

**Standards for Promotion and Tenure
Required by Section 7.12, Regents Policy on *Faculty Tenure***

**Department of Anthropology
College of Liberal Arts**

Approved by the Faculty of the Department of Anthropology on February 1, 2010

Approved by the Senior Vice President for Academic Affairs and Provost on February 16, 2010

I. Introductory Statement

This document describes with greater specificity the indices and standards that will be used by the Department of Anthropology to determine whether candidates meet the University of Minnesota's general criteria for indefinite tenure set out in section 7.11 of the Regents Policy on *Faculty Tenure*, as well as the indices and standards for promotion to the rank of professor as they are set out in section 9.2 of the same Regents policy. For a complete overview, the reader is advised to review sections 7 and 9 in their entirety. This document is also consistent with the *Procedures for Reviewing Candidates for Tenure and/or Promotion: Tenure-Track and Tenured Faculty*.

The document contains indices and standards for the following personnel evaluations:

- annual reviews of probationary faculty
- recommendation for awarding indefinite tenure
- recommendation for promotion
- annual performance appraisal for post tenure review according to Section 7a of the Regents Policy on *Faculty Tenure*

II. Departmental Mission Statement

Anthropology is the study of culture, biology, and evolution as they are manifested in the social practices, languages, expressive forms, and material culture of human societies past and present. Anthropological research, writing, and teaching encourages appreciation of cultural differences and our common humanity, as well as critical perspectives on our own society and values. In its educational and research mission, the Department of Anthropology at the University of Minnesota promotes such understandings and critical perspectives.

The goal of the Department is to meet consistently the highest professional standards in the execution of this mission. The objectives of the department are: (1) to contribute in significant ways to the liberal arts education of students throughout the University; (2) to provide instruction and support to undergraduate anthropology majors to enable them to think critically and write effectively about society and culture, to move expeditiously through the program leading to the B.A. degree in the College of Liberal Arts, and to utilize their anthropological training in graduate school or in their working lives; (3) to provide highly qualified graduate students with anthropological training and mentoring that will enable them to enter the profession as

outstanding researchers and teachers; (4) to promote excellence in faculty and graduate student research, leading to the publication of research results.

As part of its research and teaching mission, the Department recognizes a responsibility to maintain and conserve its archaeological and ethnological collections, and acknowledges the responsibility of each faculty member to contribute in relevant ways to the College of Liberal Arts, the University, and broader communities in Minnesota.

III. Annual Reviews of Probationary Faculty

The tenured faculty of the Department of Anthropology annually reviews the progress of each probationary faculty member toward satisfaction of the criteria for receiving tenure as provided by the Regents Policy on *Faculty Tenure* and in accordance with the University's *Procedures for Reviewing Candidates for Tenure and/or Promotion: Tenure-Track and Tenured Faculty*. The chair of the department prepares a written summary of that review and discusses the candidate's progress with the candidate, giving a copy of the report to the candidate.

This written summary is provided on President's Form 12 and is signed by the candidate, the chair of the department, the Dean of CLA, and the Senior Vice President for Academic Affairs and Provost.

In accordance with Section 5.5 of *Faculty Tenure* the probationary period may be extended by one year at a time at the request of the faculty member for childbirth/adoption, caregiver responsibilities, or medical reasons. The criteria for evaluation of faculty who have had their probationary period extended are no different than the criteria for faculty who do not have an extension of the probationary period. Extension of the probationary period in accordance with Section 5.5 may not be a factor in the evaluation. [See Appendix A for Section 5.5 of the Regents Policy on *Faculty Tenure*.]

IV. University Standard – General Criteria for Tenure

Regents Policy on *Faculty Tenure*, Section 7.11, General Criteria

What the University of Minnesota seeks above all in its faculty members is intellectual distinction and academic integrity. The basis for awarding indefinite tenure to the candidates possessing these qualities is the determination that each has established and is likely to continue to develop a distinguished record of academic achievement that is the foundation for a national or international reputation or both [3]. This determination is reached through a qualitative evaluation of the candidate's record of scholarly research or other creative work, teaching, and service [4]. The relative importance of these criteria may vary in different academic units, but each of the criteria must be considered in every decision [5]. Demonstrated scholarly or other creative achievement and teaching effectiveness must be given primary emphasis; service alone cannot qualify the candidate for tenure. Interdisciplinary work, public engagement, international activities and initiatives, attention to questions of diversity, technology transfer, and other special kinds of professional activity by the candidate should be considered when applicable. The awarding of

indefinite tenure presupposes that the candidate's record shows strong promise of his or her achieving promotion to professor.

