DEPARTMENT OF POLITICAL SCIENCE

Annual Evaluation, Promotion, Reappointment, and Tenure Guidelines

Approved by the Faculty of the Department of Political Science, October 10, 2013.

Signed,

Jeffrey S. Peake
Department Chair of the Department of Political Science

Charles Watt
Dean, College of Business and Behavioral Science

Nadim Aziz
Interim Provost, Clemson University
Annual Evaluation, Promotion, Reappointment, and Tenure Guidelines  
Department of Political Science  
Clemson University

I. INTRODUCTION

The performance criteria and standards set forth in this document outline the Department’s policies with respect to annual evaluations, promotions, reappointments, and tenure decisions. In addition, this document provides information that will be useful for faculty members regarding their career planning and development. Rather than outlining specific measures for excellence in research, teaching, and service, the Department holds a general goal of improving its regional, national, and international prominence within the field of political science. Personnel decisions made in any given year are not based on precedent, and the faculty expects significant productivity and accomplishments in accordance with the evolving standards of the Department.

Measurement of the quality of a university professor is a complex matter that cannot be reduced into a rigid formula. An array of factors are important in this evaluation, including the quality and impact of a faculty member’s scholarly activities, departmental and college needs, judgments of a faculty member’s future research productivity, quality of teaching, engagement in professional and public service, and collegiality. In general, research and teaching are emphasized over professional and public service in this evaluation. The Personnel Advisory Committee and the department chair will evaluate faculty members seeking reappointment, promotion, and tenure on three broad categories in order to measure their level of success regarding the quality and quantity of their accomplishments. In each evaluation, the faculty member’s progress in research, teaching, and service will be rated as excellent, effective, or unsatisfactory. Furthermore, the chair will evaluate the performance of all faculty members’ research, teaching, and service each year in compliance with the annual evaluations required by the University. In the case of annual evaluations, the chair will provide an overall rating based on the following categories: excellent, very good, good, fair, marginal, and unsatisfactory. In the next three sections, we provide a non-exhaustive set of criteria by which faculty members seeking promotion, reappointment, and tenure will be evaluated on by the chair and the Personnel Advisory Committee. These guidelines will also be used by the chair in order to assist him or her in completing annual evaluations of faculty.

II. RESEARCH

Scholarly activities are an essential part of a faculty member’s job because these activities advance our academic and applied knowledge. In addition, faculty research serves to keep the content of education current, pertinent, and challenging for students. As such, the advancement of knowledge, the maintenance of awareness of changes and innovations in one’s field of expertise, and the dissemination of one’s research are cornerstones of the professional reputation of the individual faculty member, the Department, the College, and the University. Scholarship consists of academic publications and presentations intended primarily for the scholarly world. A faculty member’s publication record should demonstrate that he or she has established an independent reputation as a scholar. Both quality and quantity of scholarship activities are important. However, the major criterion is the extent to which the faculty
member has made substantial and meaningful contributions in his or her area of specialization. The following comprises a non-exhaustive list of criteria (in no particular order) on which faculty members seeking promotion, reappointment, and tenure will be evaluated by the chair and the Personnel Advisory Committee and rated as excellent, effective, or unsatisfactory regarding progress in scholarship. The chair will also consider the following criteria when completing annual evaluations of all faculty in the department:

- Publications of single- or co-authored books by university or other academic presses;
- Publications of single- or co-authored peer-reviewed articles in scholarly journals;
- Publications of edited volumes by university or other academic presses;
- Publications of book chapters in edited books;
- Publications of widely used or acclaimed sponsored monographs, policy papers, or technical reports for researchers or practitioners;
- Evidence of recognition of the significance of a faculty member's research through citations or other metrics;
- Special recognitions or awards for research publications or conference papers;
- Participation (as author, chair, or discussant) at scholarly or professional conferences;
- Invitations to give research presentations in one's area of expertise;
- Appointments as editor or guest editor of scholarly journals or academic publishers;
- Recognition by state, regional, and national professional associations for scholarly contributions;
- Funding for research from external (public or private) sources;
- Appointments as a grant reviewer for national research organizations.

