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## **PROCEDURES AND GUIDELINES FOR TENURE AND PROMOTION IN RUSSIAN, EAST EUROPEAN, AND EURASIAN STUDIES**

This document is intended to outline procedures and guidelines for the promotion and tenure process for tenure-track faculty in Russian, East European, and Eurasian Studies (REEES). This policy is intended to be fully consistent with the current Collective Bargaining Agreement with United Academics at the University of Oregon. (For College and University P&T Policies and Procedures, see Article 20 of the Collective Bargaining Agreement with United Academics.)

Because tenure-track faculty positions in the Program are often shared jointly with other units, some of the procedures and guidelines outlined below necessarily depend on the cooperation of other departments and programs. Information about joint appointments is typically articulated at the time of the faculty member's hire or appointment in REEES and spelled out in a Memorandum of Understanding drawn up by the Dean. Faculty should consult with the REEES Program Director and with any other relevant Program Directors, Department Heads, or Deans about questions or concerns that arise in view of these joint appointments. Both this document, and any Memoranda of Understanding should be reviewed on a regular basis with relevant Directors, Department Heads, and Deans. In general, the guidelines and procedures articulated here should be considered within the context of regular conversations with the Program Director and appropriate members of the faculty and university administration.

### **PROCEDURES**

#### **Annual Reviews and Mid-term Reviews**

The following describes the general process in REEES but the Program Director will ensure that each step in the CBA, Article 20 is followed. The REEES Program Director 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 the faculty member an opportunity to address any problems in a timely fashion. Approximately halfway between appointment and eligibility for tenure, typically in the third year for faculty members who do not have prior credit towards tenure, the faculty member will undergo a mid-term review. The mid-term review is a thorough review that involves a Personnel Committee Report (which, in most cases, given both the relatively small size of the Program and the interdisciplinary nature of REEES, may include faculty members not just from REEES but from other key units on campus in which the faculty member's research and teaching interests reside), a vote of tenured REEES Core and Participating Faculty and any other units in which the member's contract is held, a review and report by the Program Director, and a separate report and recommendation by the Dean. The Dean submits a summary report including dean's recommendation, program head's recommendation, faculty committee report, and faculty member's curriculum vitae, statement, and responsive material or information to the Provost or designee. The Provost or designee will consider the cumulative recommendations received from the department faculty, the program head, and the dean, and then will decide the terms and duration of any subsequent appointment of the bargaining unit faculty member.

#### **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 cases 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. The University also has Parental Leave, Medical Leave, and Family 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 discussion of Tenure Clock Considerations on the website of the Office of the Provost at <https://provost.uoregon.edu/tenure-clock-considerations>. Faculty members should discuss the timing of leave and its relation to the promotion and tenure decision with the Program Director who may also consult with the Dean and the Provost to ensure that there is appropriate and clear written documentation of leave agreements.

### **External Reviewers**

In the spring term prior to the year when the tenure and/or promotion case is to be considered, the Program Director will consult with appropriate Core and Participating REEES Faculty members, as well as appropriate members of any other units with which the candidate for tenure is affiliated, and prepare a list of qualified external referees. Subsequently, the candidate will be asked to submit a list of potential external referees to the Program Director. 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 an absolute majority of the reviewers come from the Program’s list of recommended reviewers; there must be at least five letters in the submitted file. If the Program’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 early to mid-September.

### **Internal Reviewers**

The Program may also solicit letters from individuals on the University of Oregon campus familiar with the candidate’s teaching, scholarship, or service. In particular, inclusion of an internal review is the norm when a faculty member is a faculty member or a participating faculty member in another academic unit. The Head or Director of the secondary unit typically prepares such reviews in consultation with its senior members. However, since appointments in REEES are often jointly held with other units, the conditions of a candidate’s hire will usually stipulate the precise nature and role of internal reviews from other units.

### **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, waive access partially, or retain full access to the file. The candidate should consult the tenure and promotion guidelines on the website of the Office of the Provost at <https://provost.uoregon.edu/ttf-promotion-tenure> for a complete description of the waiver options.

### **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 the Provost indicates that a five-page, single-spaced statement is ordinarily sufficient. The candidate's personal statement should also include a section describing their 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 program, department, the college, the university, the profession, and the community. Additionally, the statement should include discussion of the candidate's contributions to institutional diversity, equity, and inclusion as they relate to research, teaching and service. The personal statement should be accessible to several audiences, including external reviewers, fellow program and/or department members, other university colleagues, and administrators. Thus, the personal statement should strike a balance between communicating with experts in the field and with those who are not members of the discipline and who may not be familiar with the candidate's area of research.