Regents Policy on *Faculty Tenure*, Footnotes to Section 7.11

[3] "Academic achievement" includes teaching as well as scholarly research and other creative work. The definition and relative weight of the factors may vary with the mission of the individual campus.

[4] The persons responsible and the process for making this determination are described in subsections 7.3 through 7.6.

"Scholarly research" must include significant publications and, as appropriate, the development and dissemination by other means of new knowledge, technology, or scientific procedures resulting in innovative products, practices, and ideas of significance and value to society.

"Other creative work" refers to all forms of creative production across a wide range of disciplines, including, but not limited to, visual and performing arts, design, architecture of structures and environments, writing, media, and other modes of expression.

"Teaching" is not limited to classroom instruction. It includes extension and outreach education, and other forms of communicating knowledge to both registered University students and persons in the extended community, as well as supervising, mentoring, and advising students.

"Service" may be professional or institutional. Professional service, based on one's academic expertise, is that provided to the profession, to the University, or to the local, state, national, or international community. Institutional service may be administrative, committee, and related contributions to one's department or college, or the University. All faculty members are expected to engage in service activities, but only modest institutional service should be expected of probationary faculty.

[5] Indefinite tenure may be granted at any time the candidate has satisfied the requirements. A probationary appointment must be terminated when the appointee fails to satisfy the criteria in the last year of probationary service and may be terminated earlier if the appointee is not making satisfactory progress within that period toward meeting the criteria.

V. Departmental Criteria for Tenure – Research

Candidates for indefinite tenure must have established a distinguished record of academic achievement and must show evidence of continued academic distinction¹.

A "distinguished" record is prominent and conspicuous by its excellence. A candidate must have produced a body of research that is openly available, scholarly, creative, and of high quality and significance, and must be recognized and visible within his or her domain of research. Research is not limited to traditional publication but also encompasses activities that lead to the public

¹ Most probationary faculty are also promoted to the rank of associate professor when they receive indefinite tenure, though this is not a requirement. Additionally, tenure may be conferred on an associate professor with a probationary appointment.

availability of products, practices, technologies, and ideas that have significance to society. Quality of research or artistic achievement is more important than quantity.

Relevant Forms of Evidence

The candidate must establish quality, productivity, visibility and promise.

(A) Evidence of excellence in research is provided by the candidate's scholarship, performance, exhibition, and/or publication record. This record is assessed both internally, by the Department and the College, and externally, by a panel of recognized experts, from outside the University, to determine whether it is openly available, scholarly, creative, and of high quality and significance. At least half of this panel, but no fewer than four members will have no direct interest in the tenure or promotion of the candidate. (See Section 12 of the *Procedures for Reviewing Candidates for Tenure and/or Promotion: Tenure-Track and Tenured Faculty* for details about reviewers.) The following points guide the assessment of the candidate's record:

1. "Openly available" research or artistic practice implies distribution, which includes traditional and electronic publication as well as other media such as audio and video recording, or publicly available live performance or exhibition.
2. Scholarly publication can take many forms; among these are original research articles and books, book chapters, edited collections and anthologies, critical editions, translations, reviews, integrative text books that advance the discipline, and published lectures.
3. Peer-reviewed publications will receive greater weight than publications that were not peer reviewed. Publications by eminent presses and those appearing in journals, series, or volumes that have stringent peer review and major disciplinary significance generally receive the most weight.
4. Exhibition, recording, or broadcast at venues, studios, labels and networks with national or international stature generally receive more weight than those at venues with regional or local stature.
5. A written work is considered to be published when it satisfies two standards: it is under contract, and in production. The candidate is asked to produce the actual contract or another form of evidence showing the work has been accepted for publication. A book, journal article, or book chapter will be considered in production when a letter from the director or editor is sent and states that the work: a) has gone through all rounds of reviews; b) all corrections/revisions have been completed; c) the fully completed/revised manuscript is in the hands of the press or journal; d) the press or journal has put it on a production schedule. Productions may be considered complete after their first public performance or exhibition.
6. Work under review may be considered; this category receives less weight than published or completed work.
7. Translations, reprints, and citations or reviews of a candidate's work may provide evidence of the visibility, importance, or influence of the work.
8. For all multi-authored or collaborative works, the file must specifically describe the candidate's contribution.

9. Quality is more important than quantity, but the candidate must present a substantial body of achievement. Ordinarily, a candidate for tenure must present a book or monograph or an equivalent set of articles in one area of specialization.

