

DEPARTMENT OF ANTHROPOLOGY TENURE AND PROMOTION PROCEDURES AND CRITERIA

Revised May 2003

I. Overview

A. Eligibility Criteria

Full and comprehensive evaluation is necessary to assure that The University of Memphis has a high quality faculty. This policy statement is designed to provide faculty with an outline for the implementation of the guidelines set forth in the Faculty Handbook, and those set forth by the College of Arts and Sciences.

All candidates for tenure and/or promotion must meet with departmental, college and university eligibility criteria in effect at the time of application. Procedures and criteria for the Department are consistent with expectations established for faculty of the College and University. The Departmental criteria amplify certain University and College criteria and specify further levels of professional attainment regarded as appropriate to our program. It should be noted that anthropological fieldwork and praxis are of particular importance to our discipline and will be given specific recognition, as this constitutes an important component of the candidate's instructional, scholarly, and/or service contributions. Finally, as a function of the Department's relatively small size, we attach particular importance to the ability and willingness of candidates, in the development of their individual scholarship and service interests, to contribute to the attainment of the goals defined in the Southeastern Association of Colleges and Schools accreditation self-study and Department's strategic plan, in cooperation with other faculty and staff.

The Departmental Committee on Tenure and Promotion, which consists of tenured faculty of the Department of Anthropology, excluding the Chair, has developed criteria to be used in the evaluation of candidates for tenure and promotion. The Committee will elect a Committee Chair to organize activities and work in cooperation with the Departmental Chair. We recognize that evaluation of candidates and our ensuing recommendations should take into account, insofar as possible, overall department needs and the general goals of the University. We also realize that the criteria and techniques for evaluation established or suggested below must be subject to periodic review, so that they will reflect the changing needs of the University and the Department.

The Committee, then, sees its main responsibility in establishing guidelines to specify (1) the departmental procedures for tenure and promotion and (2) to provide a discussion of relevant criteria.

The minimum requirements for tenure and promotion in the Department of Anthropology are set forth below. The candidate should demonstrate a balance in meeting all criteria. Techniques for evaluation of attainments are also presented.

B. Department Mission

The Department of Anthropology is an applied program that promotes an interdisciplinary scientific investigation of the principles controlling the relations of human beings to one another, and the encouragement of the wide application of these principles to practical problems. Its mission is to promote, enhance, and contribute to the science of Anthropology by working effectively in interdisciplinary settings where active and committed social scientists collaborate with active and committed representatives of the community, state, national, and international constituencies, to provide quality undergraduate and graduate instruction, and to produce students having an advanced knowledge of anthropological theories and research methodology that will allow them to acquire employment of increased responsibility in non-profit, commercial, research, and educational institutions.

C. General Philosophy on Requirements

The Department of Anthropology recognizes instruction, scholarship and service as the three primary areas upon which to evaluate candidates for tenure and/or promotion. The departmental guidelines presented here reflect the general expectations of faculty performance in these three critical areas.

II. Annual Evaluations

A. Review Process

The Department Chair evaluates all faculty members annually and the results are used for decisions relating to tenure and/or promotion. Copies of the annual reviews will be included in the tenure/promotion dossier. The review should assess the faculty member's accomplishments during the prior calendar year and establish a plan of activities for the forthcoming year, or longer if appropriate. The review will consider performance in all areas; teaching, advising/mentoring, scholarship/creative activities, support, outreach, and service reported in the Faculty Evaluation and Planning document. Correction of any weaknesses cited in an annual review will be documented in the faculty member's personnel file.

The review process begins with the submission of an updated curriculum vitae, using the University's format requirements. Faculty should append supportive documentation and provide a thoughtful summary that documents their accomplishments and forthcoming plans. The performance summary should include an explanation of how these activities support Department, College and University missions.

The Chair may elect to consult with all tenured members of the Department faculty to obtain feedback on the progress of untenured faculty. The Chair will then provide explicit, individual feedback regarding progress toward tenure and promotion to each tenure-track faculty member, including comments on instruction, scholarship, and service. The Chair's signature on the planning report indicates approval of the faculty member's plan. Faculty members may formally respond to any aspect of the evaluation by commenting on their Evaluation and Planning form before submission to the Dean.