III. TEACHING

Teaching is another fundamental responsibility of the faculty. Courses should be academically and intellectually rigorous, challenging, and effectively presented. Their substantive content should be updated and current. Courses should especially be designed to encourage high quality substantive learning and critical thinking among students. Furthermore, the Department serves a number of constituencies: introductory level students, upper-level majors and minors, and occasionally graduate students enrolled in a variety of degree programs across the university. A faculty member should strive to meet the needs of the diverse pool of students with whom he or she interacts in the classroom. The following comprises a non-exhaustive list (in no particular order) of criteria on which faculty members seeking promotion, reappointment, and tenure will be evaluated by the chair and the Personnel Advisory Committee and rated as excellent, effective, or unsatisfactory.
regarding progress in teaching. The chair will also consider the following criteria when completing annual evaluations of all faculty in the department:

- A high level of academic and intellectual rigor in courses;
- Student evaluations of courses based on the complete set of standardized class evaluation surveys along with other surveys or interviews approved by the Department;
- Peer evaluations of teaching or teaching portfolios, including classroom observations by the department chair or members of the Personnel Advisory Committee;
- Developing and directing undergraduate and/or graduate research teams;
- Nominations and/or selections for professional, University, or College teaching or advising awards;
- Chairing doctoral dissertation committees or Master’s committees in graduate programs;
- Membership on dissertation or thesis committees of graduate students in which the faculty member is not serving as the chair;
- Writing textbooks or producing other instructional materials that are widely adopted or acclaimed;
- Generating grants of money and/or equipment for teaching purposes;
- Development of new courses or major revisions of existing courses;
- Development of new pedagogical methods and materials in areas such as experiential learning;
- Contributions to specific instructional programs such as Model United Nations and the South Carolina Student Legislature;
- Directing Honors theses, Creative Inquiry research teams, or other research efforts by undergraduates;
- Completion of programs or workshops resulting in improved teaching methods;
- Directing teaching workshops.

IV. SERVICE

Professional and public service shall include service on University, College, and Departmental committees; public lectures; service to scholarly associations; interviews with members of the media; academic advising; service on national, state, or local government bodies; and other appropriate activities. The Department of Political Science serves a number of constituencies and faculty members are expected to contribute in the area of service in ways that are consistent with both their level of appointment and the overall missions of the College and University. The following comprises a non-exhaustive list of criteria (in no particular order) on which faculty members seeking promotion, reappointment, and tenure will be evaluated by the chair and the Personnel Advisory Committee and rated as excellent, effective, and unsatisfactory regarding progress in professional and public service. The chair will also consider the following criteria when completing annual evaluations of all faculty within the department:
□ Appointments to University, College, or Departmental committees;
□ Manuscript reviewers for scholarly journals and book publishers;
□ Giving interviews to members of the national, state, and local media;
□ Appointments as officers in academic or professional associations;
□ Reviewing books for scholarly journals or other academic outlets;
□ Appointments as program chairs or program committee members for scholarly or professional conferences;
□ Delivery of public lectures in one’s area of expertise;
□ Service as an outside reviewer for promotion and tenure decisions at other institutions;
□ Consulting work for government agencies, nonprofit organizations, or political campaigns;
□ Appointments to serve on boards of directors for nonprofit organizations;
□ Serving as an advisor to University student organizations;
□ Serving on government commissions, task forces, or other governmental bodies;
□ Serving as an academic advisor to Political Science majors.

V. STANDARDS FOR REAPPOINTMENT, TENURE, AND PROMOTION

The Department of Political Science is responsible for making tenure, promotion, and reappointment recommendations in accordance with the procedures set forth in the Clemson University Faculty Manual and in the Bylaws of the Department of Political Science. As a faculty member’s career progresses, it is expected that his or her work will place greater emphasis on excellence rather than effectiveness in relation to research, teaching, and service. It is important that there be continuous, sustained performance as the faculty member’s career progresses.

For all tenure, promotion, and reappointment decisions, a separate written assessment will be provided by the Department’s Personnel Advisory Committee and the Department’s chair. These written assessments will be sent to the Dean and copies will be provided to the faculty member. For each decision, research, teaching, and service are to be assessed independently.

A. Reappointment

1. Positive reappointment decisions for tenure-track faculty are based on a judgment that the faculty member is making significant progress toward promotion to associate professor and the granting of tenure. In the early years, reappointment decisions may be made in part on the basis of inputs, activities, and potential. In the later years, potential should be realized and promotion and tenure projectable given trends in research, teaching, and service.
B. Tenure and Promotion to Associate Professor

1. Successful candidates for tenure and promotion to associate professor must, in general:
   a. Hold the Ph.D. or other appropriate terminal degree in political science or public administration, as appropriate;
   b. Have at least six years of total experience in a baccalaureate institution, at least four of which must be in a tenure-track position;
   c. Have a documented record of consistent excellence in either research or teaching, with a documented record of at least consistent effectiveness in the other area and in professional and public service. Research/publication effectiveness must include refereed journal articles and/or one or more scholarly books, or the equivalent;
   d. Contribute to the productivity of the faculty as a whole.

