

**Department of International Studies**  
**Promotion and Tenure Guidelines and Procedures**  
January 2011

I. Procedures

a. Preamble

The University's promotion and tenure procedures are described on the Academic Affairs website: <http://academicaffairs.uoregon.edu/content/promotion-tenure-guide>. Below are specific procedures for the Department of International Studies.

b. Compendium of Procedures

i. Annual Review and Contract Renewal

The department head will review each assistant professor annually. These annual reviews provide an opportunity to evaluate whether the faculty member is progressing towards a favorable tenure decision and offer an opportunity to address any problems in a timely fashion. In the middle of the tenure and promotion period, typically in the third year for faculty members who do not have prior credit towards tenure, the faculty member will undergo a contract renewal. The contract renewal is a thorough review that involves a departmental personnel committee report, a departmental vote, a review by the Department Head, and approval by the dean. A fully satisfactory review indicating that the faculty member is on track towards promotion and tenure will lead to a contract extension up through the tenure and promotion year. If the contract renewal process determines that the faculty member's record is not satisfactory and that promotion and tenure are not likely, the faculty member will be given a one-year, terminal contract. A faculty member may also be given a renewable contract that does not extend to the promotion and tenure year if there are questions as to whether the faculty member will have a record meriting promotion at the end of the tenure and promotion period. In such cases, the faculty member will be required to go through another contract renewal process prior to the promotion and tenure review in order to determine if the faculty member has been able to remedy the shortcomings in the record identified in the contract renewal process.

For faculty whose appointment in International Studies is governed by a Memorandum of Understanding (usually signed by the faculty member, head of International Studies, head of a disciplinary department, and CAS), the annual review process is detailed in the MOU. Most commonly, the head of International Studies in consultation with the department head of the second department conducts annual reviews. For the contract renewal process, the head of International Studies in consultation with the department head of the second department will appoint a review committee. Composition and procedures of the committee will be governed by the terms of the relevant MOU.

For faculty whose tenure home is solely International Studies, the head of International Studies conducts the annual review. For the contract renewal process, the head of International Studies will appoint the review committee, which will consist of two IS Core Faculty and one colleague from the discipline in which the Ph.D. was received. If the Ph.D. is in International Studies, then the third review committee member should be a colleague from the IS Participating Faculty whose discipline matches the candidate's substantive areas of research and teaching.

ii. Review Period

A candidate is normally reviewed for tenure and promotion in the sixth full-time equivalent year of service. An accelerated review can occur in an unusually meritorious case or when prior service at another institution has led to a contractual agreement to this effect at the time of hire. The terms of hire should make clear where on the timeline an individual faculty member stands; from that time on, subsequent advances in rank will be awarded according to established promotion procedures. In all other case in which credit for prior service at another institution is agreed upon, scholarly work completed by the faculty member during those years will receive full consideration during the tenure and promotion process. Should a faculty member who has agreed to an accelerated review at the time of hire choose to delay that review for the full six years of full time service, scholarly work completed prior to arrival at the University of Oregon will be of secondary consideration during the tenure and promotion process. Consideration of scholarly achievement will focus on work completed during the six full time years of service at the University of Oregon. The University also has Parental leave/Pregnancy and Medical Leave policies that can affect the timing of promotion by “stopping the tenure clock” for a pre-specified and contractual period of time. Faculty members considering such leaves should consult the Academic Affairs website: <http://academicaffairs.uoregon.edu>. Faculty members should discuss the timing of leave and its relation to the promotion and tenure decision with the department head who may also consult with the dean and the provost to ensure that there is appropriate and clear written documentation of leave agreements.