(B) Evidence of visibility is chiefly provided through the following (unordered):

1. National or international awards and honors.
2. Presentations at scholarly conferences or major performance or exhibition venues (especially refereed or invited presentations).
3. Service as editor of national or international professional journal.
4. Organization of scholarly conferences or artist's symposia/workshops.
5. Active participation on editorial boards or on national boards of arts organizations.
6. External and internal funding for research or production.
7. Invited scholarly / artistic presentations.

(C) Evidence of promise of a strong future record is shown through the following:

1. Development of an independent body of significant work beyond the final degree.
2. Sustained and continuous growth in significant research.

VI. Departmental Criteria for Tenure – Teaching

Candidates for indefinite tenure must be effective teachers².

“Effective” means that a candidate enables or produces the intended result of student learning. Specifically, candidates should demonstrate course-appropriate content expertise and an ability to transmit such knowledge to students through effective instructional design, delivery, and assessment. Instructional design includes the ability to create, sequence, and present experiences that lead to learning. Instructional delivery refers to the skills that facilitate learning in a respectful environment. Assessment refers to the use of tools and procedures for evaluating student learning, including appropriate grading practices.

“Teaching” is not limited to classroom instruction. It includes other forms of communicating knowledge (to both registered University students and persons in the extramural community) as well as supervising, mentoring, or advising graduate or undergraduate students whether individually or in groups.

Relevant Forms of Evidence:

1. Faculty peer review: Methods of evaluation include direct classroom observation of at least two courses, review of syllabi, statements of goals and objectives, methods employed, assignments, exercises, and examinations prepared for courses.
2. Review of contributions made to the curriculum of the unit, such as development of courses, course sequences, new areas of instruction, major/minor sequences, substantive

² See footnote 1 above.

refinements of courses, and uses of new technology. Such contributions may be made individually by the candidate or result from participation in committees or workshops devoted to curriculum development and assessment.

3. Development of instructional material, including but not limited to computer software, compilations of readings, course guides for Independent Study courses, and publication of textbooks.

Student Ratings of Teaching: The primary method of student rating of teaching is through course rating forms. Additionally, evaluations may be obtained from students once they have graduated.

4. Evidence of effective advising and mentoring degree candidates at the undergraduate level; for example, evidence concerning Honors theses, Directed Study, Independent Study, The Bachelor of Individualized Study (BIS), Individually Designed Interdepartmental Major (IDIM) mentorship, and Senior Projects.
5. Evidence of effective advising and mentoring degree candidates at the graduate level; for example, evidence concerning advising at the Master's and Ph.D. level, thesis and dissertation supervision, Ph.D. oral and written preliminary exam participation, and professional development and job placement activities.
6. Teaching awards and other formal recognitions of teaching excellence.
7. Grants for curricular development or for the preparation of instructional materials.
8. Noteworthy contributions to the teaching and advising mission of the unit, such as service as Director of Undergraduate Studies or Director of Graduate Studies.

N.B. Prior Service. Candidates who have previously served in regular faculty positions at accredited universities and colleges elsewhere, and for which service has reduced the maximum period of probationary service at Minnesota, should provide as much documentation from those previous institutions as possible, including any and all of the above listed forms of evidence.

VII. Departmental Criteria for Tenure – Service

“Service” means that faculty as University citizens actively participate in advancing the interests of the Department of Anthropology, the college and University for the benefit of the institution, the profession and the community.

Service to the Department of Anthropology, the College of Liberal Arts, the University of Minnesota and the profession is an integral component of a faculty member's professional obligation. A faculty member's participation in the governance of the department, service to the college and University, and service to professional organizations and wider communities related to the candidate's research, enhances the faculty member's professional standing, and brings recognition to the department, the college, and the University. Service is recognized as a significant contribution by faculty and is considered during tenure deliberations.

Relevant Forms of Evidence:

(A) Examples of service to the institution include but are not limited to:

1. Participation in the administration and governance of the institution
2. Participation in department, college, and university committees
3. Administrative appointments in the department, college, and the university
4. Active participation in University conferences or symposia

(B) Examples of service to the profession include but are not limited to:

1. Officer or board member in a state, national, or international professional society.
2. Election to prestigious state and national organizations that recognize excellence within the discipline
3. Consultant or referee for professional publications
4. Reviewer for grant or fellowship applications
5. Panel reviewer or juror for exhibitions or performances
6. Consulting services to professional organizations and government agencies

(C) Examples of service to the community include but are not limited to:

1. Outreach to K-12 schools and consultancies with non-profit organizations
2. Providing expert testimony, consultancy and other forms of public engagement
3. Providing lectures, commentary, exhibits and programs for the general public, and for general circulation print and broadcast media.

