



Texas Christian University Policy

Policy Title: Faculty Tenure, Promotion and Emeritus Policy

Policy Subject: Required review and decision procedures for promotion and tenure, resignations, dismissals

Division: Academic Affairs

Policy Number: AA1:003

I. **Applicability**

This policy is applicable to personnel holding full-time academic-year appointments regardless of rank. Adjunct and part-time faculty and faculty who are employed for special projects with specified time limits are not covered by this policy.

II. **Policy Statement and Purpose**

University faculty must have academic freedom in teaching and research and freedom for extramural activities consistent with responsible citizenship. Academic freedom, including through permanent tenure, is indispensable to the success of Texas Christian University in accomplishing its charter purposes and in fulfilling its obligation to society as a responsible institution of higher learning. All permanent tenure designations granted prior to the effective date of this document shall be honored. The following principles, definitions and procedures shall constitute the tenure policy for the faculty of Texas Christian University.

III. **Policy Definitions**

Qualified Committee Members: Faculty members of Department, College/School and University P&T Committees are qualified to vote on candidates if they hold the same rank or higher of the candidate. Committee members with tenure may vote on tenure-track (with or without tenure) and nontenure-track faculty standing for promotion, tenure, or emeritus. When a tenure-track faculty member stands for promotion, only tenured faculty members at or above the rank being sought may vote. Nontenure-track committee members may only vote on nontenure track faculty standing for promotion or emeritus. When a nontenure-track faculty member stands for promotion, at least one nontenure-track faculty member (ideally in the same faculty promotion stream) of the rank being sought or higher shall be included on the P&T Committee.

Executed Communication: All communications are considered executed when sent via TCU email addresses.

Faculty of Texas Christian University shall be defined as personnel holding full-time academic-year appointments regardless of rank.

Colleges/Schools encompass AddRan College of Liberal Arts, Bob Schieffer College of Communication, College of Education, College of Fine Arts, College of Science & Engineering, Harris College of Nursing & Health Sciences, John V. Roach Honors College, and Neeley School of Business.

Candidate refers to faculty seeking promotion and/or tenure or emeritus status during the current Promotion and Tenure (P&T) cycle.

Department refers to an academic unit within a college.

Department Chair refers to the head administrator of a Department without regard to the formal title held by that administrator.

P&T refers to Promotion and Tenure.

Probationary Period: Any full-time tenure-track faculty member who has not been elected by the Board of Trustees to permanent tenure shall be considered as being in the probationary period.

IV. Policy

A. PROMOTION AND TENURE COMMITTEES

1. **Purpose of the P&T Committees:** Department/College/University P&T Committees shall meet in accordance with the University established timeline for the purpose of providing recommendations on applications for promotion and/or tenure and emeritus status. These recommendations become a part of the candidate's portfolio as it moves forward in the P&T process. For committee members at all levels, if at any time during or after the review an individual has concerns about discrimination associated with the committee's activities, they should refer to TCU Policy 1.008 Prohibited Discrimination, Harassment, Sexual Misconduct, and Retaliation Policy.
2. **Composition of Department, College/School and University Committees**
 - a) **Department P&T Committee:** The size and composition of the committee and the process for selection shall be described in the department's governance documents, which must be approved by the Department's faculty, Chair, and Dean. The composition of the Department P&T committee must include enough members such that a minimum of three P&T committee members are qualified to vote on each candidate. Qualified committee members with tenure may vote on tenure-track (with or without tenure) and nontenure-track faculty standing for promotion, tenure and emeritus. When a tenure-track faculty member stands for promotion, only tenured faculty members at or above the rank being sought may vote. Nontenure-track committee members may vote only on nontenure track faculty standing for promotion or emeritus. When a nontenure-track faculty member stands for promotion, at least one nontenure-track faculty member (ideally in the same faculty promotion stream) of the rank being sought or higher shall be included on the P&T Committee. If a department lacks qualified faculty members to properly compose the P&T Committee, then, with the

approval of the dean, qualified members from the College can serve on the P&T committee.

- b) **College P&T Committee:** The size and composition of the committee and the process for selection shall be described in the college's governance documents, which must be approved by the Provost. The composition of the committee must include enough members such that a minimum of three members are qualified to vote on each candidate. At least half of the P&T Committee shall be elected by the faculty as defined by the College's governance documents. Tenured committee members may vote on faculty standing for promotion, tenure, or emeritus at or above the rank they hold. When a tenure-track faculty member stands for promotion, only tenured faculty members at or above the rank being sought may vote. Nontenure-track committee members may only vote on nontenure track faculty standing for promotion or emeritus. When a nontenure-track faculty member stands for promotion, at least one nontenure-track faculty member (ideally in the same faculty promotion stream) of the rank being sought or higher shall be included on the P&T Committee.
- c) **University P&T Committee:** The University P&T Committee shall be composed of eight faculty members. Four shall be elected by the Faculty Senate from among the total tenured University faculty. Four shall be appointed by the Provost after consultation with the Executive Committee of the Faculty Senate. The elected members and appointed members shall represent each of the colleges. Tenured committee members may vote on faculty standing for promotion, tenure, or emeritus at or above the rank they hold. When a tenure-track faculty member stands for promotion, only tenured faculty members at or above the rank being sought may vote. Nontenure-track committee members may only vote on nontenure track faculty standing for promotion or emeritus. When a nontenure-track faculty member stands for promotion, at least one nontenure-track faculty member (ideally in the same faculty promotion stream) of the rank being sought or higher shall be included on the P&T Committee.
- d) **Faculty Review Hearing Committee (FRHC):** The Faculty Review Hearing Committee is named on an ad hoc basis for each appeal case and will disband upon the completion of the case. The committee shall consist of five qualified Texas Christian University faculty, as follows: (1) one selected by the Appellant in question – this individual may be from any department or college; (2) one selected by the Dean - this individual shall be chosen from the Appellant's home college; and (3) At the beginning of every fall semester, the Faculty Senate Executive Committee will identify the names of up to 10 additional faculty as potential members of the FRHC. The Faculty Senate Chair or their designee shall then present this list of names to the two parties for ranking according to their preferences for membership on the Hearing Committee. These potential FRHC members must be chosen from outside the Appellant's department and college. The chairperson of the Senate, or designated representative, shall then select the three names most preferred by both parties, breaking any tied rankings by a method they deem appropriate. These three persons shall then designate one among themselves to serve as Chair of the five-person Faculty Review Hearing Committee. When a faculty member appeals a promotion decision, only faculty members at or above the rank

being sought may serve on the FRHC committee with exception to the member chosen by the Appellant.

