

## DEPARTMENT OF POLITICAL SCIENCE AND INTERNATIONAL RELATIONS

### PROMOTION AND TENURE CRITERIA

Approved by the Department, February 13, 2008

#### **Process**

In initiating personnel actions for promotion and assessing the qualifications of faculty members for promotion, the Department of Political Science and International Relations relies on the judgment of both the Department Chair and an independent four-member Personnel Action Committee (PAC) which includes four elected members, with a representative from each rank. It is the responsibility of the potential candidate to submit to the PAC and the Chair a file of evidence covering every aspect of his/her qualifications, and this file is carefully examined by each member of the Personnel Action Committee and the Department Chair.

A faculty member has the right to apply for promotion at any time and has the sole right to advance or withdraw the dossier from the promotion process, as stated in the Faculty Handbook ([www.udel.edu/provost/fachb/IV-D-3-rights.html](http://www.udel.edu/provost/fachb/IV-D-3-rights.html)). Furthermore, an appeals process in compliance with the procedures and schedules stated in the Faculty Handbook ([www.udel.edu/provost/fachb/IV-D-8-schedule.html](http://www.udel.edu/provost/fachb/IV-D-8-schedule.html)) will be followed as necessary. Unless otherwise noted in the faculty appointment letter, all work in rank, even if conducted at other institutions of higher education, shall be considered for promotion and tenure. The Department will adhere to the time schedule and deadlines associated with the promotion and tenure process as laid out in the Faculty Handbook ([www.udel.edu/provost/fachb/IV-D-8-schedule.html](http://www.udel.edu/provost/fachb/IV-D-8-schedule.html)).

Faculty members are expected to **strive for excellence** in all three categories of criteria—teaching, research and service. The candidate is expected to exhibit strong qualifications in each category. Unsatisfactory performance in any of the three areas precludes promotion. Candidates will be evaluated in all three areas on the basis of their assigned workload during the period of review.

#### **The Personnel Action Committee**

In all matters relating to promotion and tenure, the Department's Executive Committee will reconstitute itself as the Personnel Action Committee to be chaired by the senior member of the group as determined first by rank and second by years of service in the Department. The Executive Committee consists of four members of the Department elected annually by all Department faculty members with one member from each of the ranks of Assistant, Associate, and Full Professor. In addition, one At-large member and one Alternate member shall be elected without respect to rank. Elections shall be conducted by secret ballot. To ensure circulation, faculty members may serve no more than two consecutive years before becoming ineligible for two years, except this rule shall not apply when there are fewer than three people in rank. Elections to this committee are conducted annually in the spring semester. The term of office shall be from 1 September through 31 August of the following year.

To ensure compliance with University regulations ([www.udel.edu/provost/fachb/IV-D-4-deptresp.html](http://www.udel.edu/provost/fachb/IV-D-4-deptresp.html)), untenured members of the Personnel Action Committee shall participate in promotion and tenure decisions only if they voluntarily choose to do so. To provide additional protection, voting in the PAC shall be by secret ballot. A majority of the PAC must always consist of faculty who are at or above the rank to which a candidate seeks promotion. In those instances where such a majority does not exist, the Department will hold a special election to expand the committee's membership to achieve such a majority.

The PAC reviews each candidate's dossier and makes its recommendation in writing to the Chair. In making its recommendations, the PAC follows the guidelines outlined in this document as well as those in the Faculty

Handbook ([www.udel.edu/provost/fachb/IV-D-4-deptresp.html](http://www.udel.edu/provost/fachb/IV-D-4-deptresp.html)). The PAC will solicit and review such additional information as it deems appropriate as well as opinions from all members of the faculty regarding the candidate's qualifications. In compiling a list of potential external reviewers of the candidate's scholarship and/or teaching, the PAC will solicit names from members of the Department as well as from the candidate, while observing all guidelines specified in the Faculty Handbook ([www.udel.edu/provost/fachb/IV-D-9-dossier.html](http://www.udel.edu/provost/fachb/IV-D-9-dossier.html)). A minimum of five external reviews must be included in the candidate's dossier; external reviewers will be distinguished senior scholars in the candidate's field (or in a promotion based on excellent teaching, a majority of reviewers will have received a college or university-wide teaching award at their own institution). Recommendations of the PAC require a majority vote. Members of the committee directly affected by personnel decisions will recuse themselves from both deliberations and voting. The Department Chair may be consulted by the PAC but shall absent himself/herself from deliberations and not vote on the committee's final recommendation.