### **Dossier**

During fall of the tenure-decision year, REEES 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 that the CV should distinguish clearly among written work that is "in print," "in press," "in production," or "in progress" (the latter category is used to refer to both submitted and forthcoming work); it should indicate the page length or word count of all writing listed; and it should indicate which journals or books are refereed); (2) copies of all significant publications, which may include work in print, in press, and in production if it has been accepted in its final form; there must be written affirmation such as an email or letter from the editor of a press for a book, the editor of a journal for an article, and the book editor for a book chapter, as to its full acceptance 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 beyond those required by the publication process); 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) end-of-course Student Experience Surveys and, if available, Instructor Reflections <sup>1</sup>(9) peer teaching evaluations; (10) a list of all materials sent to outside evaluators; and (11) biographies of external reviewers and a description of any known relationship between the candidate and the reviewers.

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<sup>1</sup> Student evaluations will be included for classes taught prior to the implementation of the end-of-course Student Experience surveys and Instructor Reflections in fall 2019.

Candidates should be sure to submit updated information in a document that is signed and dated to the Program Director as to the ongoing status of all submitted publications (indicating whether it is in print, in press, in production, or in progress, along with the necessary documentation) throughout the promotion and tenure process; the Program Director should notify the Dean with responsibility for Promotion and Tenure when new information becomes available.

### **Promotion and Tenure Committee and Report**

During the spring term of the year prior to the tenure-decision year (usually the 5<sup>th</sup> year of the probationary period), the Program Director will appoint a Tenure and Promotion Committee of tenured faculty to review the candidate. This committee will include tenured members from Core and Program REEES Faculty and, when appropriate and with guidance from the Dean of the College of Arts and Sciences and the Dean of Humanities, tenured faculty members may also be selected from relevant units outside of the Program. Often guidelines for the membership of this committee will be stipulated in the candidate's initial hiring or appointment documents. This committee will be charged with submitting a written report to the Program 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 end-of-course Student Experience Surveys and, if available, Instructor Reflections<sup>2</sup> and peer reviews, and an assessment of program, university, professional, and community service. It is further expected that, if at all possible, one or more members of the committee will observe the candidate's teaching personally. The committee report must conclude with a recommendation to the Program regarding promotion and tenure. The committee report is generally made available in the Program office to all tenured faculty of appropriate rank for review prior to the Program meeting. Both Associate and Full Professors vote in promotion and tenure cases, but only Full Professors vote for promotion from Associate to Full Professor.

### **Program Meeting and Vote**

The Department will hold a meeting in early 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 and the Program 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 Program Director in case they are requested by the Dean or the Provost. The Program Director does not vote.

### **Program Director's Review**

After the Program votes, the Program Director writes a separate statement. The statement includes a description of the process. The statement also offers an opinion regarding the case for promotion and tenure that may or may not agree with the Program vote.

### **Submission of the Tenure and/or Promotion File**

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<sup>2</sup> Student evaluations will be included for classes taught prior to the implementation of the end-of-course Student Experience surveys and Instructor Reflections in fall 2019.

The Program Director's statement, the Tenure and Promotion 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) dean. The deadline for submission of the file to CAS is November 1 for all tenure cases and promotion to Full Professor cases. The file is then reviewed by the Dean's Advisory Committee who will prepare an independent report and vote that is forwarded to the Dean. The dean then prepares their own independent report and recommendation, and meets with the candidate to discuss the case and the recommendations made at each stage of the review. Upon request, the candidate will be provided with a copy of the dean's report that has been redacted in accordance with the waiver status to protect personally identifiable information. The candidate may provide responsive material for the file within 10 days of the meeting with the dean or the receipt of the redacted report, whichever is later. The dean will then forward the entire file to the Office of the Provost. The Provost will review the file for completeness and general presentation and then forwards the file to the Faculty Personnel Committee for review and vote. The Provost then makes their decision on the case.

