

**POLICY AND PROCEDURE STATEMENT
PROMOTION REVIEW FOR CLINICAL FACULTY
Counseling, Leadership, Adult Education & School Psychology Department
College of Education
Texas State University–San Marcos**

This statement has been developed to conform to University Policy and Procedure Statement 8.10 and the Policy and Procedure Statement on Tenure and Promotion adopted by the College of Education (COE PPS 8.10). It also draws directly from the CLAS department document “Counseling, Leadership, Adult Education and School Psychology Department: Annual Review of Faculty Policy.”

Additions, deletions and/or modifications have been made within this statement in an effort to meet the clinical faculty performance expectations unique to the Department of Counseling, Leadership, Adult Education, and School Psychology, while remaining in essential accord with the University and College policies. Faculty should refer to the College document and UPPS 8.10 for details regarding the procedures used outside of the Department.

Purpose

The purposes of this promotion document are to: 1) establish the criteria of the department for promotion of clinical faculty, together with the policies and procedures for their application; 2) enhance the overall quality of work of clinical faculty in the CLAS department by establishing guidelines for the significance and importance of various professional endeavors with regard to promotion; 3) provide direction to new clinical faculty to help them successfully negotiate the promotion process within the department, college, and university; and 4) assist in the exercise of good judgment by those responsible for peer evaluation, as promotion recommendations are primarily based on the judgments of departmental reviewers. The following is an updated list of sources relevant to these criteria.

PPS 8.01, Development/Evaluation of Tenure – Tenure-Track Faculty
PPS 4.04 Teaching and Research or Creative Activity
PPS 4.05 Maintenance and Improvement of Quality in Teaching
PPS 8.10 Tenure and Promotion Review
PPS 7.18 Clinical Faculty Appointments
Faculty Handbook, Texas State University, 14th edition
The Texas State University System (TSUS) Rules and Regulations

The three areas of professional activities (Effective teaching- classroom, laboratory, clinical; Professional status and activities; Practice or practice relevant activities) are addressed in this document. It is expected that quality teaching in conjunction with quality clinical endeavors must be consistently demonstrated by all faculty. The faculty in the CLAS Department recognize that scholarship is not a primary function of clinical faculty members. While service activities are important and vital to the department, these are less important in achieving promotion than clinical and teaching activities.

Criteria for Review: Effective teaching, professional status and activities, and practice or practice relevant activities can include a variety of activities. Some of those activities are noted below. Those provided are meant to serve as examples only and should not be viewed as the total universe of possibilities.

Relationship between annual review and promotion review: While these two processes are not necessarily related, successful candidates for consideration of promotion typically have exceeded expectations during annual reviews.

In all evaluation of clinical faculty performance, both summative and formative, our Department values:

- teaching and professional activities that contribute to high quality training of students;
- all faculty work, including that which integrates teaching, professional activities, and practice or practice relevant activities; we recognize that clinical faculty work does not include scholarship;
- faculty work reflecting their diversity of personal and work histories, academic backgrounds, professional allegiances, and interests; we are committed to faculty assessment that identifies and credits faculty members for the worth of their unique expression of academic work through teaching, professional status, and practice.

Teaching

The teaching of each clinical faculty member in the CLAS department is evaluated by the Personnel Committee and the Department Chair on the basis of scholarly preparation, course development and planning, dedication, peer evaluation through classroom visits, and student evaluation. Teaching is understood to include not only classroom performance, but other factors as well, such as preparation, syllabi and other course materials, graded assignments, effective testing, staying current in the discipline, student academic and career advising and curriculum improvement.

Candidates for promotion to clinical associate professor should be observed in teaching by one or more tenured faculty in the department. The candidate's teaching should be observed 3 times during their first year, but no more than twice per semester, and at least once during each subsequent year prior to application for promotion. Active observation and mentoring should be provided to the candidate, if needed. Program coordinators are responsible for assigning tenured faculty to observe the candidate.

In preparing for review, candidates for promotion will include at a minimum the items listed below to document teaching excellence. Candidates for promotion to associate professor should include teaching material collected since initial date of employment. Candidates for promotion to clinical full professor should include teaching material collected since their latest promotion.

