

Department of Anthropology
University of South Carolina

CRITERIA AND PROCEDURES
for

TENURE AND PROMOTION

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Departmental T&P Committee
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PART ONE: CRITERIA

I. Introduction

It is the aim of these criteria to recognize and reward achievement in all areas of professional activity vital to the well being of the Department, the discipline and the University. These activities include, chiefly, the following:

1. Graduate and undergraduate teaching.
2. The research and publication of scholarly work.
3. Public service beyond the classroom and additional service to the Department, the discipline and the University required by instruction and scholarship.

For teaching, the unit committee, as defined in Section II of the Procedures, should endeavor to evaluate a candidate's overall effectiveness as a teacher bearing in mind that varied teaching styles and activities may be regarded as effective in meeting the varied needs of students.

For research, the committee should bear in mind that anthropology is divided into subfields and that the styles, forms and frequency of publication and other scholarly activities vary from one subfield to the next. Each candidate's scholarship should, therefore, be judged by standards appropriate to his or her subfield, and unit committee members, especially those from other disciplines, should attend carefully to the ways the following criteria bear on particular cases.

All candidates are expected to pursue financial support for their research and to publish quality scholarship in ways appropriate to its subject matter. Special attention should be paid to evidence of continuing development. Ordinarily we expect that for tenure and promotion, a candidate will have published minor works, as well as substantial peer reviewed work.

Service is composed of activities in three areas: University service, public service and professional service. Because individuals differ in their abilities and interests, because they are given different opportunities, and because varying demands are made on their time, candidates are not necessarily expected to make similar or substantial contributions to all areas of service.

Achievement in each area of professional activity shall be judged in terms of the criteria outlined below. It is not presumed that all worthy candidates will display the same combination of achievements; indeed the Department is well served by diversity of abilities. Each candidate is expected, however, to have made a substantial contribution in the areas of teaching and scholarship, and a contribution to service suitable to his/her role and rank in the Department.

II. Tenure and Promotion

The requirements for tenure are the same as those for Associate Professor, and are defined by the basic criteria in subsequent sections. Promotion to Professor requires fulfillment of the same kind of criteria required for promotion to Associate Professor. However, in fulfilling the criteria for promotion to Professor we expect a more mature professional development. Examples of that maturation are provided at the end of the “Criteria” sub-sections for Teaching, Scholarship and Service.

III. Teaching

A. Definition of Teaching

Teaching shall be defined as all instructional activities conducted within the University. These activities shall include, but not be restricted to, the following:

1. Classroom instruction;
2. Integration of teaching and research;
3. Advisement, mentoring, and career counseling;
4. Curriculum development;
5. Mentoring and instructional support to teaching assistants; and
6. Supervision of theses, dissertations, student projects, and fieldwork training.

B. Documentation of Teaching

It is incumbent upon the candidate to provide the unit committee with documentation evidential to the criteria cited in the questions below. Minimally, this documentation should include:

1. A short narrative describing and summarizing the candidate’s involvement with teaching, advising and mentoring;
2. A list of courses taught;
3. A list of theses, dissertations and projects supervised;
4. Student evaluations of courses;

5. A member of the unit committee will make a written summary of the student evaluations of courses and this summary will be included in the file;
6. Results of the peer evaluation of teaching;
7. A sufficient number of course syllabi and handouts to provide the committee with a clear idea of the content and objectives of the candidates course offerings; and
8. Additional materials such as new course proposals, descriptions of special projects, and so on may be added by the candidate and should be considered by the unit committee.

C. Criteria for Teaching

To qualify for tenure and for promotion to Associate Professor, we expect the candidate to demonstrate effective and creative teaching by successfully fulfilling the requirements listed below. For promotion to Professor we expect the candidate to continue to demonstrate this quality of teaching, and to provide evidence of a more developed program of teaching activities than that required for Associate Professor. To fulfill the basic requirements for teaching a candidate should:

1. Create an atmosphere conducive to learning;
2. Present students with well-organized statements of the content, objectives and requirements of courses;
3. Display fairness and concern toward students and allocate adequate time for conferences with students;
4. Stay abreast of fields of instruction and attempt to integrate new findings, including those of his or her own research, if relevant, into course content;
5. Display flexibility in tailoring course offerings to enrollment demand and departmental objectives, and contribute to curriculum development;
6. Seize opportunities to extend teaching activities beyond scheduled course offerings such as supervision of theses and dissertations, participation in the classes of others, mentoring, supervision of student work done outside the classroom, advisement, and counseling.