III. Mid-Tenure (Third Year) Review

A. Review Process

In addition to the annual evaluation, the Department will conduct a midterm evaluation of all untenured faculty in tenure-track positions. This review is intended to provide faculty members with information about the status of their progress toward tenure and promotion. This evaluation will be held in the spring semester of the faculty member's third year of employment at The University of Memphis, unless the faculty member negotiates a different arrangement with the Chair. The Department's Tenure and Promotion Committee and the Chair will conduct this evaluation.

This third year review will comprise an assessment of preliminary accomplishments of criteria used for tenure and promotion during the annual evaluation. The faculty member will present documentation of his/her contributions and accomplishments in the areas of teaching, scholarship, and service in accordance with Department, College and University guidelines. Although the midterm evaluation mirrors the promotion/tenure process, external peer review is not required at this stage. If the candidate chooses to solicit a review by evaluators with expertise in his/her areas of study, the candidate will choose no more than two external reviewers. Documentation, at a minimum, should include products such as course syllabi and materials; student evaluations; copies of published works; and written reviews and evaluations by qualified peers of unpublished or ongoing research/outreach efforts and service activities.

The Committee will review these documents and prepare a report for the Department Chair and the Dean. The Committee Chair will provide a copy of the Committee report to the faculty member under review, and hold a feedback meeting to address his/her career goals, clarify expectations, develop realistic plans to improve any areas of concern, and generate suggestions about the tenure and promotion dossier to highlight achievements.

The Chair will assess documents provided by the faculty member under review and the Committee report, and will then prepare a separate report to send to the Dean. The Chair will provide a copy of this report to the faculty member under review, and hold a feedback meeting to address his/her career goals, clarify expectations, develop realistic plans to improve any areas of concern, and generate suggestions about the tenure and promotion dossier to highlight achievements. The Chair will discuss the significance of the annual review, the third year review, and procedures for Tenure and Promotion with each new faculty member during the first semester of his or her employment.

IV. Criteria for Tenure and Promotion to Associate Professor

Tenure provides an indispensable guarantee of freedom in the professional pursuit and communication of knowledge through scholarship and teaching. This freedom is earned by demonstration of the highest measure of professional integrity and responsibility. The University believes that the high status of tenure can only be merited by colleagues whose accomplishments fulfill, at a minimum, the requirements for the rank of Associate Professor. The departmental Committee will either recommend tenure and promotion to Associate Professorship, or the Committee will recommend neither.

Listed below are the minimum requirements for promotion to Associate Professor with Tenure in the Department of Anthropology at The University of Memphis. A detailed description of these criteria is presented separately in these guidelines.

A. Length of Service

Candidates must provide evidence of the highest measure of professional integrity and personal responsibility demonstrated over a period of at least five academic years, in scholarship, effectiveness of teaching, and service. Candidates apply for tenure and promotion at the beginning of their 6th year of employment, unless a tenure probation reduction has been granted or emergency circumstances allow a temporary stopping of the tenure clock..

B. Appropriate Degree

Candidates must have the Doctorate in Anthropology or in a related discipline.

C. Teaching

Candidates must provide evidence of effectiveness in teaching and evidence of concern with and contribution to the development of the department's instructional program.

D. Research

Candidates must provide evidence of at least regional recognition through seminal publications and/or research reports and participation in professional meetings at the regional, national and/or international level.

The candidate is expected to produce an average of at least one publication per year since attaining the rank of Assistant Professor at The University of Memphis, and must have published since attaining the rank of Assistant Professor at The University of Memphis at least three seminal publications; these could appear as refereed journal articles, refereed chapters, monographs, edited original volumes, books, or other equivalent forms of independent scholarship. Independently written books may be accorded higher weight. Publications designated as "In Press" will be accepted if accompanied by written confirmation from the editor/publisher. It will be the responsibility of the candidate to demonstrate such equivalence and the seminal nature of the publication.

E. Service

Candidates must provide evidence of service at departmental, college/university, and/or extra-institutional levels and evidence of effectiveness in service.

F. Other

Candidates must evidence effective cooperation with colleagues, contribute toward the broad goals of the Department and evidence the potential for professional growth.

V. Criteria for Promotion to Full Professor

The following are minimum requirements for promotion to Full Professor from Associate Professor in the Department of Anthropology at The University of Memphis. A detailed description of these criteria is presented separately in these guidelines.

