

5. Faculty Promotion and Tenure (Adopted by tenured members of the GINT Department on December 16 and 19, 1994; adjustments approved by tenured GINT faculty April 11, 1995, August 23, 1995, January 14, 1997, and April 29, 1997; amended on April 27, 2001 and April 19, 2002)

- A. Promotion and Tenure Criteria

1. General

- a. These promotion and tenure criteria are adopted by the tenured faculty of the Department of Government and International Studies to fit its particular needs, recognizing the disciplinary diversity of this Department. The criteria are not intended to prescribe a uniform pattern of accomplishments that must be achieved by all candidates for tenure or promotion. Rather, they identify ways of evaluating accomplishments in the three areas of research/scholarship, teaching, and service, while permitting the flexibility necessary to accommodate individual talents and interests within the general guidelines set by the College and the University in the *Faculty Manual*. In the remainder of this document, it is understood that “excellent” implies a higher standard than “high” and “high” implies a higher standard than “effective.”

2. Promotion Eligibility.

- a. Promotion from Assistant Professor to Associate Professor -- The faculty member will normally hold the earned doctor's degree and will have a record of scholarly achievement beyond the doctoral dissertation and an evident capacity for significant contribution to his/her field. An excellent level of performance must be demonstrated in the category of research/scholarship. A high level of performance in teaching and an effective level of service are required. The Department recognizes that in certain sub-fields, a stronger contribution in the service component may be considered.

- i. Research/Scholarship -- Excellence in this area is

demonstrated by meeting three criteria. First, the candidate must demonstrate the existence of a sustained program of research oriented to or guided by a significant set of theoretical and substantive issues in his or her field(s) of specialization. In this respect, a written statement by the candidate describing the research program, including an account of how it arose and has evolved and how it has been productive and can be expected to be so into the future, must be included in the file. Excellence requires, second, that the candidate's total scholarly record be measured by the kind of evidence outlined in Appendix A and including especially the existence of high quality externally-reviewed publications. Finally, excellence requires that the candidate demonstrate progress toward developing a national and/or international reputation in his or her field(s) of specialization.

ii. Teaching -- A high level of performance in this area is demonstrated by meeting three criteria. First, the candidate's overall teaching record must be deemed to have achieved a high level, taking into account the sort of evidence outlined in Appendix B and including especially the first four items in that Appendix. Second, the candidate must demonstrate that he or she is committed to teaching by including in the file a written statement describing his or her teaching program, including an account of how it arose and has evolved and how it has been productive and can be expected to be so into the future. Finally, the candidate will, ordinarily, have a record establishing that he or she is teaching in the area(s) for which he

or she was hired, has offered a range of courses at the undergraduate and graduate levels, and has offered service/core courses within the Department; significant deviations from any of these ordinary requirements must be addressed and justified in the candidate's written statement describing his or her teaching program.

iii. Service -- The candidate will have established a record of effective service-- the ability and willingness to engage in service activities within the Department, the wider University, and for professional organizations. The quality of a candidate's service performance will be an important factor in the evaluation of the candidate's service contribution. Recognition will be accorded for contributions to the community, the state, or the nation, but only if they are broadly related to teaching and research. Evidence relevant to the assessment of quality is described in Appendix C.

2. Promotion to Professor -- The faculty member will normally hold the earned doctor's degree. The candidate's entire professional career will be assessed, but emphasis will be placed on development while serving in the rank of Associate Professor. The candidate will have made significant contributions to his or her field. An excellent level of performance must be demonstrated in the categories of research/scholarship and teaching. An effective level of performance in service is required. The Department recognizes that in certain sub-fields, a stronger contribution in the service component may be considered.

i. Research/Scholarship -- Excellence in this area is

demonstrated by meeting three criteria. First, the candidate must demonstrate the existence of a sustained program of research oriented to or guided by a significant set of theoretical and substantive issues in his or her field(s) of specialization. In this respect, a written statement by the candidate describing the research program, including an account of how it arose and has evolved and how it has been productive and can be expected to be so into the future, must be included in the file. Excellence requires, second, that the candidate's total scholarly record be measured by the kind of evidence outlined in Appendix A and including especially the existence of high quality externally-reviewed publications. Finally, excellence requires that the candidate has achieved a national and/or international reputation in his or her field(s) of specialization.

ii. Teaching -- Excellence in this area is demonstrated by meeting three criteria. First, the candidate's overall teaching record must be deemed excellent, taking into account the sort of evidence outlined in Appendix B and including especially the first four items in that Appendix. Second, the candidate must demonstrate that he or she is committed to teaching by including in the file a written statement describing his or her teaching program, including an account of how it arose and has evolved and how it has been productive and can be expected to be so into the future. Finally, the candidate will, ordinarily, have a record establishing that he or she is teaching in the area(s) for which he or she was hired, has offered a range of courses at the undergraduate and graduate

levels, and has offered service/core courses within the Department; significant deviations from any of these ordinary requirements must be addressed and justified in the candidate's written statement describing his or her teaching program.

iii. Service -- The candidate will have established a record of effective service comparable to the average service record of the full professors of the GINT Department -- the ability and willingness to engage in service activities within the Department, the wider University, and for professional organizations. The quality of a candidate's service performance will be an important factor in the evaluation of the candidate's service contribution. Recognition will be accorded for contributions to the community, the state, or the nation, but only if they are broadly related to teaching and research. Evidence relevant to the assessment of quality is described in Appendix C.