For tenure and promotion to Associate Professor, the candidate must have demonstrated effective and creative teaching in a basic repertoire of courses at the undergraduate and graduate level that fit the needs of the Department.

For promotion to Professor the candidate must present evidence of having maintained up-to-date courses. The candidate must also have developed new courses or course content since attaining the rank of Associate Professor, courses or content which reflect changes in the field and the individual's scholarly interests. The candidate should have used his/her professional stature to help graduate students take advantage of professional opportunities such as presenting papers at meetings, finding field placements, etc. Candidates for Professor should have also contributed to the graduate program through regular supervising of theses, teaching required courses, or running field programs. Obtaining external funding for their own research and the support of students is particularly important.

D. Evaluation of Teaching

If the candidate meets most of these criteria most of the time, and if the candidate does not show recurrent, serious deficiencies with respect to any of them, the candidate should be regarded as a good teacher and supported regarding the teaching criterion.

IV. SCHOLARSHIP

A. Documentation of Scholarship

The documents required by the University and Departmental tenure-and-promotion procedures are:

1. Letters solicited by the unit committee from referees external to the University;
2. A complete set of the candidate's published work; and
3. A curriculum vitae outlining the candidate's scholarly activity.

Candidates may submit additional materials including additional letters of reference, reviews of or citation to the candidate's work, letters soliciting new manuscripts or permission to reprint earlier work, speaking invitations, research grant and contract proposals and review comments, requests to review proposals or manuscripts of others, letters requesting reprints of published work or papers delivered at conferences. They may also submit a list of unpublished contributions including but not restricted to the following:

1. Addresses to conferences and symposia;
2. Scholarly addresses at the regular meetings of professional societies, and
3. Public lectures and workshops.

B. Definitions

For the candidate's published work he or she should designate major and minor publications, and he or she should provide other evidence of scholarly activity listed below:

1. Major Publications: To be considered a major publication, a work must have been peer reviewed and be substantial. Major articles or scholarly contributions are considered substantial if the work presents, integrates or synthesizes important new data in the field, and/or if the work offers important theoretical or methodological discussion relevant to the field. Thus, major articles are not necessarily measured by length (although in-depth treatments of subjects often do require longer formats) but by the contribution they make to associated scholarship.

Examples of major publications:

- a. A scholarly book.
- b. Textbook.
- c. Editor of a major volume or journal issue.
- d. Monograph in a museum series.
- e. Major journal article, review article, or book chapter.
- f. Scholarly works in other than printed media, for example, exhibits, video and film productions, CD — Rom, and material published in electronic media.

If there is a question about whether a publication had been peer reviewed, the candidate must provide evidence of the review process used by the publisher. In cases where an item is solicited and then sent out for review, it is considered to be peer reviewed.

In rare instances there may be major publications that are not peer reviewed. In such cases it is incumbent upon the candidate to make the case for such a consideration. For example, if an article is solicited by a journal in which articles are ordinarily sent out for peer review but it was not sent out for review, it can be considered a peer reviewed article. Also, in some cases editorial review shall be considered peer review.

If scholarly works not in printed form are to be considered major, the candidate must provide evidence that they are widely used or have attained national or international recognition. Scholarly reviews of such work are one way to demonstrate this, but it can be demonstrated in other ways as well.

2. Minor Publications: The candidate should also submit a complete set of minor publications which would include the following:
 - a. brief contributions to scholarly journals;
 - b. book reviews, film reviews and rejoinders;
 - c. short contributions to popular magazines and newsletters;
 - d. publications directed to special, non-academic audiences, and
 - e. scholarly works in other than printed media; for example, exhibits, video and film productions, and material published in electronic media.
 - f. In special cases, reproductions of lengthy project reports may be regarded as minor publications if they are distributed to a wide professional audience through an institution supervised by someone other than the author.