A. Length of Service

Candidates must have at least 10 years of appropriate professional experience in the instructional discipline or a related area.

B. Appropriate Degree

Candidates must have the Doctorate in anthropology or in a related discipline.

C. Teaching

Candidates must provide evidence of continuing effectiveness in teaching and evidence of continuing concern with and contribution to the development of the department's instructional program.

D. Research

Candidates must provide evidence of national and/or international recognition through outstanding scholarship, participation in professional meetings, and publications.

The candidate is expected to produce an average of at least one publication per year since attaining employment at The University of Memphis, and must have published at least seven seminal publications; these could appear as refereed journal articles, refereed chapters, monographs, edited original volumes, books, or other equivalent forms of independent scholarship. Independently written books may be accorded higher weight. Publications designated as "In Press" will be accepted if accompanied by written confirmation from the editor/publisher. It will be the responsibility of the Candidate to demonstrate such equivalence and the seminal nature of the publication. The candidate must document their academic progress since obtaining tenure and promotion to Associate Professor.

E. Service

Candidates must offer evidence exemplary of service at departmental, college/university, and extra-institutional levels and evidence of continuing effectiveness in service.

F. Other

Candidates must evidence effective cooperation with colleagues, and contributions toward the broad goals of the Department, and must evidence the potential for continuing professional growth.

VI. Detailed Description of Criteria

A. Evaluation of Teaching Effectiveness

Teaching effectiveness will be evaluated on the basis of:

- a. Student evaluation of the instructor's apparent command and organization of the subject matter, ability to communicate, willingness to assist students in and outside of class, and fairness of grading techniques will be derived by questionnaires administered in each class for each semester in the probationary period. These questionnaires will consist of the standard SIRS evaluations plus such additional questions as the Department deems appropriate. Subsequent applications for promotion must be accompanied by a sufficient number of evaluations to demonstrate continued teaching effectiveness.
- b. Examination of course outlines, tests, and any additional course material the candidate chooses to submit.
- c. Creative and innovative contributions to class performance and curriculum.
- d. Responsible advising and mentoring of students is regarded as a major component of teaching effectiveness.
- e. Any other supportive data which the candidate cares to present. This might include material from other courses, statements from present and past students, recommendations for University Distinguished Teacher, and so forth.

B. Evaluation of Scholarship and Research:

The Department of Anthropology is an “Applied Anthropology” program. Therefore, scholarship that is interdisciplinary and collaborative in nature is strongly encouraged.

Moreover, because of this focus on Applied Anthropology, much of its scholarly activity involves “scholarship of application” - applying intellectual expertise to the solution of practical problems, resulting in written products that are reviewed and shared by other scholars within and beyond the discipline or field of study. More often than not, these projects involve funded research which provides an integral factor of the Department's overall program of teaching, scholarship, and research. Above and beyond the necessity of conforming to governmental requirements, these reports are frequently open to peer review. Other forms of applied scholarship include the development of seminars and workshops and the evaluation of public and private sector institutions, processes, and policies. It is absolutely essential for the scholarly aspect of these contributions to an “applied” program be rewarded on their own merit.

Although scholarship of application is of the utmost importance to the overall departmental program, individual candidates may elect to focus much of their scholarly activity in other domains.

Scholarship and research will be evaluated on the basis of:

- a. Evaluation of scholarship and research is based on contributions to professional meetings, design and execution of research projects, execution of grants and contracts, submission of project or policy reports, preparation of manuscripts, and contributing to the professional literature by publication of papers presented at meetings, articles prepared for journals, and books.
- b. Scholarship within the department could encompass work in any of the five domains of scholarship as set forth in the report of the Task Force in Faculty Roles and Rewards (1995): scholarship of application, creative activity, inquiry, integration, and teaching.

The scope of local, regional, national and international recognition of a candidate's scholarship will be evaluated in terms of publication record, participation in professional meetings, execution of grants, contracts and research projects, and by:

- a. The number of contributions made.
- b. The prestige of the meetings, journals, and publishing houses involved.
- c. The extent of the region from which journal contributions and meeting participants are normally derived.
- d. Direct evaluation of the quality of the individual contributions.
- e. In cases of shared authorship/responsibility the candidate's proportion of contribution to the final product is required.