3. **Timeline:** P&T Committee membership at all levels shall be established annually by the start of the fall semester.
4. **Elections and/or appointments** are to be managed at the discretion of the head administrator at the committee level (i.e. department, college, or university). Only full-time faculty are eligible for election and/or appointment to these committees.
5. **Eligibility for Multiple P&T Committees:** Faculty members may be elected or appointed to serve on the P&T Committees of multiple levels of the University (Department, College, University). With respect to candidates from their home department, College or University P&T committee members may be present during the discussions but may not advocate for a particular outcome or vote.

B. PROMOTION AND TENURE CALENDAR

The timeline and due dates for policies stated herein will be governed by the University P&T Calendar, which can be found in **Appendix A**.

C. PROMOTION AND TENURE PROCEDURES

1. Written Contracts

- a) Every non-tenured, full-time member of the faculty must have a written contract with the University. Appointments may be for one year or for other stated periods, subject to renewal.
 - b) Except for faculty members who have tenure status, persons with full-time teaching or research appointments of any kind will be informed in writing each year of their appointment and the terms and conditions thereof. The institution will normally notify faculty members in writing of the terms and conditions of their renewals by March 15, but in no case will such information be given later than April 15. c)
 - c) Written notice from the chief academic officer that a probationary appointment is not to be renewed must be given to the faculty member in advance of the expiration of their appointment as follows:
 - i. no later than March 1 of the first year of service if the appointment expires at the end of that academic year; or, if a probationary appointment terminates during an academic year, at least three months in advance of its termination;
 - ii. no later than December 15 of the second year of service if the appointment expires at the end of that academic year; or, if an appointment terminates during an academic year, at least six months in advance of its termination;
 - iii. at least 12 months before the expiration of an appointment after two years of service at the institution.
- ### **2. Notification of Intent to be Considered for Tenure and/or Promotion or for Emeritus Status**

- a) A faculty member who seeks promotion and/or tenure shall do so by notification in writing to their department chair by no later than the date stated in the P&T Calendar.
- b) Normally, promotion to the rank of full professor may be sought after completion of the fifth year at the associate professor rank (e.g., materials are reviewed in the sixth year in rank); however, consideration of early promotion is allowable. Approval for consideration of early promotion to full professor must have been granted by the department chair and dean. **Written documentation of approval for consideration by the chair must be included in the candidate's file.** Approval for early consideration does not guarantee tenure or promotion. Submission and review of materials for promotion would follow the T&P calendar.
- c) Retiring and retired faculty members may notify the chair in writing or be nominated for consideration of emeritus status by no later than the date stated in the P&T Calendar.
- d) The Provost's Office will notify department chairs and deans of tenure-track faculty who are entering the final year of their probationary period and are expected to be considered for tenure in the upcoming P&T cycle.
- e) The department chair shall provide the final list of candidates to the dean, and the dean shall submit the final college list of candidates to the Provost's office.

3. Probationary period for tenure-track faculty

- a) Permanent tenure at Texas Christian University shall normally be conferred upon a member of the faculty only after he or she has served a probationary period. Professors and associate professors who come to the University with prior tenure status at a fully accredited institution of higher learning may have the probationary provision waived upon the recommendation of the department in which the faculty member shall have tenure. The recommendation for waiver shall be reviewed in parallel with recommendation for initial appointment.
- b) The probationary period is normally six years, unless stated otherwise in the faculty member's letter of hire issued by the Provost.
- c) Tenure ordinarily shall not be given to assistant professors, nor to instructors unless specifically employed in a tenure-track instructor position. Eligible faculty who are not U.S. citizens must have obtained permanent residency to be considered for tenure.
- d) Consideration for promotion to the rank of associate professor with tenure or consideration of tenure for associate or full professors hired without tenure normally occurs in the final year of the probationary period, with candidates submitting their P&T portfolio in the fall semester of their final year according to the P&T calendar. Candidates who are not awarded tenure will be offered a one-year terminal contract.
- e) Consideration of **early tenure and promotion** prior to the final year of the probationary period or earlier than that stated in the hire letter is allowable. However, approval for consideration of early review must have been granted by the department chair and dean. Written documentation of approval for consideration by the chair and dean must be included in the candidate's file. Approval for early consideration does not guarantee tenure or promotion. There should be no higher or lesser

- standard or different set of criteria imposed for early tenure. Candidates who are not awarded tenure will be offered a one-year terminal contract.
- f) **Time spent on leave** from TCU will count as part of the probationary period of service. Exceptions must be approved by the Provost/Vice Chancellor for Academic Affairs and stated in writing at the time of granting the leave.
 - g) For faculty who devote more than three-fourths of their time to teaching and research, the total period of full-time service in a tenure-track appointment prior to acquisition of tenure shall not exceed seven years, including all previous full-time service in a tenure-track appointment with the rank of instructor or higher at other accredited institutions of higher learning, subsequent to completing terminal qualifications in their field.
 - h) **Prior service at another accredited institution:** The probationary period for a person granted credit for prior service may extend to as much as four years even if the total full-time service in the profession thereby exceeds seven years. The number of prior years' service to be counted and the length of the maximum probationary period shall be set forth explicitly in the prospective faculty member's initial letter of appointment. Calculating the length of probationary period for prior services will follow these rules:
 - i. Prior full-time service with faculty rank at other accredited institutions *must be* counted toward the probationary period if the service was subsequent to completing terminal qualifications, and more than three-fourths time teaching and research, and in a tenure-track appointment at such institutions.
 - ii. Prior full-time service with faculty rank at other accredited institutions may be negotiated at the time of the position offer to be counted, not be counted, or counted less than year-for-year if the service was prior to completing terminal qualifications, or three-fourths time or less teaching and research, or in a non-tenure-track appointment at such institutions.
 - i) **Prior service at TCU:** Prior service at TCU in a tenure-track appointment *must be counted* toward the probationary period if rendered prior to completing terminal qualifications. Prior full-time service with faculty rank at TCU a non-tenure track appointment may be negotiated at the time of the position offer to be counted, not counted, or to count it less than year-for-year. This option shall be a *one-time* option documented in the initial letter of appointment to a tenure-track position at TCU. Such documentation within the offer letter should be specify explicitly the number of prior years' service to be counted and the length of the maximum probationary period.
 - j) **Requests for extension of the probationary period:**

In the case of an extraordinary experience or event beyond the individual's control that affects a nontenured faculty member's performance, which may or may not include a leave covered by the Family Medical Leave Act, the faculty member may request an extension of the probationary period.

