

## **Department of Anthropology Promotion and Tenure Guidelines**

Approved by Vote of the Faculty, October 26, 2011  
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The Department of Anthropology follows College and University practices and guidelines. The procedures, criteria, and considerations outlined in the relevant College and University documents should be consulted for details on these practices and guidelines.

The department expects faculty to engage in teaching, research, and service. Adequate accomplishment in all three areas is expected for promotion and/or tenure. While some faculty may be stronger in one of these areas, promotion and/or tenure is not granted on the basis of performance in one area alone.

### **Comments on Standards for Evaluating Research and Scholarship at All Levels**

In Anthropology, co-authorship is common. Moreover, co-authorship in this discipline normally means that each co-author contributed substantially to the publication. We do not regard co-authorship as undesirable, nor do we discourage individuals from collaborative research work. Therefore, we do not expect that individuals have a publication record that consists largely of single-authored items, although some choose to do so. The same principles apply to co-edited work. Individuals who engage in collaborative scholarship should be prepared to describe their contribution to the collaborative project. The university and college regulations require that candidates provide a statement from their collaborators and co-authors indicating the level of contribution (%) by the candidate.

Interdisciplinary scholarship has long been recognized as legitimate Anthropology research. Consistent with University and College guidelines, this department gives full consideration to interdisciplinary or multidisciplinary research.

In Anthropology, appropriate publications include articles in scholarly journals, e-journals, contributions to edited books, and scholarly books, including both co-authored and edited books. Which of these are the most appropriate publication outlets vary with the subfield and rank, and an individual's set of publications must be judged from this perspective. We have no requirement that an individual publish in a specific format. However, it is generally expected that for promotion to Full Professor the candidate will have published one scholarly book or monograph based on his or her research.

Grant seeking activity and success are also considered in evaluating research activity. A candidate for promotion to Associate Professor must demonstrate that he or she has actively sought external funding for her or his research. It is expected that a candidate for promotion from associate to full will have demonstrated success in securing external funding to support her or his scholarship.

Applied and Community-engaged scholarship are legitimate forms of research, as indicated in the College guidelines. Such research is characterized by collaborative efforts with local organizations or agencies. As specified in the College guidelines, community-engaged research should be grounded in theory and should be methodologically sound. Furthermore, it should result in research products, such as publications or reports that can be evaluated by external reviewers. The quantity and quality of such

research should be consistent with the standards set out for scholarship in the department's Promotion and Tenure Guidelines. Whether or not a candidate for promotion and/or tenure includes community – engaged research in his or her research package, that candidate would be expected to have produced some traditional scholarly publications. These traditional scholarly publications might be directly related to or part of the individual's community-engaged research, or they might be in an unrelated research area.

Consistent with University and College practices, the department uses external reviewers to evaluate the scholarship of any individual who is being considered for promotion. The views of the external reviewers regarding the significance of the individual's research are an important factor in the overall evaluation of the individual's record, but this is not the only factor considered by the department.

The department evaluates all tenured and tenure-track faculty annually. The department head, in consultation with the department P&T committee, provides written feedback annually on each faculty member's teaching, scholarship, and service contributions. After the evaluation the head meets individually with the faculty members to review their activities, to discuss their future goals, and, for those in ranks below professor, to provide feedback about progress to promotion. The policies regarding annual evaluations are in the faculty and teaching evaluation documents (attached).

### **Annual Evaluation**

The evaluation procedures of the department stipulate that the head will meet annually with the P&T committee to evaluate each member of the faculty. During these consultations, the department head and committee shall discuss the progress toward promotion of the assistant and associate professors. The criteria for evaluation will be those stipulated in the departments "Promotion and Tenure Guidelines," and the department's "Faculty Evaluation" document. The committee and department head will draft a letter with their assessment which will be signed by all members of the P&T committee. The department head shall communicate the assessment to the candidate as provided by the College and University by-laws.