- Student quantitative and qualitative feedback.
- Course syllabi, assignments and examinations for newly developed courses.
- Documentation of any other achievements relevant to teaching, such as awards, funded grants and/or curriculum development.
- Peer observations of teaching performance.
- Published materials on teaching techniques.
- Letters, awards, and other evidence of teaching excellence.
- Number and nature of courses taught each semester [Reviewers should recognize that some courses may place a heavier demand on faculty time and effort than others.]
- Number of completed doctoral dissertations and master's theses supervised. [Consideration should also be given to the number of doctoral dissertation and master's thesis committees on which the candidate has served as a member and on the number of seminar papers directed.]
- Number of student advisees [Appropriate consideration should be given to the faculty member's expected or assigned contributions to advising, mentoring, recruitment, retention, and timely graduation of students.]
- Annual reviews of teaching.

Professional Status and Activities

Professional Status and Activities refer to activities that represent clinical faculty's status among both the university and professional communities. Clinical faculty performance in this domain will be evaluated by assessing the impact of the activities on the profession. In addition to leadership and educational activities, contributions to the scholarly development of the profession are considered relevant to Professional Status and Activities, such as serving as editor, reviewer, consultant, speaker, and panel member.

Quality. Professional status activities involve working with others so that professional knowledge has an impact on the growth of the profession. The impact of professional status activities on the larger professional as a whole is of critical importance in evaluating quality of professional status activities.

Examples of these types of activities include:

- Hold a leadership positions in national, state or local professional organizations.
- Coordinate or chair a major professional conference;
- Serves as member of examination committee for professional licensure and certification;
- Consult with government, business, and industry
- Provide continuing professional development for practitioners
- Publication in scholarly journals
- Publication in professional newsletters and/or magazines
- Edit professional publications

- Presentations at state, national and international conferences

Evidence of Professional Status and Activities could include

- a) lists and descriptions of activities;
- b) copies of materials produced;
- c) letters from groups served;
- d) evidence of any forms of recognition for service;
- e) annual reviews of leadership/service.

Practice or practice relevant activities (similar to service activity)

Clinical faculty should have a commitment to the University and their professions through participation in practice or practice relevant activities, such as leadership/service to the university [leadership/service on committees charged by the Texas State Faculty Senate or by an administrator at the Dean level or higher]; leadership/service to the college [service on a committee charged by the College of Education Faculty Advisory Council or by the Dean of the College of Education]; leadership/service to the department [service on a committee charged by the chair of the department]; and leadership/service to the profession or to higher education in general [leadership/service appointments made by officials representing professional organizations, public schools, cities, states, or the nation]. Specific program areas within the department may have differing expectations regarding appropriate service activities.

Clinical faculty members are expected to participate in the conduct of department, college, and university activities; in appropriate professional organizations in their field; and in professional leadership/service to schools, colleges, universities, and other agencies in the community. Evidence of superior practice or practice relevant activity may be established through careful consideration in the areas of productivity and quality. While practice or practice relevant activity is expected of each faculty member, practice or practice relevant activity shall not substitute for expectations in teaching or professional status and activity. Practice or practice relevant expectations of clinical assistant professors seeking promotion to clinical associate professor will be lower than those for clinical associate professors seeking promotion to clinical full professor.

Productivity. Evidence of a clinical faculty member's productivity is manifested by the extent of participation on departmental, college, and university committees; in professional organizations at the local, state, or national levels; in outreach activities related to student settings. The level and frequency and stature of participation will be considered.

Quality. Practice or practice relevant activity involves working creatively with others so that professional knowledge has an impact on the schools, colleges, professional organizations, community agencies, and other institutions. The impact of practice activities on the group served is of critical importance in evaluating quality of practice.

Practice or Practice Relevant Examples

Faculty members engage in practice or practice relevant activities when they:

- a) serve on departmental, school, and university committees;
- b) assume administrative responsibilities relating to both the academic and support services of their respective program and/or department; these responsibilities should primarily be reserved for associate and full professors;
- c) conduct institutional studies;
- d) sponsor student activities organizations;
- e) conduct organized student-recruiting activities;
- f) serve on an outside program review team or as an external reviewer of faculty credentials.
- g) link university work with community groups and members
- h) act as a liaison between university researchers and community research participants

Practice or Practice Relevant Activity Documentation Examples

- a) lists and descriptions of activities;
- b) copies of materials produced;
- c) letters from groups served;
- d) evidence of any forms of recognition for service;
- e) annual reviews of leadership/service.