C. Criteria for Scholarship

For tenure and promotion to Associate Professor, and for promotion to Professor, we expect the candidate to have:

1. An original, scholarly book or at least three other major publications. In the case of promotion to Professor, an original, scholarly book or at least three other major publications beyond those for tenure and promotion to Associate Professor will be required. Works that have been published before the candidate came to USC may be included but the candidate must show evidence of continuing development.
2. Made a significant contribution to a field of inquiry. (For all collaborative work the candidate should describe in detail his or her contribution.)
3. Appropriately published his or her scholarly work. Publishing in major peer reviewed journals and other publications widely circulated in their field is important evidence of a significant contribution.

4. Published work and ongoing unpublished scholarship indicating continuing scholarly development, beyond the dissertation.

The candidate is also expected to have several minor publications.

Beyond publication we expect tenure-track and tenured faculty to engage in a full range of national/international scholarly activities. For Associate Professor these activities will most likely be, but would not be limited to, participation in conferences, writing grant and contract applications, organizing symposia, and editing volumes. For promotion to Professor the candidate is expected to have assumed a larger, more visible role in national/international scholarship. Evidence of such an expanded role could include, but not be limited to, regular receipt of grants and contracts, works frequently cited, subsequent edition publication, incorporation of research into basic textbooks, anthologized publications and awards and prizes for scholarly activity.

D. Evaluation of Scholarship

Has the candidate's scholarship made a significant contribution to the field of inquiry? This question should be foremost in the minds of the unit committee. Indeed, answers to all other questions should be regarded chiefly as evidence bearing on this one. Emphasis should be placed on the quality of publication rather than sheer quantity. Contributions may be empirical, methodological, theoretical or educational in a variety of combinations with no inherent prejudice attaching to any. However, highly original work and work in developing fields or on strongly debated subjects in established fields warrants special commendation. In this regard, the unit committee should exercise care in appraising evaluations of a candidate's work. Uniform but faint praise may indicate far less ultimate merit than strong controversy; where controversy is evident, unit committees should endeavor to understand the issues involved.

Among the factors considered in evaluating the quality and extent of scholarly productivity are: the originality and analytical breadth of the work, the selectiveness of the publisher or journal in which it appears, the likely visibility and impact of the work (including textbooks) on anthropology or related disciplines, and favorable reviews. It is also important to determine if the publication repeats earlier work, or if it represents a new development, perhaps in an integrated program of investigations.

Major publications are essential for both tenure and promotion. Refereed journals and publishers known to send manuscripts out for review offer the reader *prima facie* evidence of positive evaluation prior to publication and may therefore enjoy greater prestige and reach wider audiences than alternative avenues of publication.

Faculty are expected to pursue external grants and contracts for the funding necessary for their research particularly as Associate and Full Professors, although it is understood that not all quality scholarship requires external funding. Evidence of any grant-seeking activity should be

documented in the candidate's file. Externally funded research is particularly important for promotion from Associate to Full Professor.

Minor publications should be regarded as a valid and important component of a candidate's scholarly development. However, minor publications alone do not constitute an adequate publication record.

Scholarly activity apart from publication plays a vital role in professional development and should be evaluated in that light. Conferences, symposia and public lectures also provide an area for the testing of a scholar's ideas and the opportunity to showcase prior and future publications. Unit committees should not, therefore, belittle these contributions. Although they cannot be regarded as a wholly adequate substitution for publication, they are important and often provide a key to understanding the development of a candidate's work.

If, after considering these criteria and the evidence bearing on them under the guidelines stipulated above, the unit committee decided that the candidate has made a substantial contribution to some field of anthropology then the candidate deserves support for promotion and/or tenure under the scholarship criterion.

V. Service

A. Definitions

1. University service shall include but not be restricted to: administrative positions, University committees, College committees, Departmental committees, program development, laboratory and equipment development and management, obtaining externally funded grants with overhead and supervision of student organizations.
2. Public Service constitutes any contribution utilizing the candidate's professional expertise to communities, groups or individuals outside a strictly academic environment.
3. Professional Service is composed of academic activity outside the university. This includes participation in professional organizations; service as a referee for research granting agencies, journals, and publishers; editorship of journals, proceedings, etc.; organization of symposia and conferences; and advisory services to other academic institutions.