iii. External Reviewers

In the spring term prior to the year when the tenure case is to be considered, the department head will consult with members of the department and, when appropriate, the head of any other UO department and/or any UO research institute/center with which the faculty member is affiliated, and prepare a list of external referees who will be invited to evaluate the research record of the candidate. Subsequently, the candidate will be asked to submit a list of potential external referees to the department head. These processes must be independent. External reviewers should generally be from comparable or more highly regarded institutions. Ideally, they should be full professors who have the appropriate expertise to evaluate the candidate’s record. Generally, dissertation advisors, close personal friends, or other individuals who might be viewed as having a conflict of interest, are not asked to be external reviewers. The University requires that a clear majority of the reviewers come from the department’s list of recommended reviewers; there must be at least five letters in the submitted file. If the department’s list of recommended external referees overlaps with the candidate’s list of recommended external referees, these referee’s names will count as department-recommended reviewers. External reviewers are generally asked to submit their letters by late September or early October.

iv. Internal Reviewers

The department may also solicit on-campus letters from those familiar with the candidate’s teaching, scholarship or service. In particular, inclusion of an internal review is the norm when a faculty member is affiliated with another UO department and/or a

UO research institute/center. The department head or the director of the institute/center, in consultation with its senior members, prepares this review.

v. Candidate's Statement

The candidate is required to prepare a personal statement in the spring term prior to tenure and promotion consideration. The statement should describe the candidate's scholarly accomplishments, agenda, and future plans. The Office of Academic Affairs indicates that a five-page, single-spaced statement is ordinarily sufficient. The candidate's personal statement also should include a section describing his or her teaching program, indicating courses taught, pedagogical objectives and methods, and any past, present, or future course development activity. It should also contain a discussion of service activities for the department, the college, the university, the profession, and the community. The personal statement should be accessible to several audiences, including external reviewers, fellow department members, other university colleagues, and administrators. Thus, the personal statement should strike a balance between communicating with experts in the field and those who are not members of the discipline and who may not be familiar with the candidate's area of research. Candidates are encouraged to seek advice on their personal statements from tenured colleagues.

vi. Dossier

During fall of the tenure-decision year, the department will prepare the candidate's dossier, which must include, in addition to at least five letters from external reviewers, the following materials: (1) a signed and dated current curriculum vitae (note: the c.v. should distinguish clearly among written work that is submitted, "forthcoming" or published; it should indicate the length of all writing listed; and it should indicate which journals or books are refereed); (2) copies of all significant publications; "forthcoming" work may also be included (an unpublished work may be described on the c.v. as "forthcoming" if it has been accepted and is in production; there must be written affirmation [may be email] from the editor of a press for a book, an editor of a journal for an article, and a book editor for a book chapter, as to the full acceptance of a contribution and a statement that all requested revisions have been submitted and that the work in question is no longer subject to authorial or editorial change); works in progress may be included as the candidate chooses; (3) a signed and dated candidate's statement; (4) a signed copy of the waiver or non-waiver letter; (5) a list of courses taught by term and year, with numbers of students and numerical evaluation scores provided to the department by the Registrar; (6) syllabi and other course materials; (7) a list of all Ph.D., M.A., and undergraduate honors theses, with an indication of whether the candidate was the committee chair or a committee member; (8) signed student comments; (9) peer evaluations; (10) a list of all materials sent to outside evaluators; (11) biographies of external reviewers and a description of any known relationship between the candidate and the reviewers.

Candidates should be sure to submit updated information to the Department Head as to the ongoing status of all submitted publications and work in progress (acceptance, forthcoming, and appearance, with the necessary documentation)

throughout the promotion and tenure process; the Department Head should notify the CAS Associate Dean with responsibility for Promotion and Tenure as that information becomes available.

vii. Promotion and Tenure Committee and Report

During the spring term, and prior to the deadline by which the tenure case must be submitted, the department head will appoint a promotion and tenure committee of tenured faculty to review the candidate. If there is an insufficient number of tenured faculty in the department to constitute a personnel committee, the department head should select committee members from tenured faculty in other related departments with guidance from the dean and the appropriate associate dean. This committee will be charged with submitting a written report to the department evaluating the candidate's case for promotion. In particular, the committee report will include an internal assessment of the candidate's work, a summary and evaluation of the external and internal referees' assessment of the candidate's work, an evaluation of teaching that includes a discussion of the numerical student evaluation scores, written comments, and peer reviews, and an assessment of department, university, professional, and community service. The committee report must conclude with a recommendation to the department regarding tenure and promotion. The committee report is generally made available in the department office to all tenured faculty of appropriate rank for review prior to the department meeting. In most departments, both associate and full professors vote in tenure and promotion cases, but only full professors vote for promotion from associate to full Professor.