 - i. A faculty member who has given birth to a child during the probationary period will be granted an extension of the probationary period if an extension is requested. Such a request

should be timely, but in no case after they have provided written notification of their intent to go up for tenure.

- ii. A faculty member will address such a request in writing directly to the chair with copies to the dean and Provost and Vice Chancellor for Academic Affairs. Prior to the Provost rendering a decision, they will consult with the dean.
- iii. In making any request for an extension of the probationary period, the faculty member relinquishes any and all claims to *de facto* tenure.

4. External Evaluators

- a) **Materials for External Evaluators.** Tenure-track faculty will submit their documents (specific documents per department/college policies) needed for review by external evaluators.
- b) **Initiation of Collection of External Evaluator Reviews.** The department chair or dean (as determined by college policy) will initiate the collection of external review letters for faculty in their final probationary year and for tenured faculty who wish to be considered for promotion.
- c) **External Evaluations** received by department chairs or deans for tenure-track candidates shall be added to the candidate's portfolio following college procedures. They will be retained in a separate External Reviews folder in the portfolio which will not be viewable by the candidate. They will be accessible to all levels of the review process. See **Appendix B** for solicitation of external letter guidelines.

5. Portfolio Requirements, Submission and Access

- a) **Requirements:** Portfolios, also referred to as dossiers or materials, will serve as the basis for review as described under Review Process (See **IV.C.5-6**). The portfolio shall initially be composed of evidence submitted by the candidate to demonstrate they have met the standards set forth in department, college, and university criteria in their progress towards tenure and/or promotion.
 - i. Emeritus candidate portfolios: The composition of the portfolio for emeritus candidates will be determined by college and department policies. At a minimum, the portfolio of emeritus candidates should contain a current curriculum vita.
 - ii. All portfolios are to be in digital format and organized using the categories and naming standards as outlined in **Appendix C**.
- b) **Portfolio Submission Procedures**
 - i. Candidates for tenure and/or promotion or emeritus status in the current P&T cycle are to submit their portfolios per college procedures.
 - ii. Tenure-track faculty in the probationary period who are due for an annual progress toward tenure review are to submit their portfolio per departmental procedures. See **Section IV.C.5, Review Process: Annual Progress Towards Tenure/Promotion Evaluation for Tenure-Track Faculty**.
- c) **Access to P&T Candidate Portfolios:** The college, under the direction of the dean, will govern access to candidate portfolios up through the date when candidate portfolios are submitted to the Provost. This

pertains to start/stop access for the candidate and all review levels within the college according to the P&T calendar dates as stated in **Appendix**

A. Sequence:

- i. Candidates for tenure and/or promotion or emeritus status will have access to their portfolio through the submission deadline as stated on the P&T calendar. Their permission to access the portfolio will then be terminated by the college. No further materials from the candidate are allowed to be added to the portfolio past the portfolio due date.
- ii. Upon termination of the candidate's access, the department P&T committee members and the department chair and dean will be granted access to candidate materials by the college. Upon completion of the department P&T Committee review, department committee access to candidate portfolios will be removed.
- iii. Upon completion of department chair review, department chair access to candidate portfolios will be removed.
- iv. Access to candidate portfolios will commence for the college P&T committee. Upon completion of the college P&T committee review, the committee's access to candidate portfolios will be removed.
- v. Upon completion of the dean's recommendation to the Provost, the college will submit a copy of candidate portfolios following Provost's Office procedures. The college will retain a copy of the candidates' portfolios for college records.

6. Review Process: Annual Progress Towards Tenure/Promotion Evaluation for Tenure-Track Faculty (see P&T calendar, Appendix A for timelines.)

- a) For tenure-track faculty in the probationary period of their first year of employment who start employment in the summer or at the beginning of a Fall semester, a Progress Towards Tenure/Promotion evaluation will be conducted in the Spring semester of their first employment year and will be based on the most recent semesters of employment (i.e., Fall semester or Summer and Fall semesters). The faculty portfolio contains all evidence of performance that will serve as the basis for the review. Colleges will determine what areas of performance will be evaluated in this first-year review (the review will only cover one semester of performance activity to date).
- b) For tenure-track faculty in the probationary period of their second year of employment and onward, or tenure-track faculty in the probationary period who are hired in the Spring semester, a Progress Towards Tenure/Promotion review occurs each Fall semester. The Progress Towards Tenure/Promotion evaluation is based on the most recent academic year semesters (i.e., Fall, Spring, and Summer preceding the current review) while also considering performance in previous years and semesters.
- c) Two entities are charged with evaluating the materials and conducting the review: **Department P&T Committee:** For all Progress Towards Tenure/Promotion reviews the Promotion & Tenure Committee will review the portfolio separate from the chair, and report the findings of their evaluation to the chair. **Department Chair:** The chair, considering the input from the department P&T Committee, will then complete their review and issue a formal progress towards tenure/promotion letter to the

faculty member outlining the results of the annual evaluation. The chair will submit a copy to the Dean. The faculty member will have 7 calendar days from receipt of the chair's formal progress towards tenure/promotion letter to submit a written response addressed to the chair. This response, which is optional, will be included in the faculty's annual progress review file. The response cannot include additional materials to add to the portfolio. All communications are considered executed when sent via TCU email addresses.