B. Criteria for Service

In evaluating a candidate's service the unit committee should apply criteria such as those listed below, which are intended to be illustrative, not exhaustive, of service.

University Service:

1. The candidate deals adequately with routine departmental responsibilities required of all faculty.
2. The candidate goes beyond routine responsibilities to take on further responsibilities beneficial to the operation and growth of the Department, including the development of new programs.
3. The candidate grasps opportunities to be of further service to the larger University community.
4. The candidate seeks grants beneficial to the Department or the University.
5. The candidate makes a major contribution to the administration of the department, the college or the University.

Public Service:

1. The candidate endeavors to find ways to apply his/her expertise to public issues or to the needs and interests of communities, groups and individuals beyond the University.
2. The candidate pursues these opportunities vigorously
3. The candidate develops creative relationships with the groups served or produces work displaying application of his/her professional expertise

Professional Service:

1. The candidate actively participates in organizations and the conferences in his/her field.
2. The candidate grasps opportunities for further professional service on organizational committees
3. The candidate organizes conferences, symposia, etc.
4. The candidate makes a major professional contribution as, for example, an organizational officer or journal editor.
5. Mentoring students or faculty at other institutions.

Much of the service expected of anthropologists blends into and emerges from what can be considered also scholarship and teaching.

For tenure and promotion to Associate Professor the candidate's file should show evidence of service. Such activities might include, but not be limited to, reviewing scholarly works, serving appointments on committees, organizing panels and activities, participating in collaborative service projects, and serving on the board of directors of a scholarly society. For promotion to Professor the candidate's file should show some increase in service involvement, including evidence of the assumption of a leadership role. Such activities might include, but are not limited to, serving as program chair for a national/international meeting, serving as Undergraduate or Graduate Director, serving as chair of major committees, serving as visiting scholar or teacher at another institution, reviewing departments in other academic institutions, serving on national grant review panels, and serving as an external referee for tenure and promotion at other institutions.

C. Evaluation of Service

In balancing contributions to the three areas of service to reach a final evaluation of adequacy, unit committees should ask whether a candidate has borne an appropriate share of responsibilities beyond those of teaching and scholarship. The candidate who has, deserves support under the criterion of service. Those who have borne a larger share of responsibility deserve commendation for it. In deciding whether or not a service record is commendable, unit committees should bear in mind the demands of teaching and scholarship and the earlier enjoinder that candidates are not expected to make similar or substantial contributions to all areas. Distinguished and timely contributions in one area or substantial service in two may merit special commendation.

VI. REACHING A VERDICT

One of the more troubling aspects of tenure and promotion decisions is that of weighting the relative importance of scholarship, service, and teaching. Instead of imposing some arbitrary rule in this matter, we have chosen, in effect, to write the relative weighting of the three areas of competence into our criteria for each. Although unit committee members chosen from other departments are regarded as co-equal participants expected to render independent judgments, those who are applying our criteria for the first time are especially urged to attend to this weighting.

Of the three, the standards for scholarship are perhaps the most rigorous in that they require a substantial contribution to some field of anthropology. A contribution cannot be deemed substantial, moreover, unless it contains some major publication. In short, a candidate who does not publish or who offers only brief reviews of the work of others cannot be tenured or promoted.

The teaching standards require that the candidate be a good teacher. This should be interpreted as meaning that a bad teacher cannot be tenured or promoted regardless of other achievements.

The standards for service are perhaps the most permissive in regarding a wide range of contributions as sufficient. These standards should, however, be interpreted as meaning that a recurrent pattern of irresponsible behavior would constitute grounds for denial of promotion or tenure.

Taken as a whole these criteria are meant to require unit committee members to treat their powers as a responsibility to the candidate and the Department and not as a privilege to convey or withhold rewards arbitrarily. If a candidate is a good teacher who has made a substantial contribution to his or her field of inquiry and borne a fair share of other responsibilities, the candidate must be supported. Distinction in one area of achievement cannot completely absolve a candidate from responsibility in others.

