

Operating Paper: School of Anthropology, Political Sciences, and Sociology

I. Purpose

The purpose of the Operating Paper of the School of Anthropology, Political Science, and Sociology is to set forth the structure, procedures, and policies of the School as agreed to by its Faculty on December 16, 2024. This operating paper and all appendices to it must be given to candidates for Faculty or Term Faculty positions before they sign a contract.

II. Mission Statement

The general goal of the School of Anthropology, Political Science, and Sociology is to facilitate the research, teaching, and service activities of faculty in anthropology, political science, and sociology. Specific goals of the School are to:

A. Create and maintain a setting conducive to intellectual inquiry and the attainment of excellence in research, teaching, and service.

B. Create and maintain high-quality undergraduate and graduate degree programs in anthropology, political science, and sociology.

C. Provide appropriate curricular and instructional services to other academic programs of the University, such as the Core Curriculum.

III. Definition of Faculty

The School Faculty is composed of all professors, associate professors, assistant professors, and non-tenure track faculty members with non-zero academic appointments within the School. Faculty members are expected to contribute on a continuing basis to achieving School goals. Term Faculty are expected to contribute primarily to the School's teaching mission.

Resident Faculty are those Faculty who attend School meetings, serve on assigned Program or School committees, and/or regularly participate in the activities of the School. Faculty on sabbatical or other forms of leave are considered Resident Faculty and may participate if they desire and/or are able. Resident Faculty are School Faculty who meet the following criteria:

- a. Full-time tenured or tenure-track (T/TT) faculty
- b. At least a 50 percent appointment within the School
- c. Do not have an administrative appointment other than Director of the School of Anthropology, Political Science, and Sociology

IV. Voting Rights

A. Voting on amendments to this Operating Paper, on election of a Director, on Program Changes and other decisions required by the Collective Bargaining Agreement between the SIUC Board of Trustees and the SIUC Faculty Association, and on appointment of new faculty is restricted to Resident Faculty. The Director shall not vote on these matters.

B. Voting on all other School Matters is open to the School Faculty. The Director shall vote only if the Director meets the qualifications of the Resident Faculty and only in the case of a tie.

C. Voting on tenure and promotion are covered in the Guidelines for Promotion and Tenure.

D. The Director, Associate Director, and Curator of the Center for Archaeological Investigation - if not otherwise entitled to vote on anthropology program related matters - shall each have individually one vote on matters specific to the Anthropology program, except election of the Anthropology Faculty Committee Chair, and if they hold a minimum 50% continuing appointment in the Anthropology program, and a minimum of two of the following: (1) hold a PhD, (2) teach courses in the school of Anthropology, Political Science, and Sociology, and/or (3) serve on anthropology graduate student committees.

V. Voting Procedures

A. For votes on promotion, tenure, election of a Director, amendment to this operating paper, program change, and any other items deemed sufficiently important by the Director or a majority of the Resident Faculty, ballots will be distributed to all faculty eligible to vote (both on campus and off) with sufficient time allowed for them to be returned. Deadlines may be imposed, however, so that University or administrative timelines can be met. In no case will the window for voting be less than three working days. The executive committee may reduce the three working day limit to one day in extenuating circumstances.

- i. Proxy votes must be accompanied by a written grant of proxy and a indication of the voting intentions or a statement that the proxy grantor cedes the decision to the proxy holder.
- ii. Ballots must include abstention as a choice. Recusal due to a conflict of interest is counted as an abstention.
- iii. Votes on matters in this section will be a simple majority of the Resident Faculty. A simple majority of votes cast is insufficient. In matters identified in V.A, abstentions are equivalent to a “no” vote.

B. Elections for positions other than Director, selections among tenure-track faculty candidates, and other votes selecting between candidates for positions are to be held by

secret ballot. Ballots will be distributed to all resident faculty eligible to vote (both on campus and off) with sufficient time allowed for them to be returned. Deadlines may be imposed, however, so that University or administrative timelines can be met. In no case will the window for voting be less than three working days. The executive committee may reduce the three working day limit to one day in extenuating circumstances.

- i. Proxy votes must be accompanied by a written grant of proxy and an indication of the voting intentions or a statement that the proxy grantor cedes the decision to the proxy holder.
- ii. Ballots must include abstention as a choice. Recusal due to a conflict of interest is counted as abstention.
- iii. Votes on elections will be a simple plurality of votes cast by Resident Faculty. In cases of ties, a runoff election between the candidates with the highest vote total will be held. If only two candidates are included in the runoff election, ties will be decided by lot. If three or more candidates participate in the runoff election and a tie occurs, a subsequent runoff election will be held, and the procedure will repeat until either a candidate is elected or a tie between the only two candidates remaining in the runoff is determined. Then, the decision will be made by lot. If varying term lengths are to be assigned through election, the person(s) with the most votes will fill the longest terms with ties decided by lot.