VIII. University Standard – Criteria for Promotion to Professor

Regents Policy on *Faculty Tenure*, Section 9.2, Criteria for Promotion to Professor

The basis for promotion to the rank of professor is the determination that each candidate has (1) demonstrated the intellectual distinction and academic integrity expected of all faculty members, (2) added substantially to an already distinguished record of academic achievement, and (3) established the national or international reputation (or both) ordinarily resulting from such distinction and achievement [8]. This determination is reached through a qualitative evaluation of the candidate's record of scholarly research or other creative work, teaching, and service [9]. The relative importance of these criteria may vary in different academic units, but each of the criteria must be considered in every decision. Interdisciplinary work, public engagement, international activities and initiatives, attention to questions of diversity, technology transfer, and other special kinds of professional activity by the candidate should be considered when applicable. But the primary emphasis must be on demonstrated scholarly or other creative achievement and on teaching effectiveness, and service alone cannot qualify the candidate for promotion.

Regents Policy on *Faculty Tenure*, Footnotes to Section 9.2

[8] "Academic achievement" includes teaching as well as scholarly research and other creative work. The definition and relative weight of the factors may vary with the mission of the

individual campus. Not being promoted to the rank of professor will not in itself result in special post-tenure review of a tenured associate professor.

[9] The persons responsible for this determination are the full professors in the unit who are eligible to vote. The outcome of the vote is either promotion to the rank of professor or continuation in rank as an associate professor. The procedures for voting are identical to those outlined in Section 7.4 for the granting of indefinite tenure, the nondisclosure of grounds for the decision (Section 7.5), and the review of recommendations (Section 7.6). In addition, a petition to the Judicial Committee for review of a recommendation of continuation in rank as an associate professor follows the procedures specified in Section 7.7 for decisions about promotion to associate professor and conferral of indefinite tenure.

IX. Departmental Criteria - Promotion to Professor

Promotion to Professor indicates the attainment of distinction within Anthropology and the highest academic achievement. Promotion to professor is based on attaining a national or international scholarly reputation through significant publication and/or creative achievements in the individual's area of specialization, continued effective teaching and contributions to instruction, and continued effective service to the department, college, University, and the profession. All associate professors are strongly encouraged to work toward promotion to the rank of professor (See Section 7.11 of the Regents Policy on *Faculty Tenure*).

Relevant Forms of Evidence:

The forms of evidence used to justify promotion to professor are the same as those used to justify promotion to associate professor in the areas of research, teaching, and service. A higher level of achievement in all three domains, as measured by the distinction, significance, and impact of the research, teaching, and service, is required. Regular, high-quality teaching and advising of M.A. and Ph.D. students, in addition to undergraduate instruction and advising is expected, and service contributions to the department, college, University, and profession should be substantial and significant.

X. Review of Tenured Faculty Performance

Introductory Statement

Section X of this document, Review of Tenured Faculty Performance, is an implementation of the University of Minnesota Regents' Policy on *Faculty Tenure* (Section 7a), as described in detail in the *Rules and Procedures for Annual and Special Post-tenure Review* approved by the Tenure Subcommittee of the Senate Committee on Faculty Affairs January 5, 1998; and revised by the Tenure Subcommittee March 5, 1998.

Goals and Expectations for Tenured Faculty

In accordance with Section 7a.1 of the Regents Policy on *Faculty Tenure*, the Department of Anthropology has established the following goals and expectations for tenured faculty. The goals and expectations for tenured faculty in the Department are similar to the criteria for tenure and promotion to associate professor, and for promotion to professor.

Expectations Regarding Research and Publication

Research and publication are vital components of the responsibilities of tenured faculty. It is expected that tenured faculty will become and remain leading and influential scholars in their fields of specialization. Satisfactory scholarship is understood as involvement in an explicit research program, periodic publication of peer-reviewed works, presentations at scholarly conferences, and success at securing research funding within and outside the University.

Expectations Regarding Teaching

Tenured faculty will offer courses at both the undergraduate and graduate levels at workload levels established by the College. At the undergraduate level, the faculty member will offer well-constructed and clearly presented courses based upon current scholarship. These courses will include both general department courses and specialty courses in the faculty member's field. Faculty members will also be accessible to students in their courses for consultation at regularly scheduled office hours. At the graduate level, faculty will guide students and communicate the current state of knowledge in their fields of specialization. Faculty members will normally offer graduate proseminar and research seminars on a regular basis as required or justified by the department program and student interest. They will also advise M.A. and Ph.D. students and direct Ph.D. students in dissertation research. Documentation of effectiveness in teaching and advising will be based on the criteria stated above under criteria for tenure.