A question remains, however, as to the extent to which distinction in one area may mitigate deficiencies in others. Although candidates must rely to a considerable extent on the good sense and fairness of the unit committee in this regard, the committee should at least employ the following guidelines. Distinction in either scholarship or teaching may mitigate modest service. Those who have received course load reductions to render service should not be penalized for having taught fewer courses than their colleagues.

Finally, unit committees should be mindful of the ultimate questions these criteria are meant to address. Is the candidate an asset to the Department of Anthropology at the University of South Carolina? To answer this question sensibly, a candidate's career must be viewed as a composite of achievements.

PART TWO: PROCEDURES

I. Introduction

These procedures are intended to provide candidates and unit committees with a clear outline of steps to be followed in reaching all decisions regarding tenure and/or promotion at the Departmental level. Candidates and committee members should, however, familiarize themselves with the Tenure and Promotion Regulations of the Faculty Manual, with the Tenure and Promotion Calendar for the current year, and with the current Guide to the Operation of the University Committee on Tenure and Promotion. Certain matters bearing on procedures are, moreover, contained in the Tenure and Promotion Criteria of the Department of Anthropology and candidates and committee members should be mindful of those when reading them. Notable among these matters are descriptions of materials regarded as evidence bearing on the criteria.

II. The Departmental Tenure and Promotion Committee

This Committee, which shall be composed of all tenured faculty of the Department of Anthropology, supervises all matters related to tenure, and promotion, including revisions of employment, and revision of the Departmental Tenure and Promotion Criteria and Procedures. The Chair of the Department shall not serve as chair of the Committee but may be present at the meetings of the committee and participate in them. The Committee Chair shall be appointed by the Chair of the Department and approved by the faculty. The Committee Chair shall serve for a three-year term, which may be renewed upon approval of the faculty.

- A. All tenured faculty members at the rank of Associate or Full Professor are eligible to vote on promotion to Associate Professor and tenure. Only tenured Professors are eligible to vote on promotion to Professor or tenure at the Professor rank.
- B. The Department Chair does not vote upon Tenure and Promotion cases as a member of the unit committee.
- C. No one may vote on the candidacy of a domestic partner.
- D. Only voting members of unit committees (defined below) and the Department Chair may participate in deliberations leading to such votes or have access to confidential files bearing on them.

III. Unit Committees

Unit committees are established to evaluate individual applications for promotion and tenure. All members of the Departmental Tenure and Promotion Committee shall be members of all unit committees except for the limitations in Section I above. Unit committees shall make decisions relating to tenure, promotion, restrictions or participation.

- A. Unit committees will be chaired by the Chair of the Departmental Promotion and Tenure Committee unless the Chair of that committee is excluded from voting on the candidate in Section II. In such a case the qualified voters shall elect a Chair for that particular case. The Unit committee cannot be chaired by the Chair of the Department.
- B. Unit committees for candidacies for tenure and/or promotion shall be comprised of at least five (5) members.
- C. In the event that the Department Committee on Tenure and Promotion does not contain a sufficient number of qualified members to constitute a unit committee, the Committee shall recruit additional members from the tenured faculty of related disciplines in consultation with the candidate.

IV. Establishing Candidacy

- A. The Chair of the Department shall, yearly, in writing, ask all tenure track faculty who are eligible for tenure or promotion whether or not they wish to be considered for tenure and/or promotion by the deadline stipulated in the Tenure and Promotion Calendar.
- B. All eligible faculty shall convey their wishes to the Chair in writing by the deadline date stipulated in the Tenure and Promotion Calendar for that year.
- C. All eligible faculty, save those who do not wish to be considered, shall be regarded as candidates for tenure and/or promotion
- D. The chair shall, for each candidate to be considered for tenure and/or promotion, convene a unit committee according to procedures cited in V below. This committee should be convened soon enough to allow adequate consideration of a candidacy within the deadline dates of the Tenure and Promotion Calendar.
- E. After establishing candidacy, candidates may at any time withdraw from further consideration without prejudice save that imposed on non-tenured faculty by University regulations bearing on allowable time in rank.