The candidate as well as the full faculty will be informed of the PAC recommendation. In the event of a negative recommendation, the candidate may appeal the PAC decision to the entire faculty. The faculty, all voting except the candidate, may overrule the PAC's decision by a majority vote with untenured faculty participating only voluntarily. Voting will be by secret ballot. In such a case, the faculty's decision stands as the Department's recommendation.

The Department Chair makes his/her recommendation to the College Promotion and Tenure Committee and to the Dean of the College in writing. The Chair is responsible for transmitting both his/her letter and the PAC's letter to the College Committee and to the Dean of the College.

### **Appointment from Instructor to Assistant Professor**

Recommendations for appointment from Instructor to Assistant Professor are automatic with the completion of the PhD degree, provided that the faculty member demonstrates ability and desire to contribute in all three areas of faculty responsibility.

### **Pre-tenure Reviews**

During years two and four of tenure-track faculty members' probationary period, the PAC, working in close collaboration with the Chair, shall conduct pre-tenure reviews. The purpose of these reviews is twofold: to develop a Departmental recommendation on contract renewal and to assess tenure-track faculty member's progress toward promotion. In each instance, information shall be solicited from the faculty member regarding activities and performance in scholarship, teaching, and service. Candidates will be provided with feedback and advice regarding their progress toward meeting Departmental expectations for promotion to Associate Professor. The fourth-year review is particularly important as a final opportunity for feedback prior to the sixth-year review and shall be more exhaustive than the second-year review. Reviews will be conducted according to the timeline provided by the College of Arts and Sciences and the University. The Chair will assist tenure-track faculty in assembling the necessary materials for the reviews. The second and fourth year reviews must be included in the candidate's dossier for promotion and tenure.

### **Promotion from Assistant Professor to Associate Professor**

For promotion from Assistant Professor to Associate Professor, the Department expects faculty to seek excellence in teaching, scholarship and service. At a minimum, the individual should show excellent achievement in scholarship or teaching and high quality performance in all areas. There are multiple paths to achieving excellent or high quality performance in each of these areas. Securing external funding in any area will be favorably evaluated.

## Scholarship

The primary considerations on this dimension are 1) the ability of candidates to conduct excellent research and disseminate the findings, and 2) the candidates' promise as productive scholars in the future. Although the list of scholarly products is long, not all items are of equal weight. Books (including edited collections and co-authored monographs), publications in refereed journals, other scholarly articles, works in progress and presentations at professional meetings are to be taken as evidence of scholarly contributions to the discipline. Also to be considered are public lectures, invited presentations, and general scholarly reputation, as indicated by reviews of work and citations by others in the field. In the case of multiple authors, a candidate's contributions should be clearly specified by the co-authors. Books containing valuable scholarship shall not be discounted simply because they may be widely assigned as textbooks. Consistent with the view that there are multiple paths to promotion, recognition must be given to the balance between the quantity and quality of a candidate's scholarly productivity.