For faculty whose appointment in International Studies is governed by a Memorandum of Understanding (usually among International Studies, a disciplinary department, and CAS), the head of International Studies in consultation with the second department head will appoint a review committee. Composition and procedures of the committee will be governed by the terms of the relevant MOU.

For faculty with their tenure home in International Studies, the head of International Studies will appoint the review committee which will consist of two IS Core Faculty and one colleague from the discipline in which the Ph.D. was received. If the Ph.D. is in International Studies, then the third review committee member should be a colleague from the IS Participating Faculty whose discipline matches the candidate's substantive areas of research and teaching.

viii. Department Meeting and Vote

In general, the department will hold a meeting in mid-to-late October to consider its promotion and tenure recommendation for the candidate. Voting members meet and discuss the committee report and the case. Following discussion, members vote by signed, secret ballot on whether to recommend tenure and promotion (or just promotion in the case of a promotion to full professor). When all votes have been registered, the votes will be tallied, usually by the department head, and the department will be informed of the final vote tally. The anonymity of the individual votes will be maintained, although the signed ballots will be kept in a signed and sealed envelope by the department head in case they are requested by the dean or the provost. The department head does not vote.

For faculty whose appointment in International Studies is governed by a Memorandum of Understanding (usually among IS, a disciplinary department, and CAS), the committee report will be discussed at a faculty meeting in the second department, at which time faculty will vote on approval of the committee report and recommendations regarding the granting of indefinite tenure and promotion to the rank of associate professor. The head of the second department will forward a summary of the discussion and vote for inclusion in the candidate's file if the majority of the line is held in International Studies. However, if the majority of the line is held in the second department, then the International Studies head will forward a summary of the discussions and vote for inclusion in the candidate's file originating in the second department.

ix. Department Head's Review

After the department vote, the department head writes a separate statement. The statement includes a description of the process, including any unique characteristics of the profession (e.g., books versus articles; extent of co-authorship; significance of order of names on publications; etc.). The statement also offers an opinion regarding the case for promotion and tenure that may or may not agree with the department vote. The department head's statement, the personnel committee report, the recorded vote, and the materials submitted by the candidate are added to the dossier. The completed file is then sent to the College of Arts and Sciences (CAS). The deadline for submission of the file to CAS is generally in the middle of November for tenure cases and late November for full professor cases.

x. Degree of Candidate Access to File

The candidate must submit a signed waiver letter in the spring term prior to the file being sent to external reviewers. The candidate can waive access fully, partially waive access, or retain full access to the file. The candidate should consult the Academic Affairs website <http://academicaffairs.uoregon.edu/> for a complete description of the waiver options. The candidate may request a written summary of the dean's review after the meeting with the dean, even if the candidate has fully waived his or her access to the file.

xi. College and University Procedures

1. Once the file leaves the department, it goes to the Dean's Advisory Committee (DAC), which is comprised of two faculty from each of the three divisions within CAS (Sciences, Social Sciences, and Humanities). If a member of the candidate's department is serving on this committee, s/he is recused from discussion and voting. The DAC reads the files and writes a report evaluating the candidate's research, teaching and service. The DAC votes on whether the candidate should be promoted and, if appropriate receive tenure. The vote is a recommendation to the dean.

2. After the file leaves the DAC, the dean receives the file and writes a letter evaluating the research, teaching, and service record of the candidate based on the contents of the file. This letter indicates whether the dean support or does not support promotion and/or tenure. After the letter is completed, the candidate is invited to the dean's office for a meeting. In the meeting, the dean indicates whether or not he or she is supporting

promotion, reads a redacted version of his or her evaluation letter, and answers any questions with regard to the position taken on promotion and tenure. In most cases, the dean will meet with the candidate in the months of January, February, or March.

