

**DEPARTMENT OF ANTHROPOLOGY GUIDELINES ON  
INITIAL APPOINTMENT, REAPPOINTMENT, ANNUAL REVIEW,  
PROMOTION, AND TENURE  
OF FACULTY AND PROFESSIONAL STAFF**

This document specifies criteria, procedures, and standards that are suitable for a Department of Anthropology located at a major state university, and reflects professional qualifications and expectations of the profession. Any changes in department notification dates are, in all cases, earlier than those specified in the college and campus documents.

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**I. INITIAL APPOINTMENT**

A. Qualifications. Qualifications for academic appointments in Anthropology are outlined as follows:

Lecturer: This title applies to temporary appointments only (part-time or full-time), made on a semester or academic year basis, to fill primarily teaching positions. Normally, such a person would have an M.A. in Anthropology or closely related field (for example, Museum Studies). Teaching experience or demonstrated teaching ability is a necessary prerequisite.

Instructor: This title applies to temporary appointments only (part-time or full-time), made on a semester or academic year basis, to fill primarily teaching positions. Normally, such a person would have a Ph.D. or equivalent experience in Anthropology or closely related field (for example, Museum Studies). Teaching experience or demonstrated teaching ability is a necessary prerequisite.

Assistant Professor: Appointees to this rank normally are Anthropology doctorates who have recently acquired their degrees and who have teaching and research experience. The title can also apply to a) persons with one or more M.A. degrees in Anthropology and who have extensive Anthropological professional experience, and to b) persons whose special fields do not include the Ph.D. as the accepted terminal degree (for example, Museum Studies).

Associate Professor: Appointees to this rank normally are Ph.D. anthropologists who have more teaching, research, publishing, administrative, and professional service experience than that expected of Assistant Professors. The candidate will have evidenced high quality teaching at both introductory and advanced levels. The candidate will have produced sufficient publications or creative works of high quality to indicate the development of a significant scholarly career.

Professor: Appointees to this rank normally are accomplished Ph.D. anthropologists who have developed an established nationally/internationally recognized research program within the discipline. An outstanding teaching, research, and publication record is expected. Administrative or professional service experience is appropriate. Normally, persons of middle to senior career status would qualify

for this initial title.

**Adjunct Titles:** Adjunct titles are annual appointments only given to persons with research and/or professional relationships when the faculty believes such titles are in the best interests of the department. This title is not normally assigned to teaching faculty. The rank assigned to a person with adjunct title is determined by that person's professional degrees, length of experience, and research and publication accomplishments, in line with the above tenure track or temporary ranks.

**B. Procedures.** Procedures for recommending initial appointments at the departmental level are as follows:

1) In order to fill an open position, the Chairperson shall instruct the Personnel Committee (described below) to examine the qualifications of applicants according to the desirable criteria and to decide which applicants to interview. After interviews are held, the Personnel Committee will then make a recommendation regarding hiring. A positive recommendation must be ratified by a majority vote of the voting faculty (as described below).

2) Voting on personnel matters is based on the following criteria: a) a tenured or tenure track faculty member budgeted 50 percent or more with the Department of Anthropology shall have one vote, and b) a tenured or tenure track University of Arkansas faculty member who is budgeted less than 50 percent with the Department of Anthropology shall have one-half vote. In regard to other departmental matters, all faculty members shall have one vote.

3) The departmental Personnel Committee shall consist of three elected faculty members holding tenure with the Department of Anthropology. These elected members shall be chosen for staggered three-year terms from among those members who qualify. One person shall be elected each year to replace the person whose term is ending. A committee member who is being evaluated or who has a vested interest in a matter being discussed will not participate in the proceedings; his or her case will be discussed by the remaining two members. Only those committee members who have attained a rank will consider the promotion of candidates for that rank. A special election will be held to supplement the committee if there are not at least two members eligible to consider the promotion.

4) The Personnel Committee and Chairperson's recommendations for initial appointment, in addition to a majority faculty vote, will be conveyed to the Dean on behalf of the departmental faculty.

5) The alternate member of the Personnel Committee shall replace a regular member who is on Off Campus Duty Assignment (OCDA) or leave without pay (LWOP). Regular members on Research Assignments or reduced assignments who so elect and who are in residence may continue to serve.

## **II. SUCCESSIVE APPOINTMENTS AND ANNUAL EVALUATION OF FACULTY**

Tenured faculty members have a right to a next successive appointment except for the reasons for termination of a tenured appointment specified by the Board of Trustees.

**A. Criteria.** Outlined below are criteria used in faculty evaluation for successive appointments and annual evaluation of faculty. Each faculty member is evaluated annually on the basis of achievements in teaching, research or scholarly activity, and professional or academically-related service.