*Excellent performance:* To be judged excellent, a candidate's record normally should include one of the following or its equivalent: 1) Publication with a well-respected, peer-reviewed press of a book reporting original research, plus additional published works which show evidence of scholarly productivity beyond the book; or 2) Publication of 6-8 peer-reviewed journal articles or book chapters, most of which would normally be in prominent peer-reviewed journals (or their equivalent) in the candidate's area of specialization and most of which report original research, with consideration given to the balance between quantity and quality. Prominent journals include ones that are among the most respected in the candidate's area of specialization. The reputations of book publishers and journals vary across time and as measured through different methodologies. Candidates are advised to direct their scholarship toward outlets with solid reputations, but there is also recognition that new journals (including electronic) will emerge, particularly in association with new fields of research. Scholarly excellence for promotion to Associate Professor is also reflected in recognition of the value of the candidate's work within the discipline, as indicated by external reviews. The hallmark of excellence shall be clear evidence of sustained productivity.

*High quality performance:* To be judged high-quality, a candidate's record normally should include one of the following or its equivalent: 1) Publication with a well-respected peer-reviewed press of a book reporting original research, plus evidence of continuing scholarly productivity; or 2) Publication of 5-6 peer-reviewed journal articles or book chapters, most of which report original research, with consideration given to the balance between quantity and quality.

## Teaching

In measuring teaching performance the Department assesses a candidate's record in effectively planning and delivering a course of study to students. Teaching success should be sustained, not isolated, and should reflect a measure of versatility, i.e., contribute to multiple facets of the Department's and/or University's teaching mission. To document contributions to the instructional mission, candidates should provide evidence of some of the following: teaching at both the graduate and undergraduate level, within both the regular and Honors curriculum; courses that contribute to other academic programs including General Education and the array of interdepartmental/interdisciplinary programs within the College and University; periodically directing independent studies, undergraduate research, senior and honors theses, master's theses, and doctoral dissertations; grading graduate comprehensive exams; and serving on MA paper committees and PhD committees. The Department will make a special effort to estimate the commitment, dedication, and general reputation of the candidate as a teacher beyond classroom performance, taking into consideration formal and informal academic, career, and pre-professional advisement and investment of time in advancing the welfare of students.

*High quality performance:* To be judged high quality, the candidate should provide clear evidence that he/she is contributing significantly and effectively to the teaching mission of the Department and/or the University. Candidates should provide a) a summary of the quantitative results of course evaluations over the period under review; b) a summary of students' qualitative comments from selected courses; c) the results of a random survey of the candidate's former students (currently matriculated as well as alumni) conducted by the Department Chair during the summer prior to the promotion process; d) one or two peer reviews by other Department faculty conducted during the period under review. The results of standardized course evaluations must be viewed in light of several variables that have been shown to affect student evaluations such as class size, grade distribution, instructor race or ethnicity, instructor gender, and the place of the course in the curriculum. In assessing student evaluations, the Department expects evidence of a rich learning experience.

*Excellent performance:* To be assessed as excellent, a candidate must demonstrate extraordinary performance, which will require evidence of the above and both of the following: 1) An excellent teacher should receive at least one of the University's Excellence in Teaching or Excellence in Advising awards or their equivalents within the College of Arts and Sciences; 2) Several reviewers outside the Department must evaluate and attest to the excellence of the candidate's teaching accomplishments. These reviews can come from one of two sources: a majority of the external reviewers or three to four reviews from University of Delaware faculty (but outside the Department) who have received the University's Excellence in Teaching award. External reviewers can be selected from the list of faculty honored annually by the American Political Science Association who received university or college-wide awards at their own institutions, or the list of recipients within the University. In either case, reviewers would be asked to attest to the outstanding teaching effectiveness and competence of the candidate, based on their appraisal of the candidate's teaching documents included within the promotion dossier.

### Service

While Departmental policy gives equal weight to service, scholarship, and teaching in the allocation of merit salary increases, for most faculty, with few notable exceptions, service ordinarily accounts for a much smaller percentage of workload than either teaching or scholarship. The distribution within assigned workloads should be appropriately recognized in promotion and tenure decisions. Service is measured in large part by the quality and quantity of the candidate's participation in Department, College, and University committees and assignments. Service to the broader community, such as speaking to civic groups and schools, and public service will also be considered, as will service to the profession, such as serving as manuscript or proposal reviewers, participating on journal or book series editorial boards, and holding professional association offices.