### **Reappointment of Assistant Professors**

Reappointment review for tenure-track faculty, consistent with the College and University guidelines, will take place in the third year of the initial four-year probationary term. The purpose of the review is to evaluate the candidate's record and progress towards promotion and tenure and to determine whether or not the faculty member's appointment should be renewed for a four year probationary term. The reappointment review will evaluate the candidate's teaching, research and service at UNCG. In the area of teaching, the candidate's record should include evidence of competence and commitment to teaching, with the candidate showing promise of making significant contributions to teaching as defined in the department, College, and University guidelines. In the area of scholarship, the candidate's record should include evidence of success in conducting research as well as promise of continuing development towards the department's scholarship guidelines for successful promotion and tenure. Although we believe candidates should concentrate on their teaching and research, the department expects assistant professors to engage in some service, in their first three years. The timeline and procedures for the reappointment review shall be consistent with College and University guidelines.

### **Promotion of Assistant Professors**

Promotion of assistant professors to the rank of associate professor with tenure normally occurs in the sixth year of service, although an individual may be recommended for promotion and tenure prior to the sixth year, if the individual's record so warrants. An early recommendation for promotion or tenure is unusual and occurs only when the individual's record is truly exceptional. The one exception to this guideline occurs in the case of an individual who comes in with prior service as an assistant professor and with the understanding that he or she will be considered for promotion prior to the sixth year. Such understandings should be spelled out in writing at the time of the initial appointment at UNCG, consistent with the University and College guidelines and regulations.

Because recommendations for promotion are due relatively early in the fall semester, the department normally will initially consider assistant professors for promotion in the spring of their fifth year. At this time, the department head and the candidate will establish a timetable for the review of the individual's file for promotion and create a list of possible external reviewers, following the guidelines established by the College and the University. The expectation is that the external reviews should be received by the department in early August. The narrative sections on teaching, research, and service, which the candidate must write, also must be completed by early August, as specified in the College regulations. After the narrative statements have been completed and the external reviews have been received, the department committee will meet early in the fall semester, in a manner consistent with College and University regulations and guidelines, to consider the candidate for promotion. Consistent with College and University guidelines, an individual will be recommended for promotion by the department to the College if either (or both) the department head or a majority of the other members of the department senior in rank to the individual favor doing so. If neither the department head nor a majority of the other relevant department members favor recommendation, the individual will not be recommended by the department. Regardless of the decision of the department, the candidate's file will be sent forward, as specified in the College and University guidelines and regulations.

The department expects assistant professors to have an excellent record in either teaching or research and at least a good record in the other area in order to be recommended for promotion and tenure. All Anthropology faculty members are expected to be good teachers. Teaching is an integral part of faculty responsibilities. Good teaching includes:

1. Knowing the subject matter and organizing the course material in a comprehensible fashion
2. Engaging and stimulating students intellectually; motivating and challenging them to work at a high level.
3. Maintaining appropriate academic standards; appropriately assessing the performance of students.
4. Being sensitive to the needs of students; being accessible to students both in and out of the classroom.
5. Contributing to the educational mission of the department and the university. This includes advising, curricular design and development, and other work apart from specific course responsibilities.

Engaging in the advancement of the teaching of anthropology through such activities as the development of web-based courses, textbooks and research and publications on the craft of teaching and providing experiential learning opportunities to students through directed learning experiences in the classroom, laboratory, field and professional conference presentations are recognized as significant contributions to teaching

The expectations for research and scholarship are that the individual has produced a body of scholarship that reflects an active, on-going research agenda, and is regarded by others in the field to be of good quality and to have made a recognized contribution to the field. Our expectation is that an assistant professor will have published the equivalent of one refereed article per year, which would amount to five published articles if a person is brought up in his or her sixth year. However, judgments are not made simply on the basis of the number of publications. A smaller number of articles in leading journals may be considered superior to a larger number of articles in journals of lesser standing. Therefore, an assistant professor who has published fewer than five articles in leading journals nevertheless may be considered to have a more than adequate scholarship record, and one who has published more than five articles in lesser journals could be considered to have an inadequate record. The publication of a scholarly book or monograph would be considered a significant accomplishment equivalent to the publication of several articles in leading journals. Chapters in scholarly books that undergo peer-review (e.g., University Press books) can be as significant as journal publications. (As stipulated in the University and College procedures, it is incumbent upon the candidate to provide documentation of the peer review process used to review any publications presented.) The expectation also is that the individual's scholarship performance indicates that he or she will continue to engage in significant research and to produce quality publications after promotion; a method for demonstrating this is through the awarding of an external peer reviewed grant or contract supporting the continuation of the candidate's scholarship activities.