C. Voting on all School Matters not discussed in V.A. or V.B. is to be by voice vote.

- i. Proxy votes must be accompanied by a written grant of proxy and an indication of the voting intentions or a statement that the proxy grantor cedes the decision to the proxy holder.
- ii. Votes on matters in this section will be a simple majority of votes cases. Abstentions are not counted.

VI. Amendments to the Operating Paper

Amendments to this Operating Paper are to be made as follows:

A. A Request for Amendment may be introduced at any faculty meeting by any member of the Resident Faculty. The request will contain the language of the proposed amendment and be signed by no fewer than 20% of the Resident Faculty.

B. Faculty may request that the Director schedule a faculty meeting for the purpose of considering the Request. The Director may convene a faculty meeting within one month of receiving the request if a regular faculty meeting is not scheduled during this month period. If the request is made after March 31, then the meeting will be scheduled for September.

C. The Request will be discussed at the next faculty meeting, to occur no later than one month after the meeting at which the Request was introduced. At this point a vote on the Request may be taken, or, by majority decision of the Resident Faculty, deferred to the next faculty meeting.

D. Amendments must be approved by a simple majority of the Resident Faculty, as well as by the Dean and Chancellor (or designee).

E. Provisions of this operating paper may be suspended by a two-thirds vote of the Resident Faculty.

VII. Director

A. The Director of the School of Anthropology, Political Science, and Sociology is the chief academic and fiscal officer of the School and has the responsibility for the academic programs and the effectiveness of the research, teaching, and service efforts of the School of Anthropology, Political Science & Sociology. The Director is expected to manage and expand the resources of the School and to be the School's advocate both within and external to the University.

B. The responsibilities of the Director include:

1. Being the official spokesperson for the School and representing it vis-a-vis other units and officers of the University.

2. Assuring the continuing effective operation of the School, including recommending to the University administration:

- a. the appointment of new faculty members.
- b. the promotion of faculty members.
- c. the granting of tenure to faculty members.
- d. leaves of absence and sabbatical leaves for faculty.
- e. salary changes for faculty and staff.
- f. the granting of stipends to graduate students, upon recommendation of the program committees.
- g. changes in course offerings and programs of the School.
- h. budget requirements for School operation.

3. The Director also shall have responsibility for:

- a. assigning workload and teaching duties to faculty and teaching assistants.
- b. developing the School budget and managing other fiscal matters. The budget will be presented to the Faculty in the first Departmental meeting of each fiscal year.
- c. managing clerical and supporting services.
- d. appointing faculty to School committees

- e. appointing faculty to special assignments, e.g. as coordinators of Core Curriculum courses.
- f. set School meetings at a time that maximizes faculty participation.

C. If at any time the position of Director becomes vacant, the Dean of the College of Liberal Arts shall appoint an Acting Director. The Acting Director should be a tenured Resident Faculty in the School. If the Dean does not select a tenured Resident Faculty in the School, then the Dean must meet with the Faculty to discuss their decision. The Acting Director position is temporary and is limited to one year. If a permanent director cannot be hired within one year, renewal is possible. The School cannot be led by an Acting Director for more than two consecutive years. The Acting Director will assume all the duties of the Director until a new Director is appointed. The selection process for the Director described below shall commence as soon as feasible, but no later than the first Fall Semester after the position of Director becomes vacant. Interviews with candidates for the permanent position must be held during Fall or Spring semesters.

D. Procedures for Faculty to Provide a Recommendation to the Dean

1. The search committee shall be composed of three faculty, one elected from each Program committee. Membership is open to any Resident Faculty. After the search committee is formed, the Dean of the College of Liberal Arts shall appoint a committee chair from among the search committee members.

2. The search committee is expected to assume the following responsibilities:

- a. It will interpret the minimum and preferred qualifications for the position based on the advertised position description for the Director of School of Anthropology, Political Science, and Sociology.
- b. It will define what qualifies as demonstrated excellence in research, teaching, and service, what constitutes excellent leadership qualities, what criteria validate demonstrated experience with Anthropology, Political Science, and/or Sociology and criteria that show strong commitment to excellence in research, and undergraduate and graduate education. After qualifications have been defined, the committee will review candidates' applications.
- c. Candidates who do not meet qualifications will not be considered further in the search process and will be eliminated from the search by the search committee.
- d. The search committee will produce a list of qualified candidates to be sent to the Dean of the College of Liberal Arts. The search committee will recommend to the Dean to interview the candidates.