*High quality performance:* To achieve high quality service, Assistant Professors need only meet the expectations of the two indicators: 1) Regular attendance at Departmental meetings; 2) Participation in (and contributions to) all Departmental committees to which the candidate is either appointed or elected during the academic year.

*Excellent performance:* To achieve excellent service, Assistant Professors would perform service at a level above and beyond the criteria for high quality service. For example, a candidate may engage in public or community service beyond the University campus or may engage in national service to the profession.

### **Promotion from Associate Professor to Full Professor**

For promotion from Associate Professor to Full Professor, the candidate must provide clear evidence of an established reputation for excellence in teaching or scholarship and unmistakable evidence of high quality

and sustained levels of performance in the other areas. Securing external funding in any area will be positively evaluated.

### Scholarship

The primary consideration on this dimension is scholarly accomplishments beyond those presented for promotion to Associate Professor. Books, publications in refereed journals, other scholarly articles, works in progress, and presentations at professional meetings will be taken as primary evidence of scholarly contributions, with consideration given to public lectures and invited presentations. (See the earlier discussion of these scholarly products). The nature, quality and quantity of published work since the last promotion should be **at least comparable** to that required for promotion from Assistant Professor to Associate Professor.

*Excellent performance:* The hallmark of an excellent scholar at the full professor level is a national or international reputation in one's field; hence, special attention will be given to the candidate's scholarly reputation in the discipline as reflected in the external evaluation letters and other indicators.

*High quality performance:* In addition to meeting the benchmarks for publications stated earlier, candidates should have demonstrated steady scholarly productivity.

### Teaching

The primary consideration on this dimension is evidence of teaching performance beyond that presented for promotion to Associate Professor. The instruments for the measurement of teaching performance for promotion to Full Professor are the same as those for promotion to Associate Professor: student course evaluations, peer reviews, unsolicited student comments, verbatim copies of qualitative student evaluations, testimonials from former students, and teaching and advising awards.

*High quality performance:* High quality performance directly parallels that for promotion to Associate Professor. Teaching success should be sustained, not isolated, and reflect a measure of versatility, i.e., contribute to multiple facets of the Department and/or University's teaching mission. (See the discussion under the section of promotion from Assistant to Associate Professor.)

*Excellent performance:* Excellent performance requires that a candidate demonstrate extraordinary performance, which will require evidence of the same performance referenced above **and both** of the following: 1) An excellent teacher should have received at least one of the University's Excellence in Teaching or Excellence in Advising awards or their equivalents within the College of Arts and Sciences; 2) Several reviewers outside the Department must evaluate and attest to the excellence of the candidate's teaching accomplishments. (See the discussion under the section of promotion from Assistant to Associate Professor.)

### Service

*High quality performance:* To achieve high quality service, candidates for Full Professor shall have met *some* of the following commitments on a regular basis during the period of review: 1) regular attendance at Departmental meetings; 2) participation in (and contributions to) all Departmental committees to which the candidate is either appointed or elected during the academic year; 3) member or chair of at least one significant College committee (such as Promotion and Tenure, Educational Affairs, etc.) during the period of review; 4) member or chair of at least one university Committee or *ad hoc* task force created by the President or the Provost during the period of review; 5) contributions to community service—such as presenting lectures to community organizations beyond campus or student groups on campus, advising registered student organizations, or participating in public service (for example, serving on city, county, or state

agencies, advisory boards, or committees; serving on boards of public interest groups that relate to the profession); 6) service to the profession (e.g., coordinating panels for professional meetings, serving on editorial boards of scholarly journals or book series, serving as officers in professional associations, reviewing manuscripts and proposals, serving as external reviewers for promotion and tenure cases at other institutions and so on); 7) receive the College of Arts and Sciences Excellence in Service award.

*Excellent performance:* To achieve excellent quality service, candidates for Full Professor shall have met *several* of the above commitments on a regular basis during the period of review, with distinguished service in at least one.