The expectations for service are that the individual has contributed to the university and department's mission in a reasonable manner, which usually would include such activities as academic advising, serving on department committees, and working with student organizations. We do not expect assistant professors to engage in significant service activities outside the department, as we believe that they need to concentrate on their teaching and research. However, we do expect some level of service at the departmental, college and university levels.

### **Promotion of Associate Professors**

For promotion from associate professor to professor, the normal expectations are that the individual has demonstrated good teaching, has a scholarship record recognized nationally or internationally for its contribution to anthropology, and has a substantial service record, normally including both external and university service. All Anthropology faculty members are expected to be good teachers. Teaching is an integral part of faculty responsibilities. Good teaching includes:

1. Knowing the subject matter and organizing the course material in a comprehensible fashion
2. Engaging and stimulating students intellectually; motivating and challenging them to work at a high level.
3. Maintaining appropriate academic standards; appropriately assessing the performance of students.
4. Being sensitive to the needs of students; being accessible to students both in and out of the classroom.
5. Contributing to the educational mission of the department and the university. This includes advising, curricular design and development, and other work apart from specific course responsibilities.

Engaging in the advancement of the teaching of anthropology through such activities as the development of web based courses, textbooks and research and publications on the craft of teaching and providing experiential learning opportunities to students through directed learning experiences in the classroom, laboratory, field and professional conference presentations are recognized as significant contributions to teaching

The usual scholarship expectations for promotion to professor include a record of sustained work that is of high quality and has received good peer review. An individual needs to have a substantial scholarship record since having been promoted to associate professor. We define a substantial record as one that exceeds, in quantity and impact, the record that the department expects one to compile for promotion to associate professor. In evaluating the scholarship record, both quantity and quality are important. A smaller number of high quality articles may be considered superior to a larger number of lower quality articles. The publications should be recognized as good contributions to the field. However, judgments are not made simply on the basis of the number and type of publications. A smaller number of articles in leading journals may be considered superior to a larger number of articles in journals of lesser standing. The publication of a scholarly book or monograph would be considered a significant accomplishment equivalent to the publication of several articles in leading journals. Chapters in scholarly books that undergo peer-review (e.g., University Press books) can be as significant as journal publications. As stipulated in the University and College procedures, it is incumbent upon the candidate to provide documentation of the peer review process used to review any publications presented. Serving as an editor of a scholarly edited volume for an academic press, writing book reviews in disciplinary journals, serving as a discussant or as an invited speaker at conferences, museums, or universities are other scholarly activities that would support promotion to professor. Furthermore, the individual should have a sustained record of externally funded scholarship that indicates that the individual will continue to actively conduct research and publish after promotion.

The department endorses and will support the inclusion of Directed Professional Activity (DPA) as part of the dossiers for promotion from associate professor to professor. DPA may include, but is not limited to, activities such as the following: developing or directing international affiliations, formal programs for community outreach or engagement; and providing significant academic administrative leadership. A faculty member planning to include DPA as part of their dossier should consult with the head regarding appropriate documentation and evaluation, as described in the University-Wide Evaluation Guidelines, Section 2.D.

As specified in the College regulations, an associate professor should be considered by the department for promotion no later than his or her seventh year as a tenured associate professor, if the faculty member requests such a review. Review after first being considered for promotion may be requested by the faculty member every three years following the previous evaluation, in which case the department must formally consider the individual for promotion. The department always may evaluate an associate professor for promotion sooner than the above required reviews.

While there is no specified amount of time that an individual must serve as an associate professor before being recommended for promotion, it normally takes a significant period of time to accumulate the record needed for promotion. This is especially true for scholarship and service activities, as the department expects that an individual will have a sustained and substantial amount of research and service accomplishments before promotion to professor.

The timetable and procedures for considering associate professors for promotion will follow the guidelines outlined for assistant professors and will be conducted in a manner consistent with the College and University guidelines and regulations.