The Department wishes to encourage, but not restrict its faculty to, publication of articles in refereed journals. Equivalent scholarship may be demonstrated by authoring or editing original books, having articles selected for inclusion in books, submission of research reports which are subjected to independent review, and other forms of publication. Equivalencies of such books, articles, reports, and publications must be evaluated individually. In making such evaluations, professional opinions from beyond the department may be obtained by both the Candidate and Committee.

Editorial work (other than the editing of original volumes), refereeing of articles submitted for publication, and the reviewing of published books, monographs and policy reports are considered to be professional service contributions.

C. Evaluation of Service:

Opportunities for the professional anthropologist to provide service are so varied that no attempt will be made to categorize them; however evaluative evidence is outlined below.

Service contributions will be evaluated in terms of (1) the focus or recipients of the service (student, department, university, community, agencies, professional organization, for example) and (2) the individual's form of involvement (committee chairman, committee member, external peer article reviewer, service on grant review committees, consultantship, director, editorship, for example).

Service at the departmental, college, university, professional, etc. levels will be demonstrated by the defined focus of service activities. A major vehicle for service activities is committee work, and it will be useful to distinguish between committee membership and committee leadership. Service, particularly to the community and the profession, can also result from individual activities such as editing professional publications, refereeing and reviewing articles, acting as consultants or providing professional liaison in University-community relationships. Normally, the degree of responsibility in such individual contributions will be regarded as greater than simple committee membership and, in some cases, equivalent to committee leadership.

As an applied anthropology program in an urban university, we value community outreach activities that involve the development of relationships with the regional, national, and international agencies and organizations which employ our students. This aspect of service will be evaluated as a planned activity (agreed upon by the Chair and the faculty member), in view of the Department's mission and goals. Each service contribution must be weighed carefully on its own merits, and it is particularly important that the specific nature of these contributions be documented.

D. Evaluation of Growth, Cooperation and Contributions to Department Goals:

Evaluations of the above will inevitably be rather subjective and based upon interpretation of attitude and ability. They should also be fairly obvious. Nonetheless, supportive data should be provided by the candidate, if only in the form of a documentation of past concerns and an indication of anticipated contributions.

VII. Application Process

The College of Arts and Sciences Calendar will outline the various due dates to which the candidate and University officials will adhere. For general information about the procedural steps and assignment of responsibilities to be followed in the division, refer to the outline appended in Attachment A. The following hierarchy of decision-making will be followed in the tenure/promotion review process:

1. The Department Tenure and Promotion Committee will review a candidate's dossier and forward a recommendation and written rationale to the Chair.
2. The Department Chair will review a candidate's file and develop a recommendation and written rationale.
3. The Chair will forward the dossier and the Committee's and Chair's recommendations and written rationales to the Dean.

A. Notification of Intent to Apply

Candidates for tenure and/or promotion should be familiar with departmental guidelines, College of Arts and Sciences tenure and promotion guidelines, and University tenure and promotion policies described in the Faculty Handbook.

The candidate must notify the Chair, in writing, of his/her intent to apply for tenure and/or promotion by the end of the spring semester prior to application (typically, by May 1). This will assure that review procedures are initiated in a timely fashion. The letter should be concise yet present the rationale to support the requested application.

The candidate applying for tenure and/or promotion will provide adequate evidence that he or she meets the criteria for tenure and/or promotion. A description of the materials required in the dossier is described in the Tenure and Promotion Guidelines of the College of Arts and Sciences. This list of materials represents only the minimum documentation requirements; candidates are expected to also include documents that address specifically the Department's tenure and promotion criteria. Upon submission by the candidate, these materials will be sent directly by the Chair to the Departmental Tenure and Promotion Committee. Nothing may be added or removed from the dossier once it has been evaluated by the Committee.

B. Dossier

It is the responsibility of the candidate for tenure and/or promotion to provide the Chair with appropriate, documented evidence of his or her accomplishments. The dossier must comply with Department, College, and University requirements. This evidence should be supplied by the beginning of September of the year during which the candidate applies, in order that it can be transmitted by the Chair to the Departmental Committee for review well before the Chair's recommendation is due. This evidence will include copies of the candidate's annual reviews and third year review.