3. After the file leaves CAS, it goes to the Faculty Personnel Committee (FPC), a ten-person committee including CAS and professional school faculty members (if a member of the candidate's department is serving on this committee, he/she is recused from the discussion and voting). The FPC also reads the file and writes a report evaluating the candidate's research, teaching, and service. The FPC votes on whether the candidate should be promoted and, if appropriate, receive tenure.

4. Once the FPC has completed its deliberations, the file goes to the provost's office. The provost ultimately makes the promotion and tenure decision and all earlier deliberations, reports, and votes in the file are advisory to him or her. The provost reads the file and writes a brief letter describing his or her position with regard to promotion and/or tenure. If the promotion and tenure decision is a difficult one, the provost may in rare cases invite the candidate for a meeting. The provost's decision with regard to promotion and tenure is communicated by letter in campus mail. Except in rare and difficult cases, the provost has agreed to provide a decision in campus mail on May 1<sup>st</sup> (or before May 1<sup>st</sup> if it falls on a weekend). In other cases, the candidate will receive the letter on or before June 15<sup>th</sup>.

c. Compendium of Procedures for Periodic Post-Tenure & Post-Promotion Reviews

i. Review Process

Consistent with guidelines laid out in the UO Faculty Handbook and the UO Faculty Guide to Promotion and Tenure, tenured International Studies faculty typically undergo a substantive review at three-year intervals after promotion, and a major review every six years after previous promotion. Evaluation criteria are detailed in section II (below) in this document.

By late winter term of the year prior to the review, faculty under review should submit to the head of International Studies a written statement of their activities and accomplishments during the review period, accompanied by evidence of research, teaching and service activities during that period. Materials to include in the file match those listed under Annual Review Procedures, but should cover the entire review period in question.

Third-year post-tenure reviews do not require the appointment of a review committee. For faculty whose appointment in International Studies is governed by a Memorandum of Understanding (usually among IS, a disciplinary department, and CAS), the head of International Studies in consultation with the head of the second department will conduct third-year post-tenure reviews. Review procedures will be governed by the terms of the relevant MOU.

For faculty with their tenure home in International Studies, the head of International Studies will conduct the third-year post-tenure review, with consultation as appropriate with members of the IS Core Faculty.

Sixth year post-tenure reviews will be conducted by a review committee. For faculty whose appointment in International Studies is governed by a Memorandum of

Understanding (usually among International Studies, a disciplinary department, and CAS), the head of International Studies in consultation with the head of the second department will appoint a review committee. Composition and procedures of the committee will be governed by the terms of the relevant MOU.

For faculty with their tenure home in International Studies, the head of International Studies will appoint the review committee, which will consist of two International Studies Core Faculty and one colleague from the discipline in which the Ph.D. was received. If the Ph.D. is in International Studies, then the third review committee member should be a colleague from the International Studies Participating Faculty whose discipline matches the candidate's substantive areas of research and teaching.

ii. Review Committee Membership

For all review committees (third year review, tenure review, promotion to Full Professor, other periodic reviews), International Studies faculty appointed to serve on these review committees should be members of the International Studies Core Faculty of higher rank than the colleague under review.

If the Core Faculty does not include sufficient numbers of higher-ranked faculty to staff the committee in question, then the head of International Studies may appoint members or equal rank to the person under review, or may appoint members from the International Studies Participating Faculty or other relevant faculty of equal rank to the person under review, provided their discipline matches the candidate's substantive areas of research and teaching.