2. Requests for tenure must be accompanied and supported by reviews from faculty at peer institutions. The purpose of these reviews is to obtain an independent, outside evaluation of the quality of the faculty member's research/publication outputs from scholars in his or her area of specialization. External reviews are required in accordance with University and College policies.

C. Promotion to Professor

1. Successful candidates for promotion to professor must, in general:
   a. Hold the Ph.D. or other appropriate terminal degree in political science or public administration, as appropriate;
   b. Have at least ten years total experience in a baccalaureate institution, at least four of which must be as an associate professor;
   c. Have a documented record of consistent excellence in either research or teaching, with a documented record of at least consistent effectiveness in the other area and in professional and public service;
   d. Contribute to the productivity of the faculty as a whole.

2. Requests for promotion to professor must be accompanied and supported by reviews from faculty at peer institutions. The purpose of the reviews is to obtain an independent, outside evaluation of the quality of the faculty member's research/publication outputs by other scholars in his or her area of specialization. External reviews are required in accordance with University and College policies.

VI. DOCUMENTATION FOR REAPPOINTMENT, PROMOTION, AND TENURE COMMITTEE DECISIONS

A. Documentation Package. Each candidate for tenure, promotion, or reappointment must provide the Personnel Advisory Committee with a Documentation Package that contains at least the following items:

1. A letter requesting tenure, promotion, and/or reappointment;
2. A detailed professional vita;
3. Specific evidence in support of research, teaching, and service activities including the
following, as well as other materials as appropriate:

a. Copies of all publications;
b. A summary of the candidate's major achievements in research, teaching, and service;
c. A statement of the candidate's teaching philosophy;
d. A copy of all teaching evaluation forms for all classes;
e. A copy of a recent syllabus from each course taught;
f. Other evidence of teaching success, such as senior exit survey results, alumni surveys, faculty peer review comments, etc.

4. Evidence of research activities not addressed in the detailed vita, such as a copy of a letter from a journal indicating receipt of a manuscript submission or a revision;

5. Evidence of service activities not addressed in the detailed vita;

6. Where candidates believe it appropriate and helpful, a summary of their linkage between a dimension of performance (research, teaching, and service) and a successful measurement;

7. Statements of one-year and five-year goals regarding research, teaching, and service.

B. The candidate may provide other documentation in the Documentation Package. Here are examples of other documentation for each of the performance dimensions:

1. Research:
a. Reviews or critiques written by others of the faculty member's journal publications and scholarly books;
b. Reprint requests or unsolicited letters that evaluate research and publications;
c. Information on journals in which the faculty member has published (e.g., topical content, scope, editorial policies, and acceptance rates);
d. Self-evaluation and summary of future directions;
e. Other information that documents research and publication productivity and impact (e.g., citation analyses).

2. Teaching:
a. Letters documenting teaching awards or honors;
b. Self-evaluation and summary of future directions;
c. Other documentation of teaching success that the faculty member believes is relevant.

3. Service:
a. A listing of academic and other professional organizations in which the faculty member has held office;
b. Documentation of awards or honors received for service efforts;
c. Published reviews or critiques written by the faculty member on the scholarly works of others;
d. A listing of activities undertaken at national, regional, and state meetings;
e. Identification of work performed as a committee chair or member (e.g., how often the committee met, work done outside of the committee meeting, work done in the committee meeting, required time commitments, and copies of committee minutes);
f. Self-evaluation and summary of future directions;
g. Other documentation of service to the profession, institution, and the public.

VII: ANNUAL EVALUATION OF FACULTY

The annual evaluation of faculty shall be conducted within the framework of the policies set forth in the Faculty Manual, by the Provost of Clemson University, and by the Dean of the College of Business and Behavioral Science.

In general, the annual evaluation focuses on the faculty member’s record in research, teaching, and service. The chair may consider information not furnished by the faculty member in the annual evaluation process when he or she considers it relevant to the faculty member’s performance. The use of such information will be disclosed fully to the faculty member.