### 3. Tenure

The criteria for tenure are the same as those for promotion to Associate Professor. However, individuals hired at the Associate or Full Professor level from outside the University may be required to serve a probationary period before a decision on tenure is taken. During this period, the individual must demonstrate a record of continued performance at the level defined as necessary for tenure, as defined in Section IIA.

### 4. Weight of Factors

In all decisions on tenure and promotion, the area of Research/scholarship shall be given the most weight in the overall evaluation, the area of Teaching shall be weighted as

second in importance, and the area of Service shall be weighted as third in importance.

#### 5. Additional Considerations

3. Under extraordinary circumstances, if an exception is made so that criteria are not applied as normally expected, a detailed explanation to justify the deviation from normally applied criteria will be included in the candidate's file before the file is forwarded through the appropriate channels for review and recommendation.

#### B. Procedures on Tenure and Promotion

1. The Department Chair will notify all eligible candidates at the beginning of each academic year of the Tenure and Promotion Calendar for that academic year. Candidates approaching the end of their probationary period must be notified in the semester prior to department consideration for tenure and promotion. The Department Chair will discuss questions of eligibility with each candidate, as necessary and appropriate. The Department Chair shall also be responsible for calling meetings of the tenured faculty.

3. On all tenure and promotion nominations, every member of the Department, regardless of rank or tenure status is invited to submit recommendations to the Department Chair.

4. Candidates will be responsible for the preparation of their files for review and the submission of documentary evidence relating to departmental criteria. The file will include a listing of the materials in the file, signed by the candidate. It will also include a copy of the Departmental Tenure & Promotion Criteria, signed by the candidate. The candidate will give the Department Chair the names of at least five outside referees they feel are in a position to evaluate their professional publications or University extramural assignments to special projects. Such referees will normally be in the rank at or above that for which the individual is a candidate. Additional outside referees not on the

candidate's list shall be chosen by the Department Chair in consultation with the tenured members of appropriate rank in the candidate's program. In all, at least six referees will be contacted, not more than half of whom are nominated by the candidate. The candidate will state in writing his or her relationship to any of the external referees to the Department Chair. The candidate may oppose in writing the suitability of any referee selected; such opposition shall be considered by the tenured faculty of appropriate rank. These referees will be supplied with copies of the University and Department policies, the candidate's vita, and representative publications selected by the candidate. The candidate will be informed of all referees nominated. All letters received from referees will become a part of the candidate's file.

4. In consultation with the candidate, a committee of five faculty members will be appointed by the Department Chair which shall assist the candidate in ensuring that his/her file is as complete as possible, summarize for the committee of the whole, in writing, the contents of the file, and make a recommendation to the committee of the whole, including a justification. The Department Chair shall not serve on the five-member committee.

5. Members of the committee of the whole are responsible for thoroughly examining the file of each candidate, including the reading of available publications, and will initial the file to indicate that this responsibility has been met.

6. The appropriate tenured faculty of the Department will meet as a Committee-of-the-Whole, and will select a Tenure and Promotion Committee Chair who will chair the meeting. The Committee-of-the-Whole will vote subsequently by secret ballot on those candidates for tenure and/or promotion to Associate Professor who submit files through the Department Chair. Files will be prepared by candidates in full accordance with requirements of the University Committee on Tenure and Promotion. A favorable recommendation by the Department requires two-

thirds majority of the valid votes cast by the eligible faculty. A valid vote is one that has been accompanied by a written justification; abstentions must also be justified. Tenured faculty not present may cast absentee ballots, but proxy votes shall not be permitted. Only the total of positive and negative votes cast will be used in determining the required two-thirds vote, though abstentions shall also be recorded by the Department Chair.

7. The tenured Professors of the Department will meet to vote by secret ballot on candidates for tenure at and/or promotion to the rank of Professor. Recommendation by the Department requires a two-thirds majority of the valid votes cast, not counting abstentions. Tenured faculty not present may cast absentee ballots, but proxy votes shall not be permitted. Abstentions must be recorded by the Department Chair.

8. All candidates at all levels will be notified by the Department Chair of the Department's recommendation in their cases and of the Department Chair's endorsement, including the number of positive and negative votes and abstentions.

9. In the event of a negative decision the Department Chair will meet with the candidate to explain the basis for the recommendation. The candidate has the right to appeal the decision according to the guidelines in the *Faculty Manual*. Such appeal shall be reported by the Department Chair to the Committee-of-the-Whole.