II. Guidelines specific to the Department of International Studies

a. Preamble

These guidelines outline the criteria for promotion and tenure in the Department of International Studies. They provide a specific departmental context within the general university framework for promotion and tenure of faculty. The guidelines that apply to the candidate's promotion file are generally those in force at the time of hire or at the time of the most recent promotion.

b. Research

Excellence in research is required, consistent with that stated on the UO Academic Affairs website <http://academicaffairs.uoregon.edu/>. In International Studies, faculty who are making successful progress toward tenure review (as well as later promotion to full professor and post-promotion reviews) are engaged in ongoing research and publication of significance in their fields of inquiry, with relevance across disciplinary boundaries and for appropriate international audiences. Consistent with UO and CAS policy, in reviewing scholarly work, International Studies emphasizes:

- The quality of work done, rather than a specific number of books, articles or other creative products. Quality depends in part on reputation and selectivity of journals, citation impact, extent of readership, scholarly awards, republication, and assessment of peer reviewers, internal and external, among other factors.
- Publication in venues (journals and presses) appropriate for one's primary discipline is important, as is publication in venues relevant for interdisciplinary and cross-

disciplinary engagement. Both types of publications are of value in our review process.

- A consistent trajectory of ongoing scholarly engagement, which can include but is not limited to ongoing field research, paper presentations at conferences (with attention to selectivity of acceptances), invited addresses (at other universities, symposia, conferences, etc.), research in progress and substantially planned work, regular and constructive use of sabbaticals and leaves of absence.
- A coherent process of cumulative intellectual development, in which one project or theme builds upon previous efforts, to establish an ensemble of scholarship that contributes to understanding of important international phenomena and/or the development of theoretical tools for such understanding.
- Emergence of a body of work that contributes to a national and international reputation for the faculty member. We especially value research and publishing in languages and locales relevant for one's areas of interest, as well as international collaboration.
- Evidence of a commitment to interdisciplinary international research.
- Textbooks will be given much less weight than original research or writing.

The necessity of a manuscript being complete, accepted by a publisher, and “in production” in order for it to count towards promotion. This condition is essential with book manuscripts. The associate provost defines “in production” as the completion of all work on the manuscript by the author, including all revisions. Similarly, articles and book chapters must either be “in print” or “forthcoming” in order to count towards a faculty’s publications. “Forthcoming” means that an article or book chapter has been accepted for publication and requires no further revisions or editing of any kind. A letter to this effect from a journal editor or editor of a volume of essays for each “forthcoming” publication is recommended. Generally, it is expected that the book should be “in production” and that each listed article or book chapter should be “forthcoming” by the time the candidate meets with the dean in order for the publications to count fully towards promotion.

For promotion from associate to full professor, faculty should demonstrate the ongoing elaboration of new research agendas and scholarly publications beyond those for which tenure and promotion to associate professor were granted. At this stage, we expect senior faculty to maintain an ongoing, active profile of field research and publication. We also expect senior colleagues to contribute to the consolidation and definition of major scholarly themes in their field, providing intellectual leadership in defining new avenues for research in their field, while mentoring and guiding junior colleagues both at the UO and in the wider profession.

### c. Teaching

Effective faculty in International Studies are able to teach a wide range of courses ranging from one of our introductory core-required major classes through more specialized upper division offerings and graduate seminars. Thus, all faculty are expected to contribute both to the core of the department’s curriculum as well as to the parts of it that are related to a faculty member’s specific research focus. International Studies courses should help students “de-center” from their familiar contexts, experiences and worldviews, in part by learning about realities and perspectives from other parts of the world and other cultural frames. Given the constantly changing face



of complex international issues and the importance of bringing field research into the classroom, faculty should regularly revise and update their curriculum and materials, and develop new course offerings as appropriate.

In addition, all faculty are expected to make contributions (as appropriate relative to committee assignments) to student advising at all levels. For promotion from assistant to associate professor, faculty should be actively advising graduate students and beginning to chair International Studies MA committees. For promotion from associate to full professor, we expect colleagues to regularly chair MA committees.

The Department of International Studies defines quality of teaching with reference to a careful evaluation of the nine elements:

- 1) Classroom instruction, including careful presentation of course material and effectiveness of presentation;
- 2) Academic advising, consultation, and informal teaching;
- 3) Stimulation of student interest in doing high-quality work;
- 4) Supervision of student research;
- 5) Revision of courses to keep them updated;
- 6) Maintenance of appropriate standards of student performance;
- 7) Evaluation of student performance;
- 8) Interest in effective teaching techniques;
- 9) Defining educational objectives and developing teaching and evaluative materials reflecting current scholarship in the discipline and in educational theory.

