS P&T Committee is responsible for setting the dates for meetings, presiding over all meetings, ensuring that all guidelines are met, providing the Dean with the final vote for each candidate, and ensuring that all correspondence concerning each successful candidate is prepared and distributed. It is recommended that the dates for the committee meetings be set in conjunction with the Dean's office no later than August so that departmental representatives and the Dean can confirm their availability. In particular, a recommendation letter for each successful candidate is prepared by the Chair of the College P&T Committee addressed to the Dean that summarizes the candidate's dossier and provides reasons why promotion and/or tenure are recommended. The final vote for each successful candidate must be indicated in the Chair's letter to the Dean.

Responsibilities of the Secretary: The Secretary of the CALS P&T Committee is responsible for randomly assigning a Committee member as Presenter and another Committee member as Recorder for each candidate for promotion and/or tenure. The Secretary is also responsible for randomizing the order in which candidates are considered and for randomizing the order in which votes are taken. The Secretary also serves as recorder for all voting. The Secretary provides voting "tally" sheets with candidates' names and multiple spaces for voting to Committee members for keeping their own records of the voting if they wish. All voting sheets are destroyed after the deliberations. Finally, the Secretary prepares a set of minutes for all Committee meetings and submits the minutes to the Dean to serve as a permanent record after all decisions are finalized.

Responsibilities of Presenters: In random order, the Presenter for each candidate for promotion and/or tenure presents a 3-minute (approximate) overview of the candidate's dossier. The Presenter should prepare a one- to two-page written narrative or bulleted summary in hard copy for use at the meeting. In making the oral presentations, the Presenter is expected to summarize the facts and give the merits and demerits of the case. Finally, all Presenters are to send an electronic copy of their Presenter's summary to the Recorder for the candidate, Chair, Dean, and University Representative prior to the date of deliberation. This is usually done using an electronic/team drive.

Responsibilities of Recorders: The Recorder is expected to take comprehensive notes during the discussion of his/her assigned candidate(s). Using these notes and the Presenter's summary,

the Recorder prepares the summary draft letter, which provides the substance of the discussion of the candidate's dossier, and the overall consensus of the Committee.

This draft should be completed within one week (or as soon as possible thereafter) of the deliberation meeting and sent electronically to the Chair and Dean for use in preparing their recommendation letters, which will accompany the successful candidate's promotion package to the University P&T Committee. If a candidate is unsuccessful, the Recorder for that candidate prepares a summary letter that contains the overall consensus of the Committee. An electronic copy of this letter should be sent to the Dean within one week after the deliberation meeting. Finally, the Recorder prepares a written list of suggestions for purposes of improving the candidate's dossier regardless of the voting outcome. This list is passed along to the candidate through the candidate's departmental representative on the committee.

Responsibilities of Committee Members: Committee members should review the University Promotion and Tenure Guidelines prior to attending the initial Committee meeting. In addition to the responsibilities listed above, all Committee members are responsible for reading all dossiers prior to the initial deliberation meeting. Committee members should decide prior to the December meeting on an initial vote of "Yes" to approve or "No" to disapprove the forwarding of each candidate's dossier to the University P&T Committee. Members will have opportunities to change their votes following discussion but should make an initial decision on each case independent of hearing comments from other members; "Neutral" votes are not allowed. All deliberations are CONFIDENTIAL and should be treated as such. During discussion, Committee members should feel free to clearly articulate their impressions of a candidate's dossier; each member has the right to his/her independent judgment in a neutral fashion, free of advocacy or criticism of the candidate. By the nature of the promotion and tenure deliberation process, unanimous votes are not necessarily expected for all cases. Each committee member should have an equal voice in the decisions taken, and an individual committee member should not attempt to persuade other members to vote one way or the other.

In concurrence with the University policy that only a single-vote by any individual is cast during the P&T process, it is strongly recommended that all the CALS P&T committee members be eligible to vote for all candidates at the college level. Therefore, it is recommended that the CALS P&T committee members participate only as an observer on their departmental P&T committee. However, it is understood that certain circumstances such as the faculty size and number of eligible faculty might make it difficult to populate a departmental P&T committee without the CALS P&T member's vote. In that case, any CALS P&T committee member that has voted at the department level for a candidate (either through direct vote or through writing a letter to the Dean as part of the P&T requirements), can only participate in the CALS P&T Committee deliberation and will not be counted an eligible vote. The CALS P&T Committee members who have already cast a vote at the department level should notify the Secretary and chair of the CALS P&T committee regarding their ineligibility to vote for that candidate at the college level, prior to the P&T Committee deliberation meeting.