3. The Dean of the College of Liberal Arts will invite candidates recommended by the Search Committee to interview. Each candidate will present their qualifications and vision for the School at a meeting of Resident Faculty. Dates and times for

candidates' presentations are determined by the Office of the Dean of the College of Liberal Arts.

4. Faculty shall have the opportunity for individual meetings with candidates. A schedule for one-on-one meetings shall be coordinated by the office of the Dean of the College of Liberal Arts.

5. Following interviews, the Resident Faculty will vote following procedures in V.A. The Search Committee will report the outcome of the vote to the Dean of the College.

6. The Dean should seriously consider the preference of the Resident Faculty vote and appoint the permanent director accordingly. If the Dean does not select the elected candidate, then the Dean must meet with the Faculty to discuss their decision.

VIII. Review of the Director

A. A review of the Director will be held during the Fall Semester of the third year of her/his appointment. Constructive internal reviews may be requested by the Director at other times.

B. The Dean may elect to initiate an early review of the Director at their discretion and must initiate an early review if presented with a petition from at least 50% of the Resident Faculty.

C. Whenever a review of the Director is conducted, in addition to the procedures initiated by the Dean, the School shall elect a Representative to poll by secret ballot the Resident Faculty on the question of whether the Director should continue in office. The result will be reported to the School and to the Dean.

D. If three-fifths or more vote for removal of the Director upon early review, the Faculty will meet with the Dean within one month to discuss the matter. If the Dean wishes to maintain the Director in office, they may provide reasons and request that the Faculty reconsider. The Representative will then conduct a second vote and communicate its result to the School and Dean. Should three-fifths or more remain in favor of removal, the Dean will either remove the Director and request Faculty input on the appointment of an Acting Director, or, in exceptional circumstances to be explained to the Faculty in writing, maintain the Director in office. In this case, a new review will be initiated by the Dean in the Fall semester of the following year, to which the provisions of this section apply.

IX. Program Committees

A. To ensure strong shared governance, there are three program committees within the school:

1. Anthropology Committee membership includes faculty in the School of Anthropology, Political Science, and Sociology who have at least a 50% appointment in SAPSS and teach an average of at least 12.5% FTE in the Anthropology program over three years, exclusive of sabbatical leave and research related teaching buy-outs. The Anthropology Committee is responsible for the following degree programs including providing the Director with the unit's preferred schedules for each semester:

- a. BA Anthropology
- b. Minor Anthropology
- c. Honors Program in Anthropology
- d. MA Anthropology
- e. PhD Anthropology

2. Political Science Committee membership includes faculty in the School of Anthropology, Political Science, and Sociology who have at least a 50% appointment in SAPSS and teach an average of at least 12.5% FTE in the Political Science program over three years, exclusive of sabbatical leave and research related teaching buy-outs. The Political Science Committee is responsible for the following including providing the Director with the unit's preferred course schedules for each semester:

- a. BA Political Science
- b. BA Political Science with specialization in International Affairs
- c. BA Political Science with specialization in Pre-Law
- d. Minor Political Science
- e. Minor Legal Studies
- f. Minor Pre-Law
- g. MA Political Science
- h. PhD Political Science

3. Sociology Committee membership includes faculty in the School of Anthropology, Political Science, and Sociology who have at least a 50% appointment in SAPSS and teach an average of at least 12.5% FTE in the Sociology program over three years, exclusive of sabbatical leave and research related teaching buy-outs. The Sociology Committee is responsible for the following degree programs including providing the Director with the unit's preferred course schedules for each semester:

- a. BA Sociology
- b. Minor Sociology
- c. Minor Social Justice
- d. Honors Program in Sociology
- e. MA Sociology
- f. PhD Sociology

B. Voting on curriculum and other matters related to a program committee's degree programs is strictly limited to Resident Faculty on the respective program committee. Only Resident Faculty of the Anthropology Committee shall make decisions affecting the Anthropology Committee programs (A.1). Only Resident Faculty of the Political Science Committee shall make decisions affecting the Political Science Committee programs (A.2). Only Resident Faculty of the Sociology Committee shall make decisions affecting the Sociology Committee programs (A.3). Curricular changes also require 51% approval of the program faculty.

C. The Director is not a member of any program committee during the Director term. The Director shall not vote on any program committee business. The Director attends committee meetings, receives committee communication, and is involved in committee business at the discretion of each program committee.