PROCEDURES FOR DETERMINING PROMOTION FOR CLINICAL FACULTY

For the purposes of this document, the following definitions apply:

- The department personnel committee is made up of tenured faculty who are paid at rate of fifty percent or more from faculty salary dollars budgeted to the department.
- A department recommendation refers to the recommendation of the personnel committee. This is to be distinguished from the recommendation of the departmental chair.

Eligibility for Promotion

Typically, the probationary period prior to the promotion to associate clinical professor is six years, so that when promotion is granted it begins with the next year's contract. Faculty with notably outstanding records may apply for promotion without prejudice before the end of the six-year probationary period.

At the end of the sixth year, a decision will be made as to whether or not the faculty member will be promoted. Faculty members who are not promoted may remain in their position and reapply for promotion at a later date.

Neither leaves of absence nor part-time appointments count as part of the probationary period.

Successful candidates for consideration of promotion will typically have exceeded expectations during annual reviews.

Clinical faculty who have primary responsibility for the care of a newborn child or an adopted or foster child younger than five, or other family member in need of such care, may request that the promotion clock be suspended for one year during the probationary period (see PPS 8.10 for specific explanation).

Responsibilities of Candidates for Promotion

Candidates must verify and sign the candidate for promotion information form (see PPS 8.10).

Candidates must provide documentation that supports quality of clinical work, teaching, and leadership/service as defined in the above department criteria. This documentation should be arranged and presented in the order of categories prescribed by the Texas State Vita (see PPS 8.10).

The Texas State Vita must document all achievements and highlight those that apply to the probationary period or time period since the last promotion. Candidates must adhere to the timeline described herein for the promotion process. Candidates who are denied promotion may file an appeal or grievance following the procedure specified by the university (refer to paragraph 86 of PPS 8.10).

Responsibilities of the Department Personnel Committee and Chair

The department will provide each faculty member a copy of the department and college criteria for promotion.

The department chair and/or appointed members of the personnel committee will counsel the candidate about including relevant materials and organizing supporting documents. The program coordinator will assign each clinical faculty member two senior faculty mentors to advise the candidate on the effective presentation of the promotion application file. When possible, one of the mentors will be an associate professor who recently and successfully was promoted at Texas State and the other will be a full professor.

The chair and personnel committee are responsible for a thorough evaluation of the candidate's documentation. The chair and a selected representative from the candidate's particular program will describe the total teaching, professional status or activities, and practice or practice relevant activities of the candidate and assess its impact on the discipline. This is particularly critical for promotion to clinical full professor.

The chair and personnel committee review the documentation presented to support the

existence of sustained quality teaching, professional status or activity, and practice or practice relevant activity of the promotion candidate. External reviews of the candidate's portfolio shall not be required for promotion of nontenure-track clinical faculty – but may be sought if requested by the candidate. In such instances, the following procedures should be followed:

- a. The candidate, the department's Personnel Committee, and the department chair will identify and invite three external reviewers of the candidate's accomplishments in teaching, professional status and activity, and practice or practice relevant activity.
- b. External evaluations will be solicited from persons of repute in the candidate's field.
- c. Each external reviewer will be asked for a statement regarding his or her acquaintance with the candidate.
- d. Guidelines for completing the external evaluation will be furnished to each external reviewer.
- e. The department chair will deliver candidate materials to the external reviewers at least 30 days prior to the date these external evaluations are needed by the candidate.
- f. The candidate will provide two or three exemplars of published works with the curriculum vita and other materials sent to the reviewers.
- g. Each external evaluation received becomes a part of the candidate's portfolio.

On the forms to be forwarded with each candidate's application, the personnel committee will briefly and clearly state the criteria for evaluation. The personnel committee's comments (Form 3) and the chair's comments (Form 4) should leave no doubt as to the action desired by the department. For candidates whose applications have been approved by the department, the comments should fully develop a rationale for recommending the candidate, leaving no doubt about the candidate's suitability and importance to the future development of the department.

Review Process

The chair should review each candidate's documentation with the candidate before it is made available for review by the personnel committee. No additional items may be included in the documentation without the chair's and candidate's permission.

The chair will make the candidates' documentation available for review by the personnel committee.