International Studies use a number of indicators to assess teaching quality:

- Course evaluations by students, which are viewed primarily as a measure of student satisfaction and the popularity of the candidate among students. International Studies thoroughly assesses both quantitative and qualitative data. Only signed qualitative student evaluations will be examined and made part of review files.
- Enrollment trends for classes taught by the candidate.
- Peer evaluations by other faculty in International Studies and by faculty in other departments with which the candidate is affiliated, where relevant.
- All syllabi, course outlines and related materials such as requirements and examinations.
- Evidence of innovativeness in teaching.
- Quality and extent of participation on undergraduate and graduate committees in ISP and other departments and programs, where relevant.
- Letters from students and alumni(ae) commenting on the quality of teaching and mentoring received. Early in one's career, it may be difficult to collect such letters, and so we only include these in the file for tenure review and subsequent reviews, but not for third-year review and pre-tenure annual reviews.

For promotion from associate to full professor, faculty should maintain robust and effective classroom teaching, alongside the development of new courses as appropriate. These courses should draw on the senior colleague's position of intellectual leadership to bring to the classroom a retrospective sense of the intellectual history of various fields of practice, an ability to lay out the unfolding of theory, as well as a capacity to situate current phenomena in wider analytic frameworks.

Service to the Department of International Studies, the College, the wider University, national and international scholarly groups, and the non-campus community represents natural extensions of faculty's commitment to scholarship and teaching.

In order to achieve tenure and promotion to associate professor, candidates must establish a record of satisfactory service to the department, the university, the profession, and the larger community. The department attempts to limit committee assignments for untenured faculty, but all tenure-related faculty are expected to participate in the full range of departmental deliberations at department meetings and in other decision-making contexts. Attendance at official department meetings is mandatory, except when other "university business" interferes, and is considered an important part of one's satisfactory service to the department. Committee assignments and other service responsibilities performed for units *outside* the department constitute an important benefit to the university and contribute equally to the service component of the tenure dossier.

To that end, we differentiate service expectations by rank. For untenured faculty, our expectations for satisfactory service include:

- A limited but real degree of participation on departmental committees (e.g., search committees, graduate admissions, graduate awards), which usually should preclude chairing such committees or a significant number of such assignments in the pre-tenure years.
- Participation in campus committees or in building linkages to other academic units which support the interdisciplinary and international mission of International Studies. In the pre-tenure years, this service should position the faculty member as a contributor to wider campus intellectual communities, but should not entail burdensome or time-intensive appointments.
- Participation in professional activities, including, for example, organizing panels at conferences, serving on grant review committees, and undertaking editorial or review service, but not necessarily at the level of elected or appointed office on disciplinary committees or editorial boards. Again, as with university service, these activities should help situate the faculty member as an important contributor to wider academic communities, and help build a national and international reputation, but should not require time-intensive or significant leadership positions.

Tenured faculty are expected to assume an active role or leadership positions in the governance of International Studies, in linking IS to other campus units, in academic and professional communities beyond the UO campus, and in wider forms of community service. Expectations include:

- Active participation and leadership in departmental governance (including but not limited to significant contributions to and leadership on appointed committees, search committees, service as graduate or undergraduate director).
- Significant participation or leadership roles in campus committees or in building linkages to other academic units which support the interdisciplinary and international

mission of International Studies. In post-tenure years, faculty should play an active role in campus life related to international issues, and should help build linkages between IS and the rest of campus.

- Significant service to the discipline, including but not limited to participation in the organization of regional or national meetings, editorial board service, serving on grant review committees, or holding elected or appointed office in a professional organization. After tenure, such service should position the faculty member as a leader in relevant intellectual and professional communities.

- Contributions to the community – at the local, national and international levels – represent important forms of service in International Studies and are expected of senior faculty. Such service activities might include public addresses, interviews with media, presentations in schools, consulting, assistance to governments and non-governmental organizations, expert testimony, among many other activities which will vary depending on the professional expertise of the faculty member.