10. The Department Chair shall not cast a vote along with the members of the Committee-of-the-Whole but shall make known his/her recommendation on the candidate in a letter to be made part of the candidate's file. In this letter, the Department Chair shall provide as extensive a justification of his/her evaluation of the candidate as is feasible.

11. Members of the Committee-of-the-Whole will be informed of the overall result of the vote, (including the specific number of positive and negative votes and abstentions) and the Department

Chair's recommendation. A list of the persons considered but not recommended will be forwarded to the Dean. Failure to recommend is without prejudice with respect to future consideration. The complete vita and supporting files of all candidates recommended for tenure and/or promotion will be forwarded to the Dean

## APPENDIX A

Representative list of evidence of excellence in research/scholarship.

1. Authored books and monographs. Work published by distinguished presses is indicative of high quality.
2. Refereed articles. Refereed articles appearing in the leading scholarly journals, including those of the candidate's field(s) of specialization, are indicative of high quality.
3. Awards based on research/scholarship and publications.
4. Edited books and chapters in edited collections. Collections containing contributions by leading scholars in the candidate's field(s) of specialization are considered indicative of high quality.
5. Letters from external referees. These letters, which are required as part of a candidate's tenure and promotion file, should be submitted by prominent scholars. They are important indicators of quality and reputation.
6. Successful application for competitive externally- and internally-funded research.
7. Professional papers and non-refereed publications and reports. Such work is evidence of ongoing research/scholarship and may indicate high quality if, for instance, it leads to refereed publications in leading journals or by distinguished presses.
8. Reviews of published work and pre-publication reviews of works in press. High praise by leading scholars is indicative of high quality.
9. Affirmative acknowledgment of published work by other scholars. High praise by leading scholars and frequent citation by others are indicators of high quality.
10. The growth and extent of scholarly reputation may also be indicated by various professional service activities (see Appendix C).
11. Book reviews in the leading journals of the candidate's field(s) of

specialization.

12. Publications from the doctoral dissertation will be considered as evidence of research/scholarship, but by itself such publication is not sufficient for promotion. There must also be clear indications that significant, independent scholarship going beyond the dissertation has been undertaken.

13. Should much of a candidate's work be co-authored, scrutiny must be given to the question of the candidate's individual contribution. As with all candidates, the requirement that significant independent scholarship has been undertaken must be demonstrated.

## APPENDIX B

Representative list of evidence of a high level of performance in teaching for promotion to Associate Professor and excellence in teaching for promotion to Professor.

1. \* Syllabi and course materials which reflect a level of sophistication appropriate for the level of the courses taught.
2. \* Peer reviews of teaching effectiveness.
3. \* High student ratings on appropriate evaluative devices.
4. Demonstrated commitment to student advising and mentoring.
5. Course revisions which substantially improve existing courses.
6. New course proposals which serve the mutual interests of the candidate and the Department.
7. Successful experimentation with innovative teaching techniques.
8. Successful direction of and service in regard to undergraduate and graduate student research.
9. Integration of research, scholarship, and field experiences with course work.
10. Receipt of a significant teaching award.
11. Graduating senior penultimate semester "exit review".
12. Publication of textbooks, monographs, and articles on teaching.
13. Participation in teaching workshops and seminars.

\*The submission of syllabi, of reports on peer evaluations, and of student evaluations of instruction is mandated by the Department.

## APPENDIX C

Representative List of evidence of effective performance in service. The following list is not meant to be in any specific order of priority, nor is it to be considered exhaustive in regard to the evidence of effective performance in service. No individual is expected to demonstrate evidence of effective performance in service relating to all of the following.

Service to the Profession

1. Serving as an officer in local, regional, national, or international professional organizations.
2. Serving as an editor or as an active member of an editorial board for scholarly presses and professional journals.
3. Serving on a professional program committee.
4. Serving as a review board member for grant proposals.
5. Serving as a review board member for accreditation associations.
6. Serving as an active participant in professional organizational meetings and activities.
7. Organizing meetings, symposia, conferences, and workshops.
8. Reviewing manuscripts for professional journals.
9. Serving as the editor of professional organization publications, newsletters, etc.
10. Serving as an external referee for presses, journals, promotion and tenure cases at other universities.

Service to the Department and University

1. Committee service
2. Participation on councils and senates
3. Administrative appointments
4. Non-released time service in university units.

5. Special assignments undertaken at the request of the administration.
6. Work with student organizations.
7. Work on campus-wide programs and activities.

Public Service

1. Involvement in professionally-related public organizations, agencies, and commissions.
2. Participation in media and public education activities.
3. Consulting activities with public organizations, consistent with University regulations regarding compensation and performance.
4. Active involvement in community civic and service organizations.
5. Offering classes, special workshops or seminars outside of the university.