

**Tenure Guidelines: Department of Anthropology
College of Arts & Sciences
Baylor University**

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This document serves as a description of guidelines for candidates for tenure in the Department of Anthropology. The Department expects successful candidates to produce high impact research, excellence in teaching, and significant contributions to the institution and profession. Meeting the minimum guidelines does not guarantee award of tenure; successful candidates are expected to excel and be as productive as faculty members in departments at comparable institutions.

University Policies and Procedures Governing Tenure: The Provost's website includes a page devoted to *Policies related to employment with Baylor*, <https://www.baylor.edu/provost/index.php?id=948441>, which contains useful links related to tenure. Specific policies regarding the tenure process are governed by *BU-PP 704*, <https://www.baylor.edu/content/services/document.php?id=287054>. Tenure procedures, including information on tenure reviews and preparing the tenure dossier, are detailed in the document *Tenure Procedures* <https://www.baylor.edu/provost/doc.php/287055.pdf>

Teaching: Successful candidates are effective and engaging teachers who aim to help students acquire the knowledge and skill sets to pursue careers in a variety of disciplines and industries. Collectively as a group, our goal is for our majors to master the conceptual frameworks of our field, to generate and interpret anthropological data via field or lab work, to improve writing and communication skills, and to assess the logic of a presentation and the use of evidence. We acknowledge that these broad goals cannot be attributed to a single faculty member, like a candidate for tenure. We therefore assess the teaching skills of tenure candidates through peer reviews and student course evaluations. Peer reviews take place annually, and involve review of syllabi, analysis of previous course evaluations, and direct classroom observation. Quantified and standardized course student evaluations are used to assess that the candidate meets University norms and a comparison group of Baylor faculty. Assessment will consider sample size, the grade expectations recorded by the student evaluators, and other factors that influence student perceptions. Successful candidates must demonstrate diligence in analyzing teaching, intentionality in seeking improvement, and improvement in subsequent peer reviews and student evaluations. Candidates are expected to mentor students in research activities (e.g., project advisement, theses, independent studies, laboratory supervision, and other forms of active engagement beyond reader course instruction).

Service: Successful candidates perform service to the Department, University, community, church and profession. Examples include participation on Departmental and University committees, advising student organizations, participating in civic organizations, holding office in a regional or national professional organization, among other activities. Active involvement within one's community of faith is expected.

Interpersonal Relationships: Successful candidates must be respectful and cooperative with colleagues, students, and office staff. They are expected to be persons of integrity with positive attitudes who encourage a constructive atmosphere of trust in the working environment so as to allow both faculty and students to achieve their best.

Research: Successful candidates must be comparable, in terms of publication units, citations, and the acquisition of external grants, to members of peer departments at R1 Institutions. Peer departments are identified (using a variety of sources of information) by the Department's committee of tenured professors in consultation with the candidate. Candidates must demonstrate active research programs and attain national recognition by making sound contributions to the body of knowledge in their disciplines. They must have research agendas destined to continue to impact their fields and to allow them to reach greater academic distinction after achieving tenure. Anthropology includes humanities-based, social science-based, and natural

science-based researchers, and the norms for publishing and granting are expected to vary by research focus and sub-discipline. Peer-reviewed publication of journal articles, book chapters (in peer-reviewed edited volumes), and monographs from academic presses represents the expected means of disseminating research findings; a record of publication that demonstrates progress towards and achievement of impact in the field is the expectation. Successful candidates should have published (in print/accepted/in press for articles and chapters, and under final publication contract with galley proofs for books, all preferably with an assigned DOI number) eight (8) publication units. A minimum of three of these units must be first-authored (though not necessarily sole-authored). Furthermore, these publications should include Baylor as the candidate's affiliation. Because the impacts of peer-reviewed publications are variable, the weight to be accorded all materials will be determined by the candidate's tenure committee in consultation with the candidate. Publication units are expected to vary by factors such as author placement and contribution, scope and scale of project, publisher impact/quality, citations, type of publication, among other factors. Authorship on a peer-reviewed publication (assuming an acceptable venue) will automatically be assigned one publication unit. A candidate and the tenure committee members can assign multiple publication units to a single product given the factors described above. Emphasis is placed on first-authored articles in high-impact journals.

Candidates may request to include other types of publications, such as invited chapters in edited volumes produced without peer-review (or serving as editor for such publications), encyclopedia articles, and professional reports to granting agencies, foundations, and professional organizations. These products may be assigned less than one publication unit, as determined by the tenure committee in consultation with a candidate. There may be cases in which a text or dataset published primarily for educational or popular markets has such important implications for the field that it warrants receiving weight as an indication of scholarly influence.

Successful candidates should also obtain at least one nationally-competitive research grant or fellowship (from foundations and/or government agencies) prior to tenure. The candidate should serve some leadership roles in these grants (e.g., principal investigator, co-principal investigator, project director, etc.). Grants awarded prior to employment at Baylor would only be considered in the tenure evaluation if the funding was then routed through Baylor at time of employment. There are different normative expectations of funding in humanities-based, social science-based, and natural science-based sub-disciplines in anthropology, with considerable variation in funding level and access to funding opportunities. Regardless of sub-discipline, candidates should demonstrate continued efforts to obtain external funding, albeit those working in different sub-disciplines need different amounts of funding to provide long-term support for their research programs. The acquisition of funding is an indication of the value of research agendas, and even small grants indicate influence and potential for distinction. The funding level of each award is not as critical as is evidence that the awards are from competitive sources and provide adequate support for a candidate's research agenda. The level of funding should be similar to that for peers (determined by the Department tenure committee in consultation with a candidate) at appropriate R1 universities.

Funding through contracts for applied work may be normative within applied specializations, and such funding may be a useful means for supporting a research agenda. Internal funding will not carry weight in the tenure decision (except under special circumstances like unusual award mechanisms including endowments and future programs which may be externally-reviewed).

Regular participation in professional conferences is expected (except under unusual circumstances), and may include organizing professional meetings or symposia, being a discussant, or giving a presentation (podium or poster) at such meetings.

Influence in the field will be evaluated, in part, by the informed opinions of qualified, established scholars, preferably full professors (but also tenured associate professors when appropriate) from appropriate institutions, that have no professional or personal conflicts of interest with the candidate. A minimum of six (6) external reviews should be obtained. The candidate may identify up to three potential reviewers, although the tenure committee is not required to obtain letters from these recommended candidates. A list of potential reviewers to avoid may also be provided by the candidate, with appropriate justifications. All letters received

from external reviewers will be included in the final tenure package. The solicitation of external reviews will include clear communication of departmental expectations so that reviewers can assess the current and future potential of a candidate's research program in light of institutional circumstances. When circumstances have varied from expected conditions at peer departments/universities, letters will include an explanation.