The candidate will assemble all documents that the candidate believes strengthens and supports the application. The candidate is advised to give careful thought to assembling and organizing the documents since it is the dossier that will represent the candidate's accomplishments and potential throughout the many levels of the evaluation process. Candidates are encouraged to seek advice from the Chair or colleagues, especially those who have served on tenure/promotion committees, on what to include or how to organize the materials. The University also may offer tenure and promotion workshops that might prove helpful to the candidate. However, the responsibility for the quality of the dossier rests with the candidate.

It is important to note that, once the candidate's dossier has been evaluated by the Departmental Committee, nothing may be added to or removed from it, with the exception of the Departmental Tenure and Promotion Committee report, the Department Chair's report, the College Tenure and Promotion Committee Report, and the Dean's report. It is important that each reviewing authority examine exactly the same evidence.

C. External Review Letters

The candidate is required to submit the names of three outside evaluators to the Committee by the end of the spring semester prior to application. No more than one reviewer may be a major advisor or collaborator of the candidate. A minimum of four letters is required. The Department Tenure and Promotion Committee will request letters

of evaluation from these individuals and will independently select three or more additional outside evaluations.

Evaluators will be asked to comment on the curriculum vitae, and, as appropriate, evidence of professional work of the candidate. The external reviewers will be informed that their letters, under Tennessee law, are subject to the Open Review Law and therefore not confidential. All letters will be submitted directly to the departmental chair and will be included in the candidate's dossier.

VIII. Composition and Functioning of Departmental Committee

A. Committee Inclusion Criteria

The Departmental Tenure and Promotion Committee will assess the quality of each candidate's contributions and accomplishments in the three areas of teaching, scholarship and service, both during the midterm review and application for tenure and promotion. Only faculty with a rank equal to or higher than that to which the candidate aspires will vote on the application. Other departmental faculty may be consulted as deemed necessary by the Committee.

To vote on tenure and/or promotion, a member of the Committee must have examined the candidate's dossier and taken part in the Committee's discussion of that candidate.

B. Committee Exclusion Criteria

All qualified members must participate in Committee deliberations in order to vote on tenure and promotion decisions. Committee members must recuse themselves from discussion and voting on candidates who are their relatives (i.e., who share blood, marriage or other ties).

C. Election of Committee Chair

The Department Tenure and Promotion Committee will be constituted and convened at the direction of the Department Chair. The Committee will hold a first organizational meeting to elect a Committee Chair, who will serve a term of one year. The Committee Chair's responsibilities will include: presiding over meetings of the Committee; preparing the formal recommendation report with its rationale, and submitting the Committee's report and candidate's materials to the Department Chair in accordance with the College calendar. The written report of the Committee will be drafted by the Committee Chair and reviewed and approved by all committee members. Any Committee member may submit a minority statement on any candidate. All statements will be appended to the candidate's application and forwarded to the Chair.

D. Committee Size and Quorum

The Committee must have no fewer than three and optimally at least five voting members. At least three members must be present to constitute a quorum.

E. Procedures for Meeting Committee Size

If the Department lacks sufficient qualified members to serve, the Departmental Tenure and Promotion Committee Chair, in consultation with the candidate, will compose a list of at least three qualified faculty from The University of Memphis to be considered for service on the Committee. Faculty from outside the Department of Anthropology should meet the following criteria:

- a. full-time faculty with a rank equal to or higher than that to which the candidate aspires,
- b. conduct scholarship and/or teaching in a disciplinary area similar to that of the candidate, and
- c. be from other programs best positioned to evaluate the candidate.

Each potential Committee member will be asked to submit a statement identifying any conflict of interest that might preclude their serving in this capacity. The Committee Chair, in consultation with the Department Chair, will develop the finalized membership list and submit this to the Dean, along with the rationale for the choice of outside members. The outside members' vita may be included for this purpose. The Dean must then approve this list and form the Committee.

F. Voting Procedures

Recommendations will be decided by majority vote. Voting will be by secret ballot. Ballots will be counted by the Committee Chair, assisted by one other committee member. If more than one candidate is evaluated, ballots for the applicants will be held aside separately and counted only after voting on all candidates is completed. Departmental Representatives to the College of Arts & Sciences Tenure and Promotion Committee will vote in Departmental decisions and may not vote at the level of the College Committee. As noted above, Committee members must recuse themselves from discussion and voting on candidates to whom they are related (i.e., through blood or marriage). All other qualified Committee members, including tenured faculty on Professional Development Leave, may vote on tenure and promotion decisions so long as they have participated in the Committee's deliberations. If one or more members of the Committee objects to the majority vote of the Departmental Committee, a minority report may be submitted to the Chair.