The personnel committee will meet to discuss the candidate's application materials. Only members of the Department's personnel committee are eligible to be present during the voting procedures and to vote on the promotion of any candidate.

The department chair will preside over the meeting. At the conclusion of the discussion, and with the chair presiding in a non-voting capacity, the personnel committee will vote

by secret ballot to either recommend or not to recommend the candidates for promotion. A tie vote is a vote not to recommend.

If on first vote a candidate is not approved for promotion, any member of the departmental personnel committee may request a second vote to reconsider the decision. Such reconsideration will be given if approved by a two-thirds majority of the departmental personnel committee present and voting.

Voting

The committee will vote for promotions, using a ballot to indicate approval or disapproval for each candidate. Members must be present to vote.

The chair and a member of the personnel committee selected by the other members of the committee should conduct independent counts of the ballots before the results are announced. Any discrepancy between the two counts should be resolved before the results are announced to the personnel committee.

A member of the personnel committee will enter the results of the voting on Form 3, along with evaluative remarks that include a statement showing how this candidate's qualifications specifically meet or exceed the departmental and college criteria established for promotion from the personnel committee's perspective.

The chair is responsible for seeing that the comments accurately reflect the discussion about the candidate.

Following the verification and the official recording of the votes, the chair will destroy all ballots and tally sheets.

The chair will provide an independent "chair's recommendation" for each candidate on Form 4 and add evaluative comments, including a statement showing how the candidate's qualifications specifically meet or exceed the departmental and college criteria established for promotion from the chair's perspective. The chair will inform the departmental personnel committee of these recommendations, with explanations as appropriate, within three class days of the chair's decision.

The chair will verify that information forwarded about each candidate to the college review group is correct.

The chair will attach a copy of the Tenure and Promotion Tracking Form (Form 8) to each application and will forward the approved applications and documentation with a copy of the department's evaluation criteria to the dean of the college.

Within three class days of the decision by the chair, the chair will notify the candidate of the action. The following two decisions require written notification:

1. If the candidate is denied by either the personnel committee or the chair, but not

- both, the application is forwarded to the college review group.
2. If the candidate is denied by both the personnel committee and the chair, the application is denied unless the candidate files an appeal within the specified period of time.

If the candidate has applied for promotion, the chair must schedule a meeting with the candidate to discuss the department's evaluation. Reasons for denial of promotion shall be explained. The candidate will be advised in creating a program of professional development to enhance the likelihood of future promotion, providing that the denial of promotion does not result in a terminal contract.

Timeline for the Promotion Process

The timeline will make allowances for weekends, by moving due dates to the next business day when relevant.

By May 1, the department chair will submit to the departmental faculty and the college dean a list of faculty members eligible for promotion and tenure review including any clinical faculty eligible for promotion.

By August 15, eligible faculty members must:

1. notify the department chair in writing of their intention to apply for promotion. Faculty who fail to inform the chair by August 15 will not be considered in the year's cycle;
2. complete and submit an up-to-date Texas State Vita and a promotion form to the department chair. The candidate should also submit documentation of clinical work, teaching, scholarly/creative activity and leadership/service as defined in department 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 August 15 will not be considered during the cycle.

By September 15, the chair will send a copy of the list of candidates to the personnel committee and college dean.

By November 15, the department personnel committee will have reviewed each candidate's application and documentation, voted and submitted recommendations to the department chair.

By December 1, the department chair will submit his/her recommendations, along with those of the personnel committee, to the dean.

By February 9, 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, the personnel committee, and the department chair to the provost.

By April 30, the provost will notify candidates and the president will notify the chancellor and the board of the recommendations.

By June 1, the final board action will be publicized.

Procedures for Appeal

Candidates who are denied promotion may grieve the decision by following the procedures in Academic Affairs PPS 8.08.

Communication of Information about Denial of Promotion

Each person in the review and evaluation process has a professional responsibility to treat information that evaluates another's work as confidential. All votes in the process must be kept confidential.

Clinical faculty members who are denied promotion at any level should be informed regarding the reasons for denial by the responsible administrator, either the chair, the dean, or the provost. It is the responsibility of the candidate to request a meeting to determine the reasons for denial.

Actions:

Approved by CLAS Faculty, Jan 26, 2011

Approved by CLAS Faculty, Oct. 17, 2011