1) Evidence of excellence in teaching or instructional performance may include the following categories:

- a) Teaching materials such as course outlines, examinations, and supplementary materials.
- b) Courses being taught appropriately for level and purpose of course, and students enrolled.
- c) Enrollment, grade distribution, and rate of attrition.
- d) Participation in graduate recruiting, teaching, and mentoring.
- e) Effectiveness in direction of research of undergraduate and graduate students.
- f) Participation in written and oral examinations for honors or graduate degree candidates.
- g) Student evaluations, including both objective and expository.
- h) Special advising responsibilities.
- i) Program development activities.
- j) Developing new courses and updating existing ones.
- k) Course innovations for which evaluation data are systematically collected.
- l) Student success in related courses, research competition, and later careers.
- m) Research and research publications on teaching and program effectiveness.
- n) Special efforts to involve students in professional projects outside of class.
- o) Unusually heavy course or student load.
- p) Conscientious work with students in individual studies projects.
- q) Advanced course work taken to improve/update teaching skills.
- r) Evidence of the long-range impact of teaching on students.
- s) Peer evaluations derived from class visits by department chairperson and personnel committee member.
- t) Self evaluations.

Teaching criteria apply at a level suitable for major state universities.

2) Research productivity will be evaluated in accordance with faculty members' work load assignments. Evidence of excellence in research or scholarly activity is based primarily on the following categories:

- a) Regular publication of high quality papers, monographs, books, and similar items.
- b) Evidence of a significant rate of publishing peer reviewed articles in journals of national and international reputation and distribution.
- c) Evidence of publication in vehicles appropriate for the intended audience and research.
- e) Evidence of research, either funded or unfunded.
  - f) Evidence of awards, including funding of research proposals by external agencies after competitive review.
  - g) Invited and contributed papers and other presentations at international, national, and regional professional meetings and seminars.
  - h) Technical reports on research projects completed or in progress.
  - i) Evidence of professional recognition by outside agencies, groups, or other individuals in the field.
  - j) Evidence of progress toward achieving a national/international reputation for high quality research.
- k) Research proposals submitted for external funding.
- l) Advanced coursework taken to improve/update research skills.
  - m) Evidence of the value of the research and publications to the discipline.
  - n) Peer evaluations by the Chairperson, Personnel Committee, and, when appropriate, scholars or specialists outside the university.
- o) Self evaluations.

In using the above criteria, high national standards within the field of Anthropology and appropriate to the person's subdiscipline are to be applied. In regard to funded research projects, for instance, greater weight is given to those of prestige, national scope, and competitiveness based on review panel evaluation. In regard to books and other publications, greatest weight is given to those published by nationally recognized publishers or in nationally or internationally recognized professional journals or series. In

regard to papers or related presentations to professional societies or organizations, greatest weight is given to those of national or international scope. Other indications of professional competence and achievement are also judged in a manner consistent with scholarship and excellence in Anthropology.

3) Evidence of professional or academically-related service is based primarily on the following categories:

- a) Participation of activities intended to enhance public understanding of the University and discipline of Anthropology or activities intended to develop the service function of the University or discipline of Anthropology.
- b) Involvement in the work of professional societies.
- c) Participation in committee activities at the University.
- d) Participation in activities in connection with funding agencies.
- e) Service to the public through consulting or other activities in the area of academic or professional competence of the faculty member.
- f) Board membership or local/state/national service to professionally-related agencies or organizations.
- g) Peer evaluations.
- h) Self evaluations.

In regard to professional service (for example officers and program chairpersons of anthropological or related societies), more weight is given to that pertaining to prestigious societies or organizations. University and state service is also judged on the basis of elected positions, level of responsibility, and similar criteria.

**B. Procedures.** Outlined here are the procedures followed in making successive appointments and annual evaluations of faculty.

1) The performance of each regular and temporary faculty member shall be reviewed annually by the Chairperson and the departmental Personnel Committee. A comprehensive cumulative record of annual review forms and summaries of annual discussions with Chairpersons shall be kept in the faculty member's personnel file maintained by the Chairperson. This file is available to the faculty member upon written request. The annual evaluation follows the procedure used by Fulbright College for merit evaluation during the current year.

2) The responsibility for the initiation of evaluation procedures for each regular and temporary faculty member (and for the initiation of recommendations for reappointment of each non-tenured faculty member) lies with the Chairperson. The Chairperson makes recommendations regarding reappointment of a non-tenured faculty member according to

the schedules established by the College and University, and only after consultation with the elected departmental Personnel Committee. The criteria for reappointment are high quality performance in the areas of teaching, research, and service, as well as exemplary progress toward earning the next higher rank and tenure. A faculty member may appeal a decision to recommend non-reappointment to the departmental Personnel Committee.

3) The Chairperson shall provide the departmental Personnel Committee with all of the documents provided by the regular and temporary faculty for their annual evaluations. The Personnel Committee shall meet to evaluate faculty performance in the areas of teaching, research, and service. Only the two remaining members of the Personnel Committee shall serve when a Personnel Committee member has a vested interest in a matter being considered. The Chairperson shall be available to provide additional information and advice. These evaluations will be provided to the Chairperson for use in the annual evaluation process.