- d) Reviews should address the areas of faculty responsibility, which are:
 - i. Teaching
 - ii. Creative activity (Scholarship, Research and Performance) (required for tenure-track faculty only)
 - iii. Service
 - iv. Advising and/or related activities
 - v. Professional development
 - vi. Conduct in accord with the TCU Statement of Professional Ethics
- e) The dean will submit a copy of the chair's formal progress towards tenure/promotion letter and the optional faculty response to the Provost's Office for faculty records.

7. Review Process: Candidates for Emeritus status, Promotion and/or Tenure: The P&T process will consist of a series of reviews and recommendations, beginning with the departments/units and moving up through the college or school, Provost, and Chancellor, with the decision ultimately being made by the Board of Trustees.

a) Review by the Department P&T Committee: The department chair will present the list of candidates to the P&T committee. The college will grant the department chair and department committee access to candidate portfolios after candidate permission to access the portfolio is removed according to the timeline in **Appendix A**.

- i. The candidate's portfolio shall be reviewed by the department P&T committee. The committee will answer the question if the candidate satisfied the requirements to be given emeritus status or to be promoted and/or granted tenure, by comparing the candidate's portfolio (including external evaluations for tenure-track faculty) with the department, the college, and the university criteria for promotion and/or tenure.
- ii. The committee shall provide the chair with a written evaluation and recommendation on the candidate, which will include the count of the vote in favor and against promotion, tenure or emeritus status. The written evaluation will be signed by all members of the committee and should include the range of assessments among committee members. The department chair will provide a copy of the department P&T Committee recommendation to the college, and the college will add it to the candidate's portfolio. All communications are considered executed when sent via TCU email addresses.

b) Review by the Department Chair

- i. The candidate's portfolio shall be reviewed by the department chair. The chair will answer the question if the candidate satisfied the requirements to be given emeritus status or to be promoted and/or granted tenure by comparing the candidate's portfolio

(which will now include the department P&T committee's recommendation) with the department criteria, the college criteria and the university criteria for emeritus and P&T.

- ii. The chair shall provide a written evaluation and recommendation on the candidate. The dated evaluation shall be submitted to the Dean, and to the candidate.
 - iii. The college will add the evaluation and recommendation to the candidate's portfolio.
 - iv. Optional candidate response: In the case of a negative recommendation, the candidate will have 7 calendar days to submit to the dean a written response to the chair's recommendation letter as an attachment to an email. The response, which is optional, cannot include additional materials to add to the portfolio. The dean will add the written response to the candidate's portfolio prior to the commencement of the next review level. All communications are considered executed when sent via TCU email addresses.
- c) **Review by the College P&T Committee:** The dean will present the list of candidates and grant access to candidate portfolios by the date specified in **Appendix A**.
- i. The candidate's portfolio shall be reviewed by the college P&T committee. The committee will answer the question if the candidate satisfied requirements to be given emeritus status or to be promoted and/or granted tenure, by comparing the candidate's portfolio (including external evaluations for tenure-track and tenured faculty) with the department's criteria, the college criteria and the university criteria for emeritus and P&T.
 - ii. The committee shall provide the dean with a written evaluation and recommendation on the candidate, which will include the count of the vote in favor and against promotion, tenure or emeritus status. The written evaluation will be signed by all members of the committee and should include the range of assessments among committee members.
 - iii. The college will add the recommendation letter to the candidate's portfolio.
- d) **Review by the College Dean**
- i. The candidate's portfolio shall be reviewed by the college dean. The dean will answer the question if the candidate satisfied requirements to be given emeritus status or to be promoted and/or granted tenure by comparing the candidate's portfolio with the department criteria, the college criteria and the university criteria for emeritus and P&T.
 - ii. The dean shall provide a written evaluation and recommendation on the candidate, dated and addressed to the Provost which will be added to the candidate's portfolio. The dean will provide a written copy to the candidate and department chair. All communications are considered executed when sent via TCU email address.
 - iii. Optional candidate response: In the case of a negative recommendation, the candidate will have 7 calendar days to submit to the Provost a written response to the dean's recommendation letter as an attachment to an email. The response, which is

optional, cannot include additional materials to add to the portfolio. The Provost will add the written response to the candidate's portfolio prior to the commencement of the next review level. All communications are considered executed when sent via TCU email addresses.

e) Review by the University P&T Committee

- i. The candidate's portfolio shall be reviewed by the university P&T committee as directed by the Provost. The committee will answer the question if the candidate satisfied criteria to be given emeritus status or to be promoted and/or granted tenure, by comparing the candidate's portfolio (including external evaluations for tenure-track faculty) with the department's criteria, the college criteria and the university criteria for P&T.
- ii. The committee shall provide the Provost with a written evaluation and recommendation on the candidate, which will include the count of the vote in favor and against promotion, tenure or emeritus status. The written evaluation will be signed by all members of the committee and should include the range of assessments among committee members.
- iii. The Provost Office will add the recommendation to the candidate's portfolio.

f) Review by the Provost and Vice Chancellor for Academic Affairs

- i. The candidate's P&T portfolio shall be reviewed by the Provost. The Provost will answer the question if the candidate is qualified to be given emeritus status or to be promoted and and/or granted tenure, by comparing the candidate's portfolio with the department's criteria, the college criteria and the university guidelines for P&T.
- ii. The Provost will forward written recommendations on tenure, promotion or emeritus status and supporting evidence to the Chancellor or Chancellor's designee. The Provost shall provide a copy of the recommendation to the candidate and their dean via their TCU email addresses.
- iii. If the Provost declines to recommend tenure and/or promotion, the faculty member may initiate a review within 7 calendar days, by submitting a written request to the Provost to initiate a review by the Faculty Review Hearing Committee (FRHC). The written request should articulate objections to the denial decision. The FRHC will consider the case, with focus on (a) whether there was a procedural error that had a material impact on the outcome, and (b) whether the negative recommendation was arbitrary or capricious (i.e., had no rational basis). The FRHC will then make a recommendation to the Provost. The Provost will then decide whether to recommend promotion and/or tenure, and the Provost's decision is final. All communications are considered executed when sent via TCU email addresses.

g) Review by the Board of Trustees: The TCU Board of Trustees will consider the emeritus, promotion and tenure recommendations of the Academic Affairs Committee

D. ACCELERATED TENURE REVIEW FOR EXTERNAL FACULTY CANDIDATES

The following process will be followed when a TCU department would like to consider recommendations for tenure at the time of hire for a faculty candidate who currently holds tenure at another academic institution. It is the decision of the department/unit to initiate this process, provided that they have received prior approval from the Dean's office. The process involved in reviewing candidates for recommendations of tenure upon hiring will mirror, in an expedited manner, the process followed for internal candidates. Any step of this process can be handled via online meeting, but any person on any of the involved P&T committees has the right to request an in-person meeting of the relevant committee. Each committee is expected to process the files as quickly as possible, taking no longer than two weeks. In addition, the materials considered for the accelerated tenure review will be the documents required for application to the position.