A. Goal-Setting. The chair and each faculty member shall meet annually to develop mutually acceptable goals for research, teaching, and service. The purposes of the goal-setting process are to: (i) establish a balance between the needs of the university and the interests of the faculty member; (ii) identify performance expectations using performance criteria consistent with these bylaws, the Department’s Promotion and Tenure Guidelines, the Faculty Manual, and the policies set forth by the Provost and the Dean; (iii) serve as a framework for completing the goal-setting portion of the University’s personnel evaluation system; and (iv) provide an additional formal opportunity for the Chair to advise the faculty member regarding progress toward the goals of tenure and promotion. Evaluations of cumulative accomplishments (e.g., reappointment evaluations) made by the chair and the Personnel Advisory Committee in previous years may be reviewed at this time as appropriate.

B. Evaluation. Each faculty member shall meet annually with the chair to discuss the information provided by the faculty member as part of the University’s personnel evaluation system and to provide the faculty member with a written assessment of the faculty member’s progress toward achieving the goals established at the start of the evaluation period.

C. In the course of the annual evaluation process, the chair shall take steps to:

1. Ensure that the faculty member’s goals and proposed distribution of effort are balanced with respect to the needs of the University, the Department, and the interests of the faculty member. The goals must also be consistent in spirit and letter with the Faculty Manual;
2. Ensure that scholarly activities supporting the instructional mission as well as the publication of basic and applied research are represented in the scholarship goals of the faculty member;
3. Ensure that an individual faculty member’s goals are reasonable and appropriate;
4. Ensure that professional development activities are represented in the faculty member’s goals;
5. Clarify the extent to which the resource needs of the faculty member can be met by the University, and review alternative sources for support of the faculty member’s goals;
6. Disclose fully to the faculty member the basis for all performance evaluations.

D. In the course of the annual evaluation process, each faculty member shall take steps to:

1. Pursue the types of research, teaching, and professional development activities that lead to fulfillment of the University, College, and Department missions;
2. Approach the goal setting process in good faith with reasonable yet challenging goals that reflect a commitment to his or her professional responsibilities;
3. Ensure that his or her goals and distribution of effort are consistent in letter and spirit with the Faculty Manual;
4. Provide appropriate documentation to support reported accomplishments and submit all materials by the established deadlines.

VIII: ANNUAL EVALUATION OF NON-TENURE-TRACK FACULTY

A. Annual evaluation of non-tenure-track faculty shall be conducted by the chair within the framework of the policies set forth in the Faculty Manual, the Provost of Clemson University, and by the Dean of the College of Business and Behavioral Science.

B. On an annual basis, and prior to the reappointment of any non-tenure-track faculty member who has served for at least one year, the chair shall request from the Personnel Advisory Committee a review of the faculty member's performance and potential in the areas of teaching, research, and service. These evaluations shall be conducted in accordance with the policies set forth for the evaluation of untenured (but tenure-track) faculty.

C. Reappointment of Non-Tenure-Track Faculty
1. Non-tenured faculty are reappointed on an annual basis or otherwise in accordance with the Clemson University Faculty Manual. For non-tenure-track faculty requesting reappointment, the primary considerations will be the needs of the Department, the faculty member's contributions to the overall academic environment at Clemson University, and the quality of the educational experience that they provide to their students.

IX. PERSONNEL ADVISORY COMMITTEE

A. All of the tenured members of the Faculty, with the exception of the chair, shall comprise the Department's Personnel Advisory Committee. The Committee shall elect one member to serve as chair. The chair of the Committee or his or her designee shall serve as secretary. The Committee may, at its discretion, establish subcommittees and/or delegate specific responsibilities to the chair of the Committee or to such subcommittees, provided that the requirements of the Faculty Manual are met.

B. The Personnel Advisory Committee shall make recommendations to the Dean regarding reappointment, tenure, and promotion of faculty members in accordance with the Faculty Manual and the Department's Promotion and Tenure Guidelines.

C. Any Committee member under consideration for promotion shall be ineligible to participate in any consideration of his or her own case, and only those persons above the rank of a candidate for promotion shall participate in evaluating applications for such promotion. If there are fewer than three members of the Personnel Advisory Committee eligible to participate in a particular case, the tenured Faculty shall elect additional members, up to a total of three, from outside the Department, to serve on an ad hoc basis.
X. CONCLUSION

The criteria in this document constitute the annual evaluation, promotion, reappointment, and tenure standards of the Department of Political Science. In addition, they communicate specific examples of research, teaching, and service activities that the department will use as guidelines in order to evaluate its faculty members.

UNANIMOUSLY APPROVED by the Faculty of the Department of Political Science on October 10, 2013.