## **GUIDELINES FOR PROMOTION TO ASSOCIATE PROFESSOR**

These guidelines outline the criteria for the Program's recommendation for promotion and tenure in REEES. They provide a specific unit 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, unless the candidate is eligible to elect to be reviewed under any new criteria as per the CBA, Article 20, Section 30, and has indicated said election as part of their file

### **Research**

Excellence in scholarly research, consistent with the guidelines articulated by the Office of the Provost (<https://provost.uoregon.edu/ttf-evaluation>), is crucial in all professional evaluations of tenure-related faculty at the University of Oregon. Consequently, promotion to Associate Professor with tenure in REEES requires a high level of accomplishment in the candidate's field of research. Normally, such accomplishment is measured primarily by the candidate's record of publication. Faculty are expected to work actively on projects intended for publication and to publish regularly in books, journals, and other scholarly venues that bring their research to the attention of appropriate professional audiences. In general, REEES expects a candidate for tenure and promotion to Associate Professor to have a single-authored book manuscript in production with a professionally acknowledged university or trade press or the equivalent in quality, scope, and impact in articles and/or book chapters and other forms of scholarship. Peer-reviewed, literary and scholarly translations from languages of the region of Russia, Eastern Europe, and Eurasia will be counted as scholarship when they include a strong scholarly component (a critical introduction, critical apparatus, commentary, etc.). However, such a translation will not replace a scholarly book or the equivalent in articles. Edited volumes, critical editions, critical anthologies, and electronic research tools will also count as scholarship. However, as with scholarly translations, neither one of these types of scholarship will replace a single-authored book. Wherever questions about equivalence arise, candidates should seek out explicit guidance as early as possible from the Program Director and other relevant senior faculty mentors. In addition, wherever questions about quality, scope or impact arise, the guidelines for research evaluation established by the Modern Language Association or other relevant professional organizations should also be consulted. As for venue, in the case of articles, these should appear in major refereed journals; these journals may appear either in print or in electronic format. In

the case of book chapters, these should appear in volumes published by a professionally acknowledged university or trade press. Above all, the candidate's publications should make a significant contribution to scholarship. Scholarly impact will also be the crucial determining factor when including critical editions, translations, electronic research projects and tools, and other research contributions in the candidate's research file. These contributions are to be considered original scholarship when they contribute significantly to a candidate's field. The record should also indicate continuing scholarly activity, attendance and participation at national and international conferences, and the promise of future productivity including a broadening of scholarly range.

A manuscript must be complete, accepted by a publisher, and "in production" in order to count towards promotion and tenure. This condition is essential with book manuscripts. "In production" indicates the completion of all work on the manuscript by the author, including all revisions, with the exception of editing associated with production (such as copyediting, page proofs, and indexing). Similarly, articles and book chapters must either be "in print" or "in press" or "in production". "In press/in production" means that an article or book chapter has been accepted for publication and requires no further authorial revisions or editing, with the exception of editing associated with production (such as copyediting and page proofs). An email or letter to this effect from a journal editor or editor of a volume of essays for each "in press/production" publication is required. Manuscripts that are not explicitly "in production" or "in production" at the time the Program meets to vote on tenure and promotion cases in late October will be considered "work in progress."

Although formal completion of a single-authored scholarly book or of an equivalent number of articles and/or book chapters is the usual expectation, the overall quality of the research profile remains the most important factor in the Program's recommendation on tenure and promotion to Associate Professor. In cases where the formal evaluation by tenured faculty in REES and the outside evaluators produces a negative assessment of the quality of the research profile, a positive tenure recommendation is unlikely at the Program level, regardless of the quantity of publishing activity included in the tenure dossier. Alternatively, in cases where the evaluation results in a strong affirmation of the quality and significance of the candidate's research, the Program may recommend tenure and promotion, whether or not the quantity of published scholarship meets Department expectations. While the quality and quantity of research productivity are both important considerations in the tenure and promotion recommendation, the quality of the candidate's research, as judged by the tenured faculty and the outside evaluators, is the most significant factor.

While publication of a scholarly book or its equivalent is the primary goal to be pursued during the probationary period, it is essential for faculty to establish a research trajectory that provides evidence of the candidate's prospects for continued scholarly excellence and productivity. Such evidence may take the form of published or forthcoming articles on a different project, success in receiving a grant or grants associated with new research, or other professional activities that are consistent with the candidate's research plans. Conference presentations also qualify as evidence of continued scholarly activity, although conference talks carry far less weight than publications and research grants in the assessment of scholarly productivity.