1. Upon selecting candidates for final interviews during a faculty search (e.g., selecting those who will interview on campus), the department chair may charge the department P&T committee with review of qualified candidates for recommendations of tenure at the time of hire. The process from this point will follow that of the departmental process in **IV.C.6.a, Review by the Department P&T Committee** and **IV.C.6.b, Review by Department Chair** of this document.
 2. Upon receipt of departmental recommendations, the college will follow the processes in **IV.C.6.c, Review by the College P&T Committee** and **IV.C.6.d, Review by the College Dean** of this document.
 3. Upon receipt of the college recommendations, the Provost's office will follow the processes in **IV.C.6.e, Review by the University P&T Committee** and **IV.C.6.f, Review by the Provost and Vice Chancellor for Academic Affairs** of this document.
 4. The Provost shall decide whether to recommend that the Board of Trustees offer the potential new hire tenure at their next meeting and will inform the hiring unit, which may use this information in extending the job offer.
 5. The TCU Board of Trustees will consider recommendations for accelerated tenure of the Academic Affairs Committee at their next scheduled meeting.
 6. For hiring senior academic administrators with tenure, the process specified above will be followed at an accelerated pace to be determined by the Provost and the relevant academic units.
- E. **RESIGNATIONS:** A faculty member may terminate their appointment effective at the end of an academic year, provided that he or she gives notice in writing at the earliest possible opportunity, but normally not later than 30 days prior to the end of the academic year. The faculty member may properly request a waiver of this requirement of notice in case of hardship or in a situation where he or she would otherwise be denied substantial professional advancement. In this case, the faculty member shall act as early as possible so as to provide maximum time for replacement.
- F. **DISMISSAL PROCEDURES**
1. Cause for dismissal or reduction in rank of tenured faculty shall be stated in writing and shall be related directly and substantially to the fitness of the faculty member in their professional capacity as a teacher or researcher. Threat of dismissal or reduction in rank will not be used to restrain faculty members in their exercise of academic freedom or other rights of American citizens.
 2. Dismissal or reduction in rank of a faculty member with tenure, or in the case of a faculty member with a probationary appointment, before the end of their term (contract period) as specified in II.B.5, will be preceded by discussion between the faculty member and appropriate administrative officers, looking toward a mutually acceptable conclusion.

- a) Should the above fail, cause for dismissal or reduction in rank of a faculty member shall be stated in writing by the Chancellor in a letter of terminal appointment (a) received at least twelve months prior to the end of the terminal academic year in the case of a tenured faculty member, or (b) received at least five months prior to the termination date in other cases.
 - b) After receipt of the Chancellor's letter, the faculty member shall have 30 days to request a hearing before the Faculty Tenure Hearing Committee by a letter to the chairperson of the Faculty Senate.
 - c) The Faculty Tenure Hearing Committee shall consist of five employees of Texas Christian University, one selected by the faculty member in question, one selected by the Chancellor and three selected from a list of 10 in accord with the following plan. As needed, the Committee on Committees of the Faculty Senate will nominate and the Senate shall approve the names of 10 faculty members as potential members and six additional faculty members as potential replacement members of Hearing Committees. When a Hearing Committee must be formed, the chairperson of the Faculty Senate, or designated representative thereof, shall present a list of 10 names approved by the Senate to the two parties for ranking according to their preferences for membership on the Hearing Committee. The chairperson of the Senate, or designated representative, shall then select the three names most preferred by both parties, breaking any tied rankings by a method he or she deems appropriate. These three persons shall then designate one among themselves to serve as Chair of the Hearing Committee. Ideally, members of a Hearing Committee should not be selected as advocates but rather because they are impartial, knowledgeable concerning the issues and skillful in eliciting pertinent information.
3. Once the Hearing Committee is organized, the procedures below shall apply:
- a) The Faculty Tenure Hearing Committee shall obtain a copy of the terminal appointment letter with a statement of cause from the Chancellor. The hearing shall begin no later than 30 days after receipt of the faculty member's written request. Written notice of the date of the hearing shall be forwarded by the chairperson of the Faculty Tenure Hearing Committee to the committee members, the Chancellor, and the faculty member.
 - b) The Hearing Committee, in consultation with the Chancellor and the faculty member, shall exercise its judgment as to whether the hearing should be public or private.
 - c) The burden of proof that adequate cause exists rests with the institution and shall be established by substantial evidence.
 - d) During the proceedings the faculty member shall be permitted to have an academic advisor and/or legal counsel of their own choice. If the faculty member elects to have legal counsel present, the University also shall be permitted to have legal counsel present.
 - e) At the request of either party or the Hearing Committee, a representative of a responsible educational association shall be permitted to attend the proceedings as an observer upon nomination by and at the cost of the nominating party.