Expectations Regarding Service

Tenured faculty members will remain actively involved in the anthropological profession. They will be expected to participate in scholarly meetings with reasonable frequency and engage in such activities as editorial service for professional journals, conference planning, and service in professional associations. Professional service also will include the evaluation of manuscripts submitted to scholarly journals and presses; assessment of applications to national grants agencies; and involvement in the evaluation of scholarship and standing of individuals for tenure and promotion considerations at other institutions.

Tenured faculty members are also expected to contribute regularly to the governance and administration of the department, college, and University. They will attend and participate in regular and special department faculty meetings and especially those dealing with tenure, promotion, and the appointment and retention of faculty; serve effectively on various committees as elected or appointed; and agree to accept administrative assignments. In all of these endeavors the quality of involvement is paramount.

Where feasible, tenured faculty will also continue to be involved in community service and public engagement as described under the criteria for tenure.

Annual Post-Tenure Review Process

The Department of Anthropology expects that its tenured faculty will be regularly active in all three domains: research, teaching, and service. The Merit Review Committee in the Anthropology Department is elected by the whole faculty at the beginning of each academic year. As one stage of the annual merit review of the faculty, the tenured members of the department Merit Review Committee will examine each tenured faculty member's performance over a three-year rolling window. If, in the annual review, a tenured faculty member's performance over the three-year window appears to be substantially below the stated Goals and Expectations of Tenured Faculty, the tenured members of the Merit Review Committee will report this judgment to the chair of the department. In accordance with Section 7a.2 of the Regents' Policy on *Faculty Tenure*, a faculty member who, in the opinion of both the tenured members of the Merit Review Committee and the department chair falls substantially below the goals and expectations in one or more of those domains, will be informed in writing in a letter cosigned by the tenured members of the Merit Review Committee and the department chair of her/ his performance and will be informed of steps that should be taken to improve and meet the department's goals and expectations in all three domains within a specified period of time, no less than one year from the date of the letter.

The faculty member may communicate to the chair in writing relevant information to dispute the judgment of the tenured members of the Merit Review Committee. The chair will also meet individually with the faculty member whose work is alleged to be substandard in order to discuss the means of improving the faculty member's performance to acceptable levels. During the following year, the chair and the Merit Review Committee will work with the faculty member to improve performance and remedy perceived deficiencies during that time.

At the end of the specified time, both the chair and the tenured members of the Merit Review Committee will again review the faculty member's performance. If they again find that performance is substantially below the goals and expectations of the department, they may ask the dean to initiate a special peer review of that faculty member. To commence this process, the chair of the department and the tenured members of the Merit Review Committee will send a letter or memorandum to the dean and to the faculty member, setting out their findings with a copy of the documents they have reviewed.

Special Post-Tenure Review Process

The special peer review of a tenured faculty member at the dean's level follows the process outlined in Section 7a.c of the Regents' Policy on *Faculty Tenure*.

Appendix A – Section 5.5 of the Regents Policy on *Faculty Tenure*

5.5 Exception For New Parent Or Caregiver, Or for Personal Medical Reasons. The maximum period of probationary service will be extended by one year at the request of a probationary faculty member:

1. On the occasion of the birth of that faculty member's child or adoptive/foster placement of a child with that faculty member; or
2. When the faculty member is a major caregiver for a family member[2] who has an extended serious illness, injury, or debilitating condition. A faculty member may use this provision no more than two times; or
3. When the faculty member has an extended serious illness, injury, or debilitating condition.

The request for extension must be made in writing within one year of the events giving rise to the claim and no later than June 30 preceding the year a final decision would otherwise be made on an appointment with indefinite tenure for that faculty member.

Appendix B – Section 7.12 of the Regents Policy on *Faculty Tenure*

7.12 Departmental Statement. [6] Each department or equivalent academic unit must have a document that specifies (1) the indices and standards that will be used to determine whether candidates meet the threshold criteria of subsection 7.11 (“General Criteria” for the awarding of indefinite tenure) and (2) the indices and standards that will be used to determine whether candidates meet the threshold criteria of subsection 9.2 (“Criteria for Promotion to Professor”). The document must contain as an appendix the text and footnotes of subsections 7.11 and 9.2, and must be consistent with the criteria given there but may exceed them. Each departmental statement must be approved by a faculty vote (including both tenured and probationary members), the dean, and other appropriate academic administrators, including the Senior Vice President for Academic Affairs and Provost. The chair or head of each academic unit must provide each probationary faculty member with a copy of the Departmental Statement at the beginning of the probationary service.