

**Promotion Policy: Department of Anthropology, May 21, 2021**  
**College of Arts & Sciences**  
**Baylor University**

Revisions Approved by the Office of the Provost, June 8, 2022—James Bennighof

This document serves as a description of guidelines for candidates for promotion from the rank of Associate Professor (tenured) to the rank of Professor (tenured) 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 promotion; successful candidates are expected to excel and be as productive as faculty members in departments at comparable institutions.

**Teaching:** Successful candidates must demonstrate a record of increasingly effective teaching both inside and outside of the classroom. This will be documented through peer reviews of teaching, including analysis of previous course evaluations and direct classroom observation. Quantified and standardized course evaluations provided by students will also be used to assess whether the candidate meets University norms for student perception of classroom performance and course organization/content. Candidates for promotion should have scores for student perceptions similar to, or higher than, a comparison group of Baylor faculty. Successful candidates must demonstrate diligence in analyzing teaching, intentionality in seeking improvement, and improvement in subsequent peer reviews and student evaluations. Candidates are also expected to mentor students in research activities, including undergraduate theses and doctoral dissertations.

**Service:** Successful candidates must perform service to the Department, University, community, church, and profession. Participation in regional, national, and/or international professional organizations is expected. Active involvement in one's community of faith is also expected.

**Interpersonal Relationships:** A successful candidate must be respectful and cooperative with colleagues, students, and office staff. She or he is expected to be a person of integrity with a positive attitude who encourages 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 faculty who are promoted to the rank of Professor in peer departments at R1 Institutions. Peer departments at R1 institutions are identified (using a variety of sources of information) by the Department's committee of Professors in consultation with the candidate. Candidates must demonstrate active research programs by making sound contributions to the body of knowledge in their disciplines. Anthropology includes humanities-based, social science-based, and natural science-based researchers, and the norms for publishing and granting vary by research focus and sub-discipline. Peer-reviewed publication of journal articles, book chapters, and monographs from academic presses represent the expected means of disseminating research findings; a record of publication that demonstrates impact in the field is the expectation. Because the impacts of peer-reviewed publications are variable, the weight to be accorded all materials will be determined by the committee of Professors in consultation with the candidate. Publications vary by author placement and contribution, scope and scale of project, publisher impact/quality, type of publication, and citation count, among other factors. 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.

Successful candidates should also have obtained, since tenure, at least one additional nationally-competitive research grant or fellowship (from foundations and/or government agencies). It is further expected that the candidate should serve some leadership roles in these grants (e.g., principal investigator, co-principal investigator, project director, etc.). There are different normative expectations

of funding related to the 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 within anthropology, it is expected that all candidates demonstrate continued efforts to obtain external funding, while it is acknowledged that those working in different sub-disciplines require different amounts of funding to provide long-term support for their research programs. 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 the candidate's research agenda. The level of funding should be similar to that for peers at appropriate universities (determined by the Department committee of Professors in consultation with the candidate).

Funding through contracts for applied work may be normative within applied specializations, and such funding may be useful for supporting a research agenda, and thus applicable to the promotion decision. Internal funding will not carry weight in the promotion decision (except under special circumstances like unusual award mechanisms, including endowments and 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, and/or giving presentations (podium or poster) at such meetings.

The Department recommends that Associate Professors meet with the committee of Professors at least once every other year to review progress toward promotion. Although the Department will have frequent meetings between the candidate for promotion and the Professors in the department, there will be a promotion review with a representative of the Dean's office three years before the candidate intends to apply for promotion, as described in the A&S policy section below. If the majority of the committee of Professors agrees that the candidate is ready to be considered for promotion, the candidate should submit her or his letter of intent to the Chair by February 15 (a minimum of one year after the candidate's last pre-promotion meeting). The candidate's portfolio is due for review by April 1.

For external letters, the candidate may identify up to three potential reviewers, although the committee of Professors is not required to obtain letters from these recommended reviewers. 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 promotion 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 deemed necessary by the committee of Professors, letters will include an explanation of circumstances that may have varied from expected conditions at peer institutions.

**University Policies and Procedures Governing Promotion:** 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 promotion. Specific policies regarding the promotion process are governed by *BU-PP 702*.

**College of Arts & Sciences Policies and Procedures Governing Promotion:** Beyond the University policies governing promotion in rank, the College of Arts and Sciences stipulates the following:

**External Letters:** At least five external evaluation letters will be provided for each promotion candidate. The external evaluators will be faculty holding the rank of Professor at peer or aspirant *research universities*. These letters will address the *research stature* of the candidate. No more than one of these evaluators should be emeritus. None of the external evaluators should have been a mentor of the candidate or a collaborator. The external evaluators will be instructed to specifically address the question of quality and impact of the candidate's work.

**Pre-promotion review:** Each faculty member interested in applying for promotion will arrange with the department to participate in a pre-promotion review three years before the year in which she or he intends to apply for promotion. (In rare instances, the Dean of the College of Arts & Sciences may grant an exception to the three-year lead time.) Pre-promotion reviews should include all of the Professors in the department and a representative from the A&S Dean's office. The candidate should provide a current CV and a brief letter

indicating progress made towards promotion in the areas of teaching, research and service in light of the expectations indicated above. Following the review the department chair will provide a letter summarizing the Professors' evaluations to the candidate and the A&S Dean's office.