G. Submission of Committee Report

Recommendations of the Departmental Committee either for or against a candidate's advancement must be substantiated in writing so that the rationale behind the decision is clear. The Department Committee will forward its recommendations and supporting statements to the Chair.

The Department Committee's assessment will include, at a minimum, information pertaining to the nature and quality of the candidate's scholarly activity, his/her potential for continuing scholarly growth and development, and a statement regarding the candidate's impact upon the Department's and University's missions. The assessment of

scholarly activity should address the nature and scope of the outlets where the candidate's productions have appeared, including such features as refereed or non-refereed; invited or submitted; local, regional, national or international; disciplinary, interdisciplinary; and type of format, public forum, written report, formal presentation, and so on.

H. Department Chair's Report

The Department Chair prepares his or her recommendation and supporting statement, which is independent from that of the Departmental Committee. This evaluation will assess the nature and quality of the candidate's scholarly growth and development, potential, and the candidate's impact on the mission of the Department, College and University. Recommendations of the Chair either for or against a candidate's advancement must be substantiated in writing so that the rationale behind the decision is clear. This will be forwarded by the Chair along with the other Departmental deliberations to the Dean.

I. Procedures for Candidates who are Department Chair

If the Department Chair is a candidate, his/her dossier and materials as well as the Departmental Committee's recommendation and supporting statement will be forwarded directly to the Dean of the College.

J. Applicant Notification

The Chair informs the candidate on progress-to-date of the Departmental Committee's and Chair's recommendations before they are submitted to the Dean. The candidate for promotion only may, at this point, withdraw his or her application. If not withdrawn, the candidate's material will be forwarded to the Dean of the College.

The complete chain of review for tenure and/or promotion is described in the Faculty Handbook; all potential candidates should be aware of both the review and the appeals processes described therein. Final decisions on Tenure and Promotion are made by the Board of Regents and forwarded to the President of the University. The President will send official notification of the decision of the Board of Regents to the candidate.

IX. Modifications of T&P Guidelines

A. How they routinely are reviewed & modified

These guidelines will be reviewed by the Departmental Committee annually or at the request of the Dean of the College, and may be modified by a simple majority vote of eligible Departmental Committee members.

X. Flowchart

Attachment A identifies each step in the departmental process of application for tenure and/or promotion, through the stage of submission of materials to the Dean of the College

of Arts and Sciences. The chart identifies the responsible party for each step, required action(s) and due dates for completion of each step.

Attachment A: Flow Chart of Department Promotion and Tenure Procedures

Step	Responsibility	Action	Due Date
1	Candidate	Notify Chair of Intent to apply for Tenure and/or Promotion	May 1
2	Department Chair	Notify faculty to form Department T&P committee and elect a chair; If insufficient size, identify additional committee members (in consultation with candidate and T&P Committee)	Late Spring Semester
3	Candidate; Department Committee	Independently develop a list of potential external reviewers	Late Spring Semester
4	Department Chair	In consultation with T&P Committee, finalize list of reviewers and solicit their agreement to review the candidate's materials	May 30
5	Candidate	Develop packet of research materials and vitae to submit to external reviewers	May 30
6	Department Chair	Send letter, candidate's materials, and Department T&P Guidelines to reviewers (follow College Calendar for due date of reviewer recommendations)	June 5
7	Candidate	Complete Dossier (following University, College and Department guidelines and calendar); submit to Department Chair	September
8	Department Chair	Collect all materials (Candidate's Dossier, External Review Letters and Vitae); Submit to Department T&P Committee	September
9	Department T&P Committee Chair	Schedule and lead Department T&P Committee review meetings; draft committee recommendation for member review; finalize; submit Committee Recommendation with all materials to Chair	September/ October
10	Department Chair	Independently review candidate's dossier and reviews and provide recommendation; provide rationale for selection of external reviewers (and outside members of the division's Promotion and Tenure committee, if applicable); Submit to Dean	October