V. Establishing a Tenure and Promotion File

- A. The chair of the unit committee, shall, as soon as possible, call a preliminary meeting of the unit committee during which the candidate will be interviewed and his/her case discussed. Discussion shall include selection of external referees.
- B. External referees: The committee shall select a list of at least 10 individuals. After viewing the list, the candidate may suggest that up to two members of the list would not be appropriate due to real or perceived conflicts, or inadequate expertise, and may suggest the names of up to three additional scholars who are not members of the departmental faculty. Referees will be scholars from outside the university who have not conducted joint projects with the candidate, who are not co-authors or collaborators, and who are not members of the candidate's immediate family. Anthropologists are often quite specialized and there may be few qualified reviewers in the candidate's research area. In such cases, emeriti and persons of equal rank to the candidate may be used. The unit committee will then select five (5) external referees from the list of scholars, taking careful account of the candidate's input. A majority of those selected must come from the unit committee's list. If the individuals selected were added

by the candidate, they will be noted as “selected by the candidate”. External referees are charged primarily with evaluation of a candidate’s scholarship and should be provided with publications and other relevant materials for this purpose. The unit committee may, however, ask these referees to comment on a candidate’s teaching or service if they are competent to do so on the basis of first-hand experience.

- C. Composition of files: After establishing candidacy the candidate will receive from the University Committee on Tenure and Promotion a folder containing instructions for establishing a file as well as a series of forms to be filled out for the unit committee which becomes part of the candidate’s confidential file. Blank copies of these forms are available from the Dean of the College of Liberal Arts. Because the requirements of these forms explicitly stipulate contents of a candidate’s file he/she should consult them, together with the Departmental Tenure and Promotion Criteria, and in consultation with the unit committee set out to acquire documents and information appropriate to file requirements. The unit committee may set the candidate a reasonable deadline for the provision of documents and information, subject to requirements of the University Tenure and Promotion Calendar.
- D. It is the responsibility of the unit committee chair to secure the letters from external referees selected by the unit committee. Curricula vitae should be solicited from all referees and included in the file, and they should be asked to provide statements about any relationships that exist between themselves and the candidate. The Chair of the Unit Committee shall provide a capsule biography of such individuals as part of the file.
- E. Confidentiality: All letters submitted at the request of the unit committee as well as the deliberations of the committee are to be held in the strictest confidence allowable under the law.
- F. One faculty member of the unit committee shall be selected to write a short summary of the candidate’s teaching evaluations.

V. Reaching a Verdict

- A. The chair of the unit committee shall make the candidate’s file available to committee members in sufficient time for prudent consideration prior to taking a vote.
- B. The chair shall also call at least one (1) additional meeting of the unit committee for discussion of the candidate’s case after committee members have been given

an opportunity to review the complete file. The chair shall work in association with the candidate and the committee to maximally enhance and clarify the file.

- C. The unit committee will, on or before the date specified for such action in the University Tenure and Promotion Calendar, take a secret ballot vote on tenure and/or promotion, having informed the candidate of their intention to do so. All votes by unit committee members must be accompanied by written justifications citing the Departmental Tenure and Promotion Criteria under which the committee is obliged to reach decisions.
- D. If half or more than half of the unit committee's voting members, excluding abstentions, vote in favor of tenure and/or promotion, the recorded vote, together with the candidate's complete file, shall be conveyed to the Dean of the College for further consideration.
- E. If more than half vote against tenure and/or promotion, excluding abstentions (or if all abstain) the committee will not forward the candidates case for further consideration except on written appeal from the candidate.
- F. The candidate shall be informed of the recommendation, but not the vote count, in his/her case as soon as possible. If the vote is unfavorable, the candidate will be informed of appeal procedures as published in the Faculty Manual.
- G. In the event of a vote forwarded to the Dean, all tenure track faculty of the Department of Anthropology will be informed of the decisions and invited to submit comments to the Dean.
- H. The candidate shall not be required to provide any materials not described in the criteria above