- f) The faculty member shall be afforded an opportunity to obtain necessary witnesses and documentary or other evidence, and the administration of the institution shall, insofar as it is possible, secure the cooperation of such witnesses and make available to the faculty member necessary documents and other evidence.
 - g) The faculty member and the administration shall have the right to confront and cross-examine all witnesses. Where the witness cannot appear, but the Hearing Committee determines that the interests of justice require admission of their statement, the committee shall identify the witness, disclose their statement, and if possible provide for interrogatories.
 - h) A verbatim record of the hearing or hearings shall be taken and a typewritten copy shall be made available to the faculty member and the Chancellor.
 - i) The faculty member and the Chancellor shall be notified in writing of the Hearing Committee's findings.
 - j) Prior to and during the hearings, except for such simple announcements as may be required for assembling the interested parties, the faculty member, administrators and the committee members should avoid public statements and publicity about the case.
 - k) If the Faculty Tenure Hearing Committee finds that adequate cause for dismissal or reduction in rank has not been established by the evidence in the record, it shall so report to the Chancellor no later than 15 days following the conclusion of the hearings. If the Faculty Tenure Hearing Committee concludes that adequate cause for dismissal or reduction in rank has been established, but that an action less than dismissal or reduction in rank would be appropriate, it shall so recommend with supporting reasons. The Chancellor shall either accept or reject the report within 30 days after receipt. If the Chancellor rejects the report, he or she shall state their reasons for doing so in writing to the Faculty Tenure Hearing Committee and to the faculty member and shall provide an opportunity for response.
4. **Action by the Board of Trustees:** The Chancellor shall, upon request of the faculty member, transmit to the Faculty Relations Committee of the Board of Trustees the record of the case. That committee shall review the findings, recommendations, and material evidence, making further investigation or additional comments as it deems proper, and shall refer the record and its recommendations to the Board of Trustees at its next regular or special meeting or to the Executive Committee if no Board Meeting is imminent. Should the Board of Trustees not accept the recommendations of the Faculty Tenure Hearing Committee, then the Board must return to the Hearing Committee their reasons. These reasons shall be considered and final recommendations shall be sent forward by the Hearing Committee. The Board of Trustees, or the Executive Committee acting for it, shall consider the final recommendations of the Hearing Committee and make the final decision.
5. **Suspensions and Reassignments:** The faculty member shall normally continue in their assigned duties until the date of termination stated in the Chancellor's letter (**IV.F.2.a**) or the date of termination stated in the employment contract, whichever is earlier. Should there be circumstances or evidence to suggest a suspension or reassignment, the administration shall consult with the Faculty

Tenure Hearing Committee, or, if it has not been formed, with the Faculty Senate Executive Committee, before deciding whether the faculty member in question shall be allowed to continue their duties.

6. **Terminal salary or notice:** As noted above, if the appointment of a tenured faculty member is terminated, the faculty member shall receive their written notice at least 12 months prior to the end of the terminal academic year. Should there be a finding that the conduct which justified dismissal involved moral turpitude, this provision for terminal notice or salary need not apply. Moral turpitude shall be interpreted in the framework of values accepted by the academic community at large. On the recommendation of the Faculty Tenure Hearing Committee or the Chancellor, the Board of Trustees, in determining what payments will be made beyond the effective date of dismissal, may take into account the length and quality of service of the faculty member.

G. TERMINATION PROCEDURES IN THE EVENT OF ELIMINATION OR SEVERE REDUCTION OF AN ACADEMIC PROGRAM

When, in the judgment of the administration, financial circumstances mandate serious consideration of the elimination or reduction of a program with an accompanying dismissal or reassignment of tenured faculty, an ad hoc committee shall be formed to participate in the deliberations and to advise the administration with regard to appropriate actions. The committee shall be comprised of the Faculty Senate Executive Committee, the chief academic officer, the dean of the school or college and the departmental chairperson concerned. The tenured faculty members whose appointments may be directly affected, shall have the opportunity to meet with the committee in order to provide information which the tenured faculty members consider to be relevant. The chief academic officer of the University shall serve as chairperson of the ad hoc committee. Should the decision be made that the concern is bonafide and that the termination or reassignment of one or more tenured faculty members is necessary, the ad hoc committee shall assist the administration in its efforts to work out the most equitable arrangement possible for the tenured faculty members concerned and for the University. In these circumstances, the procedures in **IV.F** do not apply. If the appointment of a tenured faculty member is terminated under these circumstances, the faculty member shall receive their written notice at least twelve months prior to the end of the terminal academic year.

V. Enforcement

Employee failure to comply with or violations of this policy are handled in accordance with applicable University policies and procedures; which may include disciplinary actions up to and including termination from the University.

VI. Administrative Responsibility

The Office of Faculty Affairs in the Division of Academic Affairs is responsible for administering and interpreting this policy.

VII. Policy History

Issued: prior to 1999

Revised: By Board of Trustees, Spring, 1999, 2003, 2005

Revised by special committee and approved by Faculty Senate, Deans, Chairs, All Faculty, Cabinet: Spring 2024

Updated by Academic Affairs, September 2024

VIII. Related Policies and Information

This revised policy (Spring 2024) combines information moved from other sections of the Faculty Handbook to this policy. It also includes information formerly found on the Provost's website under Promotion and Tenure.

IX. Appendix

See Appendix A, B, and C, attached.

X. Approved By and Approval Date

Approved by Provost/Vice Chancellor for Academic Affairs. Last approval date, Spring 2024

Promotion and Tenure Policy: Appendix A

University Promotion and Tenure Calendar with cross reference to

TCU Promotion & Tenure Policy

Calendar applicable for:

1. Annual review (Progress Towards Tenure) of tenure-track faculty
2. Recommendations for tenure-track faculty in final probationary year & tenured faculty seeking promotion
3. Recommendations for nontenure track faculty seeking promotion
4. Recommendations for retired or retiring faculty seeking emeritus status

Please note that these guidelines establish the university-level calendar; colleges/schools and their academic units may have additional dates and protocols. Please be sure to consult your appropriate resources.

Deadline/ Timing	Action Required
1st Monday in April	Provost Office to send list of tenure-track faculty due to be considered for promotion and tenure in this cycle.
Due on or before the 2nd Monday in April	Faculty to submit written notification of intent to seek tenure and/or promotion or, for retiring/retired faculty intent to seek emeritus status
	Tenure-track faculty seeking tenure and/or promotion this cycle should submit documents for review of external evaluators to the department Chair.
Due on or before the 3rd Monday in April	College sends list of faculty who will be submitting materials for consideration of promotion and/or tenure and emeritus status to Provost office.
April through September	Department Chairs or Deans to initiate and complete collection of external review letters for tenure-track faculty seeking tenure and/or promotion this cycle. External review letters for tenure-track faculty seeking tenure and/or promotion will be added to the candidate's portfolio by the college. Candidates will not have access to view the letters.
4th Friday in August	Department, College and University P&T committees will be established for current review cycle.
Due on or before the 1st Tuesday in September	Tenure-track faculty in their final probationary year, tenured faculty seeking promotion, nontenure track faculty seeking promotion and retiring/retired faculty seeking emeritus status will submit a portfolio for department level review . The portfolio forms the basis for review at all levels.