4) The Chairperson shall evaluate each faculty member and inform the Personnel Committee of the evaluations. A single report which incorporates both the opinions of the Chairperson and the Personnel Committee shall be sent to the Dean. The report will note any disparities between the evaluations of the Chairperson and those of the Personnel Committee.

5) Before submitting his or her recommendation and that of the Personnel Committee to the Dean, the Chairperson shall meet with the faculty member to discuss the recommendation. A copy of the summary of the discussion and a copy of the Chairperson's recommendation to the Dean and of the committee's recommendation is provided to the faculty member by the Chairperson. Any written response to the summary by the faculty member shall also be included in the faculty member's file. The faculty member may also send a copy of this response to the Dean. A faculty member may appeal his or her annual evaluation to the Personnel Committee. The results of this appeal will also be forwarded to the Dean.

6) The bases of annual evaluations by the Chairperson and the Personnel Committee are personal observations of the faculty member's performance in teaching, scholarly activity, and service as well as written information submitted annually by the faculty member (see above, section A. Criteria). This documentation will include an annual calendar year report (January 1-December 31) and any other summaries or examples of that person's achievements.

### **III. PROMOTION**

Promotion is based primarily upon the accomplishments of the individual while in the most recent rank. Promotion is a distinct honor and is not based upon length of service.

#### **A. Criteria**

Each faculty member who is being considered for promotion shall be evaluated on the basis of achievement in the areas of a) teaching, b) scholarly activities, and c)

professional and academically-related service. These criteria for recommending promotions are the same as the criteria for initial appointment contained in Section I-A above. A high level of performance in both teaching and research is required before a recommendation for promotion can be made. This standard is meant to emphasize the role of teaching and research as the keystones of the department's mission.

## B. Procedures

1) A comprehensive cumulative record of annual review documents and summaries of annual

discussions with Chairpersons shall be maintained and will form an important component of

the promotion review. This cumulative record of annual review forms and summaries of annual discussions shall be made available to the faculty member upon his or her written request.

2) With the advice of the departmental Personnel Committee, the Chairperson shall consider each fiscal year whom to nominate for promotion that year. In addition, any faculty member may request in writing to the Chairperson to be nominated for promotion that year and such requests shall be honored by the Chairperson.

3) The Chairperson shall ask each individual nominated for promotion to submit information following the Faculty Review Checklist and any other material the nominee believes will facilitate consideration of his or her competence and performance. The Chairperson and department Personnel Committee in consultation with the Dean shall select three recognized scholars from institutions other than, but at least comparable to the University of Arkansas, to serve as external referees. These three external referees shall be sent a letter from the Chair, copies of the College and Department procedures for promotion evaluation, examples of publications and other material that document the nominee's professional performance, and a vita. The referee's responses shall be part of the material evaluated at the departmental level and will be forwarded to the Dean and college Personnel Committee. All material will be given to the departmental Personnel Committee described above.

4) The departmental Personnel Committee shall review all the documents submitted by the candidate and the evaluation letters from the external referees. A positive recommendation for promotion requires a unanimous vote of Personnel Committee in favor of such a recommendation.

5) A negative or split vote (a negative recommendation) by the Personnel Committee may be appealed by the candidate to the full departmental tenured faculty who shall make a

recommendation by simple majority vote. Any positive recommendation from the Personnel Committee must be ratified by a majority of the tenured faculty. Upon

receiving the Personnel Committee recommendation and the positive faculty vote, the Chairperson makes

his or her own recommendation about the candidate's promotion in writing.

6) The Chairperson shall inform the nominee of the results of the Personnel Committee recommendation and the faculty vote. The nominee shall also be informed of the Chairperson's recommendation, either positive (i.e., to promote) or negative (i.e., not to promote). A negative recommendation from the Chairperson may be appealed to the Personnel Committee and the results of this appeal will be forwarded to the Dean along with the Chairperson's recommendation.

7) Prior to the time the Chairperson forwards the nomination to the Dean, the faculty member may withdraw from further consideration. Such a request for withdrawal shall be made in writing to the Chairperson.

8) Each nomination shall be forwarded to the Dean in writing by the deadline specified each year and shall be accompanied by the Chairperson's recommendation, all materials provided to the Chairperson by the faculty member, the recommendations of the Personnel Committee, faculty vote of ratification, and all other materials evaluated by the Chairperson. Any recommendation shall also be accompanied by a written statement of the Chairperson's rationale for the recommendation.

#### **IV. TENURE**

A. Criteria. The attainment of tenure requires a high standard of performance in both research \

and teaching consistent with or higher than the criteria for the rank of Associate Professor and above as described in Section I Criteria for Initial Appointment. In addition to meeting the criteria for promotion to the appropriate rank, there must be a clear indication that this high level of performance will be maintained. In other words, there must be evidence that the faculty member to be tenured will perform at a level which will result in future promotion.

B. Pre-Tenure Reviews. During the period that a faculty member spends in a non-tenured, tenure-track position, a thorough review of the faculty member's professional career will be conducted at least every third year, as specified in the College document.

C. Procedures. The procedures for granting of tenure are the same as the procedures for promotion contained in the preceding sections.