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Department of Anthropology Guidelines for Retention, Promotion, and Tenure

This document explains the Anthropology Department's guidelines for retention, promotion, and tenure. It is based on and supplements the criteria and procedures stated in the University Policy and Procedure Manual (University Regulations---Faculty Retention and Tenure, 1992, and Faculty Regulations---Retention, Promotion, and Tenure, 1990). The Policy and Procedures Manual states: "Promotion in rank is the acknowledgment by the university of excellence in performance in teaching, research and creative work, professional competence and activity, and university and public service." This document explains how "excellence in performance" is to be evaluated for faculty in Anthropology.

Anthropology is an unusually broad field, encompassing research in the humanities and the social and natural sciences. For this reason, measures used to evaluate excellence will not be equally appropriate in all cases. While all candidates are expected to reach the same high standards, the Department expects to show some flexibility in the weight given to the different criteria by which excellence is measured.

Promotion and tenure require (a) a sustained record of high-quality research and scholarship, (b) effectiveness in teaching, and (c) evidence of professional and institutional service, in order of decreasing importance. The ranking of these criteria is more flexible in cases for promotion than in cases for tenure. In no case, however, can excellence in service compensate for substandard performance in research or teaching.

In addition, we expect faculty members to participate as active and congenial colleagues both in the department and in the larger academic community. We also expect faculty to be committed to the academic and ethical values of this university.

General Procedures

The Department uses formal and informal reviews to assess each faculty member's progress. Formal reviews of untenured tenure-track faculty take place in the third, fifth, and seventh years. Exceptions involve requests for early tenure, the timing of which may vary depending on the individual candidate's record. Informal reviews of untenured

faculty take place in the remaining years. The same procedure is followed for informal and formal reviews, except that external letters are not required for the former.

The department faculty shall elect the chair of the departmental RPT committee (RPT chair) and the RPT chair shall appoint another faculty member to serve as secretary; normally the RPT chair appoints several secretaries, as many as are needed in any given year. The RPT chair and secretary must be eligible to vote on the candidate's promotion and/or tenure. The departmental RPT committee consists of all faculty members eligible to vote on the candidate's promotion and/or tenure.

The candidate is responsible for providing a CV, copies of all publications, and a personal statement. This statement will normally include a description of recent and current research, with the aim of convincing readers that the research is sustained, interesting, and of high quality. It should be clear that research is on-going, with some indication of anticipated future directions. The document should also briefly describe the candidate's teaching philosophy and how that philosophy is implemented, with the aim of convincing readers that the candidate is an effective teacher. Finally, the document should indicate the candidate's service activities to the institution and to the profession.

Candidates are informed of the Department's evaluations through letters from the RPT Committee and the Department chair, and are counseled (formally by these letters, informally by interested faculty) on how to meet the Department's expectations.

The granting of tenure normally carries with it promotion to Associate Professor. The timing of promotion to Professor is flexible, but in general it is expected that a Professor will have accomplished at least twice as much as a successful candidate for tenure and will have achieved international recognition in his/her field.

The candidate's file shall consist of the following:

- a statement by the candidate describing research, teaching, and service activities
- a current CV (provided by the candidate)
- a copy of all publications (provided by the candidate)
- outside letters of evaluation (solicited by the department chair; see details in the section on "Research")
- undergraduate and graduate SAC reports
- summary statistics of teaching evaluations (compiled by the RPT chair and secretary; see details in the section on "Teaching")
- for candidates holding joint appointments, a report and recommendation from the outside department.

- any additional material that the candidate and RPT committee deem appropriate.

After the file is complete, it is reviewed by all members of the departmental RPT committee. The Committee then meets to discuss and vote on the case for promotion and/or tenure. In its deliberations, the Committee shall consider both the current file and relevant material from previous reviews. The RPT secretary records the Committee's deliberations and prepares a summary report.

The timeline for these activities is determined by University policy. A current summary from the College of Social and Behavioral Sciences, titled "RPT Procedures: Chronological Sequence," is appended to this document.

Research

The candidate's research should be of high quality, showing originality, depth, and impact. In order to evaluate research quality, the departmental RPT committee shall evaluate the following:

- letters of reference from experts in the field outside the department. At least five letters shall be solicited, three from a list of reviewers suggested by department faculty and two from a list suggested by the candidate. The list of outside reviewers is prepared by the Department chair and RPT chair in consultation with knowledgeable faculty. Referees should be respected professionals at or above the candidate's rank and well-known in the candidate's areas of research. In addition to the letters themselves, the candidate's file shall include CVs on all referees and a brief explanation, prepared by the RPT chair, of why they were chosen.
- number of citations per year in the Social Science Citation Index (SSCI) and, as appropriate, the Science Citation Index (SCI). Candidates whose areas of research are not well represented in the SSCI and SCI may suggest other indices, as appropriate. Candidates for tenure and promotion are expected to be visible in the citation indices, and their work should show evidence of continued impact.
- published reviews (if any) of the candidate's work.
- quality of the candidate's publication outlets.
- title, source, and amount of all research grants.

- additional relevant information from the candidate's CV such as (a) appointments to editorial boards and grant review panels, (b) awards and honors in recognition of the candidate's scholarship, and (c) invited lectures and conference participation.

Outside letters will always be weighted heavily, but the importance given to the other criteria will depend on the candidate's strengths.

Teaching

The candidate should be an effective teacher. This includes being receptive to students and their ideas, fair in evaluating their work, clear and well-organized in conveying information, and knowledgeable about recent developments in the field. An effective teacher will also mentor students and guide them toward successful completion of their degrees.

In order to assess teaching effectiveness, the departmental RPT committee shall evaluate the following:

- course evaluations. The RPT chair and secretary shall include in the file the candidate's average scores for all courses taught, together with the most relevant reference data.
- Graduate and Undergraduate SAC reports.
- opinions of colleagues who have had an opportunity to observe the candidate's teaching (for example, from team-teaching, guest lecturing, etc.).
- course materials and other teaching products
- number and productivity of graduate advisees
- any other information that may be relevant in a particular candidate's case, such as (a) curriculum development grants, (b) teaching awards and honors, (c) participation in University and community activities concerning teaching, (d) scholarly writing on teaching, etc.

In addition, candidates wishing to augment this information may request a formal peer review of teaching. In this case, the RPT chair shall appoint two tenured faculty members to observe the candidate's teaching and prepare a report on their observations.

The importance given to the different criteria may vary depending on the candidate's strengths; teaching evaluations will normally be weighted heavily, but excellence in teaching can also be demonstrated in other ways, for example by significant curricular or pedagogical innovations. The departmental RPT report should assess the depth and quality of information provided by the SAC reports and other data.

Service

Service activities include (a) professional service and (b) institutional service. Professional service refers primarily to service to the profession itself but may also include any service to the community that draws on the person's professional experience and expertise. Institutional service includes participation in the governance of the Department, College, and University.

Some of the ways in which excellence in service may be demonstrated include the following, in no particular order:

Professional Service:

- leadership positions in professional associations
- service on editorial boards and grant review committees
- refereeing of articles and grant proposals
- program participation in professional associations
- advising governmental and non-governmental agencies
- community educational contributions, lectures, etc.
- participation in community projects and studies

Institutional Service:

- service on committees, task forces, special assignments, etc.
- elected positions
- chairing committees
- acting as university representative to other universities, organizations, or governmental agencies