Deadline/ Timing	Action Required
	<p>Tenure-track in the probationary period prior to the final probationary year will submit a portfolio for the annual “Progress towards Tenure Review” at the department level.</p> <p><u>EXCEPTION</u>: tenure-track faculty <u>hired in the summer or start of fall semester</u> at TCU will submit their portfolio for the first “Progress Towards Tenure Review” in the <u>upcoming spring semester</u> (see applicable due date below)</p> <p>External review letters for tenure-track faculty seeking tenure and/or promotion will be added to the candidate’s portfolio by the college. Candidates will not have access to view the letters.</p>
<p>Starts 1st Wednesday in September through 4th Friday in January</p>	<p>The college, under the direction of the Dean, will govern access to candidate portfolios up through the date when candidate portfolios are submitted to the Provost. This pertains to start/stop access for the candidate and all reviewers at department and college levels, as outlined in the P&T Policy and in accordance with the P&T calendar dates.</p>
<p>Due on or before the 2nd Monday in October</p>	<p>Review by the department promotion and tenure (P&T) committee will be completed for <u>annual Progress Towards Tenure for tenure-track faculty</u>. A written progress toward tenure letter will be submitted to the department/division Chair.</p> <p>Review by the department promotion and tenure (P&T) committee will be completed for all candidates going up for <u>tenure and/or promotion and emeritus status</u>. A written recommendation will be submitted to the department/division Chair.</p>
<p>Due on or before the 4th Monday in October</p>	<p>Review by the department Chair will be completed for annual <u>Progress Towards Tenure</u> for tenure-track faculty. A written progress toward tenure letter will be provided to the tenure-track faculty, Dean, and Provost per procedures in the P&T Policy.</p> <p>The faculty member will have 7 calendar days from the receipt date of the Progress Towards Tenure letter to submit a written response to the Chair.</p>
<p>Due on or before the 4th Monday in October</p>	<p>Review by the department Chair will be completed for all candidates going up for <u>tenure and/or promotion and emeritus status</u>. A written recommendation will be submitted to the Dean and to the candidate.</p>
	<p>The candidate will have 7 calendar days from the receipt date of the Chair’s recommendation letter to submit a written response to the Dean. This response, which is optional, will be included in the candidate’s portfolio.</p>
<p>On or before the 1st Tuesday in November</p>	<p>The Dean will present the list of candidates to the College P&T Committee. The college will grant access to candidate portfolios to begin their review.</p>
<p>On or before the 1st Thursday in January</p>	<p>The College P&T committee will have met and reported in writing its judgment of the tenure, promotion or emeritus recommendations to the Dean.</p>

Deadline/ Timing	Action Required
On or before the 3rd Tuesday in January	Tenure-track faculty hired in the summer or beginning of the fall semester will have submitted materials requested and any other information considered relevant to the appropriate academic chair, director, or dean.
On or before the 3rd Friday in January	The Dean will have completed reviews for all candidates going up for tenure and/or promotion and emeritus status. The Dean's written recommendation will be added to the candidate's portfolio with a copy sent to the candidate and Provost.
	The candidate will have 7 calendar days from the date of the dean's recommendation letter to submit a written response to the Provost. This response, which is optional, will be included in the candidate's portfolio.
On or before the 2nd Monday in February	The University P&T Committee will have reported in writing its judgment of the tenure, promotion or emeritus status recommendations to the Provost/Vice Chancellor for Academic Affairs.
On or before the last Friday in February	The Provost and Vice Chancellor for Academic Affairs will have conferred with each dean and forwarded written recommendations on tenure, promotion or emeritus status and supporting evidence to the Chancellor.
	If the Provost declines to recommend tenure and/or promotion, the faculty member may initiate a review within 7 calendar days, by submitting a written request to the Provost to initiate a review by the Faculty Review Hearing Committee (FRHC). The written request should articulate objections to the denial decision. The FRHC will consider the case, with focus on (a) whether there was a procedural error that had a material impact on the outcome, (b) whether the negative recommendation was arbitrary or capricious (i.e., had no rational basis). The FRHC will then make a recommendation to the Provost. The Provost will then decide whether to recommend promotion and/or tenure, and the Provost's decision is final.
Last Workday in March	Department chair request for terminal contract to Associate Provost of Academic Planning, Budgeting & Operations and copies Dean.
March or April	The TCU Board of Trustees will consider the tenure and promotion recommendations of the Academic Affairs Committee.

Promotion and Tenure Policy: Appendix B

Guidelines for External Evaluation Letters and Cover Letter

Three to five letters from external reviewers, as well as their vitae, must be included as part of the tenure-track candidate's dossier. Five letters are required for cases involving promotion to professor. The external review letters should be added to the dossier by the chair or chair's designee and available to the promotion and tenure committee members as they evaluate the candidate. The process of soliciting external letters should follow the P&T calendar (Appendix A). In selecting and submitting these letters, the departments should follow these guidelines:

- The Chair or department designee should solicit all external reviewer letters. Reviewers should receive the candidate's vitae, their personal statement, and articles, books, or other examples of creative or scholarly activity selected by the candidate. The reviewer should be supplied with the department's criteria for tenure and/or promotion to the aspired rank.
- Prospective reviewers should be affiliated with institutions at least similar in quality and profile to TCU. As a rule, external reviewers should be tenured faculty and prominent scholars with expertise in the research and creative areas of the candidates seeking tenure/promotion. Where appropriate, however, reviewers may be solicited from industry or government agencies.
- In only rare instances, which shall be explained by the Chair with documentation included in the candidate's dossier, should reviewers be graduate student colleagues, former professors, collaborators on publications and research projects, or close friends of the candidate.
- A majority of the external reviewers should come from names provided by the chair in cooperation with tenured members of the department. This selection process should be documented as part of the department tenure/promotion procedures. In all cases, at least one of the external reviewers should come from names supplied by the candidate. In cases of promotion to full professor, two reviewers should come from the list supplied by the candidate.
- In some instances, a candidate can provide names of individuals which should not serve as external reviewers because of a conflict of interest. For example, if the candidate has had a conflict of interest over a publication or grant proposal with an individual which could compromise a fair and objective evaluation, then that should be brought to the attention of the Chair.
- In an effort to ensure that between three and five letters are available, departments may contact additional reviewers. If more than the desired number of letters are received, all letters should be placed in the candidate's dossier.
- The external letters must address the candidate's scholarly record and contribution to his or her discipline but should not comment on whether or not the candidate would qualify for tenure or promotion at the reviewer's institution.
- Departments may choose to follow the attached example in preparing letters for potential external reviewers.
- During the promotion and tenure process, the candidate should not communicate with any of the individuals they suggested as potential reviewers concerning their candidacy for promotion or tenure".

Promotion and Tenure Policy: Appendix B continued

Example of letter to be sent to external evaluators

DATE

INSIDE ADDRESS
INSIDE ADDRESS
INSIDE ADDRESS
INSIDE ADDRESS

Dear Dr. X:

Dr. _____ of TCU's Department of _____ is being considered for promotion and tenure to _____ Professor. Our procedures require that we solicit external evaluations of our candidates' scholarly work and professional service, as well as the c.v. of each external reviewer. I'm writing to ask if you would be willing to serve as an external reviewer for Dr. _____.

We seek your evaluation in the two areas of scholarship and professional contributions to your discipline. Institutions have different teaching loads and vary in the way faculty responsibilities are weighed in promotion and tenure decisions. Therefore, you are asked not to comment on whether or not the candidate would qualify for tenure or promotion at your institution, but simply to assess the quality of the candidate's scholarship, creative activity, and professional contributions to the discipline giving consideration as to the percentage of their time they devote to those activities.

Even though external reviews can be time-consuming, they are an essential part of our review process. I've enclosed a copy of _____'s curriculum vitae and the department's criteria for tenure and/or promotion to the aspired rank. If you agree to serve as an external reviewer, please contact me and I will provide copies of any of _____'s publications that you request. We would need to receive your review by [DATE].

External letters will be accessible to candidates only upon legal request.

I truly appreciate your help with this important task. Please let me know within the next week if you will be able to do the review and what additional materials you might need. My e-mail address is x.xxxx@tcu.edu and my phone number is (817-257-XXXX).

Thank you for considering my request.

Sincerely,

XXXXXXX
Chair, Department of XXXXXX

Cc: Dean _____
Enc.

Promotion and Tenure Policy: Appendix C

Promotion & Tenure Portfolio Organization Standards

Cross reference for the **Portfolio Requirements, Submission and Access** section, (see **II-E** in the Procedures for Review of Tenure-Track Faculty and Recommendations for Promotion and Emeritus Status)

1. Standard portfolio organization for **tenure-track faculty** candidates seeking tenure and/or promotion:
 - 01** Table of Contents
 - 02** Personal Statement
 - 03** Vita
 - 04** Annual Tenure and Promotion review letters
 - 05** Teaching
 - 06** Creative Activity (Scholarship, Research and Performance)
 - 07** Service to University, Profession and Community
 - 08** Advising and Related Activities
 - 09** Professional Development
 - 10** Conduct in Accord with TCU Statement of Professional Ethics
 - 11** Other Categories as determined by faculty candidate and/or dept. chair.
 - 12** Promotion & Tenure Reviews and Recommendations (*This folder is added by the college after the candidate's permission is removed from the portfolio. It's used to house external review letters, and recommendations written by tenured faculty, department P&T committee, chair, college P&T committee and dean.*)
 - 13** Candidate letters (rebuttals) (*Folder will be added by the college if rebuttals are received.*)

2. Standard portfolio organization for **nontenure track faculty** candidates seeking promotion:
 - 01** Table of Contents
 - 02** Personal Statement
 - 03** Vita
 - 04** Teaching
 - 05** Service to University, Profession and Community
 - 06** Advising and Related Activities
 - 07** Professional Development
 - 08** Conduct in Accord with TCU Statement of Professional Ethics
 - 09** Other Categories as determined by faculty candidate and/or dept. chair.
 - 10** Promotion & Tenure Reviews and Recommendations (*This folder is added by the college after the candidate's permission is removed from the portfolio. It's used to house external review letters, and recommendations written by tenured faculty, department P&T committee, chair, college P&T committee and dean.*)
 - 11** Candidate letters (rebuttals) (*Folder will be added by the college if rebuttals are received*)

3. Standard portfolio organization for **retired or retiring faculty seeking emeritus** status
 - 01** Recommendations
 - 02** Personal Statement (*When required by college*)
 - 03** Vita (Required)
 - 04** Candidate letters (rebuttals) (*Folder will be added by the college if rebuttals are received*)

Promotion and Tenure Policy: Appendix C continued

Final Packet Standards as set by the Provost's Office
Submitted by colleges to the Provost's Office

1. For **tenure-track and tenured faculty** candidates
 - 01** Dean's Recommendation
 - 02** Recommendations
 - 03** Annual Tenure & Promotion Review Letters
 - 04** External Review Letters
 - 05** Vita
 - 06** Personal Statement
 - 07** List of Additional Materials for Review
 - 08** Candidate letters (rebuttals)

2. For **nontenure-track faculty** candidates
 - 01** Dean's Recommendation
 - 02** Recommendations
 - 03** Vita
 - 04** Personal Statement
 - 05** List of Additional Materials for Review
 - 06** Candidate letters (rebuttals)

3. For **emeritus candidates**
 - 01** Dean's Recommendation
 - 02** Recommendations
 - 03** Personal Statement (when required by college)
 - 04** Vita
 - 05** Candidate letters (rebuttals)