Scholarly output in forms other than print is evaluated according to prevailing standards in relevant research areas. No distinction is made between electronic and traditional print

publication of scholarly books, articles, or other research projects, although a very important distinction is made between academic publications that have been rigorously peer refereed by scholars in the field and those that have not received such evaluation. Peer review is understood to entail anonymous assessment by at least one disinterested scholarly referee. In cases where the evaluation process is unclear (e.g. chapters contributed to scholarly anthologies, conference proceedings, essays in journals not listed as peer reviewed in the MLA Directory of Periodicals or other professional publishing directories), candidates for tenure and promotion may be required to provide documentation attesting to the level of peer evaluation. Regardless of the medium, published scholarship that has been peer reviewed possesses more significance in the tenure recommendation than scholarship that has not been peer reviewed.

### **Teaching**

REEES expects dedicated and effective teaching and advising at both the undergraduate and graduate levels. The Program further expects that tenure-related faculty will share responsibilities for courses taught at all levels of the curriculum.

In assessing teaching quality, the Program's Personnel Committee examines the entire teaching profile, including the candidate's record of course-development activity, and supervision of graduate and undergraduate independent work. The committee also reviews all available information on teaching performance, including, but not limited to end-of-course Student Experience Surveys, Instructor Reflections, and peer evaluations performed by faculty colleagues. These measures of teaching performance are carefully balanced in the committee's assessment of the candidate's overall teaching profile, including information regarding pedagogical objectives and philosophy from the candidate's curriculum vitae and statement. Finally, the committee takes note of any special letters of appreciation that may have been included in the dossier at the candidate's request, as well as course materials, such as syllabi, handouts, and exams, that the candidate has provided to illustrate their pedagogy.

Teaching quality is assessed using the standards described in the August 2019 MOU between the University and United Academics.

Evidence of outstanding teaching will strengthen a tenure case, but will not be sufficient by itself to ensure either promotion or tenure. Evidence of unsatisfactory teaching will certainly jeopardize promotion and/or tenure.

### **Service**

In order to achieve promotion to Associate Professor with tenure, candidates must establish a record of satisfactory service to the Program, the University, the profession, and the larger community. At the same time, owing to the interdisciplinary nature of our field, the service demands on REEES faculty from a variety of different sectors and academic units may be considerable; for this reason, junior faculty in particular are advised to seek support and mentorship as they weigh their commitments across campus. The Program attempts to limit committee assignments for untenured faculty, but all tenure-related faculty are expected to participate in the full range of program deliberations at Program meetings and in other decision-making contexts. Attendance of official Program faculty meetings is mandatory for Core REEES faculty, except when other "university business" interferes, and is considered an important part of one's satisfactory service to the Program.

Service to the profession, while not a major element in a promotion or tenure recommendation, is evaluated favorably and may indicate as well that the faculty member has the esteem of their professional peers. The Program recognizes reviews, manuscript evaluations for journals and presses, etc., as service to the profession. Tenure-related faculty should keep a record of such activities from the start of their careers.

In evaluating a faculty member's promotion to the rank of Associate Professor with indefinite tenure, the department assigns research, teaching and service the following respective weights: 40%, 40% and 20%.

## **GUIDELINES FOR PROMOTION TO FULL PROFESSOR**

It is expected that Associate Professors in REEES will continue to contribute to all three areas of professional activity after the tenure decision. Professional careers develop along various paths, especially after the promotion to Associate Professor. Nevertheless, candidates for promotion to Full Professor must demonstrate that they possess national or international prominence in scholarship. Such prominence will ordinarily be established through publication of a second, single-authored scholarly book, or its equivalent in peer-reviewed articles and book chapters and other forms of scholarship spelled out in the promotion guidelines for Associate Professor. In order for a book manuscript to be counted towards promotion, it should be "in production." "In production" indicates the completion of all work on the manuscript by the author, including all revisions, with the exception of editing associated with production (such as copyediting, page proofs, and indexing). Faculty will normally be eligible for promotion after six years at the Associate Professor rank.

Alongside scholarly productivity, a record of effective teaching, as described above, will prove essential for the successful candidate. In evaluating service for promotion to Full Professor, faculty should normally have made an important contribution to the Program, University, and/or professional governance.

~~In evaluating a faculty member for promotion to the rank of Full Professor, the department assigns research, teaching and service the following respective weights: 33.3%, 33.3% and 33.3%.~~

In evaluating a faculty member for promotion to the rank of Full Professor, the program assigns research, teaching, and service the following respective weights: 40%, 40%, and 20%.