Role of Committee Members with Regard to Candidates in Their Departments: College Committee members are usually non-voting members of their own respective departmental committees. Thus, they should have a clearer and more comprehensive understanding of the programs and dossiers of candidates in their respective departments. Therefore, they should be able to answer questions about candidates from their department, and in fact should come to the meeting prepared to answer any questions that may require further clarification of a dossier from their department. It is not the role, however, for a committee member to be an advocate for

candidates from his/her department. In fact, attempts by a member at defending a shortcoming in a candidate's dossier will likely reduce the credibility of comments made to answer questions about the candidate's program and performance.

College committee members can communicate with their Department Head, following notification of the decision by the Dean to the Department Head, on the general comments and outcome of the deliberation.

Responsibilities of the Dean: The Dean appoints the representative from the college to the university P&T committee. The Dean also provides guidance to the department heads regarding solicitation of external letters for the candidate. This guidance should include the recommendation from the Provost that at least four external letters should be part of every dossier and that all letters received are included. Those individuals asked to serve as external reviewers should be, as possible, from major research institutions but not be former advisors or current, close collaborators. It is understood that rarely a candidate's field is small and the number of potential reviewers is limited such that a collaborator could be invited to serve as a reviewer. In this case, the Department Head should clearly explain the reason for and justify this choice. Invitations from Department Heads to external reviewers should request similar information on all candidates. The Dean should attend the CALS P&T committee deliberation meeting as an observer.

PROCEDURES

Meeting Attendance: All elected committee members are expected to attend all meetings except in emergencies. In the case of conflict or circumstances that prevent attendance, it is important to contact the chair as early as possible to arrange for a substitute. The Dean and the College Representative to the University Promotion and Tenure Committee also attend all meetings as observers, but do not vote. Knowledge of the details of the Committee's deliberations is useful to them in understanding the collective thoughts of the Committee for presenting successful candidates to the University Committee.

Initial Organizational Meeting: The Dean schedules an organizational meeting of the CALS P&T Committee sometime during the first 10 days of November. At that meeting, the Dean discusses College policies and procedures with the Committee.

Next, the members of the Committee elect a Chair and a Secretary. Since half the members rotate off the committee each year, traditionally the Secretary is elected from one of the first-year committee members and the Secretary from the previous year is appointed Chair. Finally, each member of the Committee receives a packet of dossiers submitted for promotion and tenure.

Randomization of Candidates' Dossiers: The Secretary randomizes the assignment of a "Presenter" and "Recorder" for each candidate. Care is taken to ensure that "Presenters" and "Recorders" are not assigned a candidate from their department or a colleague with whom they work very closely. Members should notify the Secretary if they have a conflict of interest in "presenting" or "recording" for a candidate assigned to them.

Voting: CALS P&T Committee members post their votes simultaneously using voting cards. Once all votes are cast, the secretary records the votes.

Deliberation Process: The order of deliberation begins with the list of Assistant Professor candidates for Associate Professor with or without Mandatory Tenure, followed by candidates for

Tenure only, and finally followed by candidates for Full Professor with or without Tenure. In random order, each candidate is considered.

An initial vote is taken prior to the presentation of each candidate. The Secretary records all votes. Next, the randomly assigned Presenter presents the candidate's case for promotion and/or tenure. Following the presentation, each committee member is given time to discuss the merits of the candidate's case. The discussion proceeds clockwise from the Presenter. Once each member has been given adequate time for discussion of a candidate, the Chair opens the floor for any other discussion. While discussion time will vary, sufficient time will be taken for any candidate requiring extensive discussion. After discussion of the candidate's case has been completed, a second vote is taken. The Secretary records all votes. If the vote has not changed from the initial vote, then the case is considered final. If there is a change from the initial, discussion proceeds with those changing their vote given the opportunity to discuss why they change. Subsequent votes are taken until the votes stay constant for two rounds. The Secretary records all votes. The vote for a candidate is considered final when no committee member changes his/her vote. Once the vote has not changed from the previous vote, the case is considered final.

Other candidates in this category are then considered in the same manner in the random sequential order established by the Secretary. Upon completion of the deliberations for the candidates for Associate Professor with or without tenure, candidates in the other categories are considered in order in the same manner. The final vote is recorded by the Secretary and shall indicate that there were X number of eligible voters with X voting "yes," X voting "no, and" X "abstaining".

Abstention would only be expected if a committee member has a substantial conflict of interest (e.g. was major advisor for the candidate).

Official Correspondence Following Deliberations: As stated previously, the Recorder prepares a letter of recommendation for each successful candidate using input from the discussion for that candidate. The letter should highlight the reasons for the vote including an explanation of dissenting votes. The Dean notifies the Department Heads of successful candidates. Following the Dean's notification, the departmental representatives can provide feedback with the Department Head. Recorders for successful candidates also send constructive comments through the departmental representatives. Finally, the Secretary forwards a copy of the minutes to the Dean.

Unsuccessful Candidates: The Dean notifies the Department Heads of candidates who were unsuccessful. The Committee member from the department of the unsuccessful candidate advises the candidate and provides feedback as appropriate.