



FACULTY SENATE REPORT ON THE STANDARDS FOR TENURE

The following is testimony by Provost Payne to the Faculty Senate on November 4, 2010. The Provost has been giving this presentation at the annual New Faculty Breakfast for the past six years.

Good morning, I hope you have a long and prosperous career at SHSU. To begin I would counsel you to...

- Start now! Do not take a vacation!
- Work Hard, and do not focus on the minimum levels of competency.
- I will not be here when you come up for review. I am going to retire, but the policies that have been put into place will remain after I leave. These policies have been in place for six to seven years, so pay close attention to the published policies.

You must succeed in all four performance areas, and at all levels (Provost, Dean, Chair, and DPTAC). I have over-turned positive votes, but I do not over-turn negative votes. When there is a split vote, my vote is no because it puts a question in my mind. Tenure is a million dollar decision for the university; if there is any question, in any of the performance areas, then the answer is no. There is no substitution between research and teaching.

- *Teaching* – this is an absolute. SHSU students deserve above average teachers, you must be at or above the national average for your discipline. SHSU uses the IDEA evaluation system because it provides a national standard. However, the candidate may refer to section five of the Faculty Reappointment, Tenure and Promotion (900417) policy provides a substantive list of additional support material to bolster their teaching competency. It is your job to explain a low score. If you have problems, go to the PACE center, or supplement your package with items found on this list (Provost Payne held up copy of the policy). I will consider improvement over time as positive. Many assistant professors need time to become comfortable in the classroom, and I understand this. If the IDEA scores decrease over time, then there will be a question in my mind if this person should be tenured at Sam Houston.

- *Scholarship* – I consider this the area which measures the quality of your teaching to your colleagues. You must stay intellectually active, and be a lifelong learner. There are four areas that fulfill this section: books, chapters in edited books, external grants and refereed journal articles. Conference papers are less substantial unless they are turned into a journal articles. I look to quality over quantity. The ranking of the journal is taken into account when reviewing the packet. When I am not familiar with all the rankings, I will ask the dean for the journal’s citation index. The smallest number of publications that I have ever recommended for tenure was three, the most was over fifty. Typically, a faculty’s packet will have eight quality publications. I am most concerned with quality. Articles must be accepted and in the process of publication to count toward the overall score. For those of you from the performing arts, I look for performances at venues of significance to determine the value of the scholarship.

- *Service* – The motto of SHSU is, “the measure of a life is its service”. You should be active in the department, campus, community and discipline. Minority faculty must be careful not to over-commit themselves; it seems everyone wants a minority on their committee. Service will not substitute for teaching or scholarship. You need to contribute, but I look at quality of the service, not the number of committees you served on.

- *Collegiality* – This is important at the college and departmental level. You must be supportive of your colleagues. This does not mean you agree with everyone all the time, but departments must work together. There is no scale to measure collegiality, but the letters from the chairs and deans indicate competency. I would like to close with some final advice for you to be successful:
 - Play nice, be a contributor, not a sniper
 - Collegiality allows for equal input, but don’t expect to always get your way
 - Feed opportunity, Starve complacency
 - Do what you came to do ...Teach and Research
 - Avoid campus and departmental politics
 - Don’t look to blame others
 - Have fun and look for opportunities to excel.

Provost Payne then opened the floor for questions from the Faculty Senate (answers are in italics):

- 1) When evaluating teaching, you employ the T-score which provides a mean score of all classes taught regardless of the size. Wouldn't using the Z-score which provided a mean of the means better reflect the candidate's teaching?

The size of the class does count but I refer to the T-score which rates the professor nationally within the discipline. It is the professor's job to prove the high caliber of teaching and this can be done by supplying supplemental materials. I look for a pattern that the candidate is improving not getting worse.

- 2) With the increased emphasis of on-line classes, how do you evaluate on-line teaching?

On-line teaching needs to be supplemented. It is known that scores from on-line courses tend to be lower than those delivered in the classroom so I encourage candidates to refer to the list at 5.01 to supplement their scores.

- 3) Several questions: Do you look at author order when evaluating scholarship? How do you evaluate on-line journals and what role do presentations play in the scholarship area?

I am not a stickler for author order. Some deans weigh first author position more than the second author but I do not put a lot of weight. I do expect the candidate to be first author an equal proportion of the time. For example I have worked closely with another sociologist for years. We publish together and equally contribute to the process so my name appears as first author half the time as does her's. As for on-line journals, the author must justify the ranking of the journal because I am not familiar with all the on-line journals. The deans will typically identify which tier the journal rates in their letter. Finally, presentations are not that important. If it is a good presentation then it will get published so it will be counted as an article. If I see someone with a lot of conference presentations with no publications, it tells me the candidates focus is not on scholarship.

- 4) How do you determine market/merit adjustments?

At the Council of Deans, it is determined how much will go toward market and what percentage will be merit. Chairs submit their recommendations to the deans. The deans make

their recommendations to me. Each dean has their own method of determining rank I check checks and verify the deans' decisions but rarely changes. If I have a question on someone then I call the dean. This is typically a very small number 1 to 3 at the most.

- 5) The DPTAC spend a lot of time mentoring young faculty. Could you address decisions to overturn DPTAC votes?

I will be meeting with the chairs before the Christmas break to communicate expectations and standards. I understand that promotion and tenure decisions can be difficult and painful for the faculty members who have worked closely with individuals who do not receive tenure. Sometimes departmental DPTACs have low standards and I must send a message that they must raise the bar. When this happens a unanimous positive vote can be overturned. It is the hardest part of my job but the students at SHSU deserve competent professors.

- 6) Reflecting back on the previous question. Most members of DPTAC take their job very seriously. You said you would be meeting with the chairs to discuss what you are looking for in a candidate. Have you considered meeting with the DPTACs to discuss if there is miscommunication occurring on that level?

I had not thought of meeting with the DPTACs but would be open to the idea. I also like the idea of standardize training for DPTAC members. I will think about both of these options.

- 7) What method do you use in the calculation of the teaching score?

I look at just what the candidate provides. The IDEA score is not designed to be used as a sole system of evaluation but it is the faculty's job to put the portfolio together and build a case for competency in all of the areas. If there is a question in my mind, the will always be a NO vote.