D. Faculty shall be assigned to one or more of the program committees as part of their annual workload. Faculty may join another program committee by approval of the faculty member and a majority of that program committee. Faculty may be removed from a program committee by a majority of that program committee only for the reasons outlined in section D.1 below.

1. Reasons Faculty may be removed from a program committee
 - a. failure to participate—non-attendance at three consecutive meetings (in person or virtual attendance) without identifying a proxy, provided at least one week of notice of the date of a program committee meeting is provided
 - b. creation of a verbally, mentally or physically abusive working environment for other members of the program committee
2. Faculty removed from the Program Committee by committee vote will be automatically reinstated after one year, unless the faculty member removed appeals for reappointment earlier.
3. The Director may reappoint a removed faculty member to the Program Committee at any time. If a faculty member is reappointed by the Director early, the Director must provide written reasons for doing so to the program committee.

E. Each program committee shall make admissions and retention decisions for students in its own graduate programs.

F. Each program committee shall evaluate graduate students for assistantships in its own program and recommend students to the Director for assistantships in its program. Assignment to a different program within the school must be agreed upon by all relevant graduate directors and the Director.

G. The addition, elimination, or revision of the program committees shall be approved by the Resident Faculty by amending the School Operating Paper.

H. All new degree programs shall be approved by the School Resident Faculty by majority vote. The proposal for the new degree program shall include the assignment of the degree program to a program committee.

I. Each program committee shall have a Program Committee Chair, a Graduate Program Director, and an Undergraduate Program Director. The Program Committee Chairs will call meetings of the Program as needed. The Undergraduate and Graduate Program Directors shall administer the operation of the degree programs in consultation with the Undergraduate and Graduate Program Committees. Two faculty in each program should volunteer to serve as members of their respective Undergraduate and Graduate Program Committees; in the event that there are not enough volunteers, the School Director will appoint members. Program chairs and directors shall be elected by a simple majority of the resident faculty of the program. Program Committee Chairs and Directors will have this service noted in their workload assignments.

X. Executive Committee

A. The Director works in cooperation with an Executive Committee on matters related to the School budget and personnel. This includes evaluations of Faculty research productivity and hiring of faculty. Deliberations of the executive committee are advisory to the Director.

B. The committee is chaired by the Director, who is an ex-officio, non-voting member of the Executive Committee. The Executive Committee consists of all Resident Faculty at the rank of Professor. The Executive Committee must include at least one member from each program committee.

C. Should it occur that there is not a Resident Faculty at the rank of Professor on a program committee, then the program committee will elect a member to be on the Executive Committee. Elections to fill a vacancy will be conducted annually until a qualified member of the program committee is able to serve.

XI. *Ad Hoc* Committees

A. *Ad Hoc* Committees may be established for such purposes as searches, preparation for external or internal review, liaison with other programs or schools, etc.

B. Such committees shall be established by the Director or by majority vote of the Resident Faculty.

C. Each member of an ad hoc committee shall have a vote on decisions or recommendations made by that committee. A tabulation of such voting shall be incorporated in committee reports and/or recommendations to the School.

XII. Hiring Tenure-Track or Tenured Faculty

A. The initial selection of School Faculty normally results from a national search conducted by an Ad Hoc Search Committee. The responsibilities of the Ad Hoc Search Committee are described in [SIU Hiring Policies and Procedures](#).

- B. Candidates for initial appointment to a tenure-track position must possess the Ph.D. by the time appointment is begun. In the case a selected candidate fails to obtain the PhD by the agreed upon initial appointment date, the candidate may be given a one-year non-renewable non-tenure-track appointment. If the Ph.D. is completed by the end of the second semester of their appointment, then the candidate will be given a tenure-track appointment. The tenure clock will begin with the onset of the tenure-track appointment (i.e., with the second year).
- C. Candidates appointed as Associate Professor may be hired with or without tenure. Full Professor candidates shall be granted tenure on appointment.
- D. The Director will be the Hiring Administrator for all faculty searches in the School. As the Hiring Administrator, the Director is responsible for forming a search committee that meets the criteria listed in SIU Hiring Policies and Procedures.
- E. The Director is responsible for overseeing the School's role in the hiring process per SIU Hiring Policies and Procedures.
- F. The committee will recommend candidates to be interviewed to the Director, who will arrange with the Dean of the College of Liberal Arts to have them brought to campus.
- G. Selection among candidates will be by secret ballot per V.B. Graduate and Undergraduate Students may vote in an advisory capacity.
- H. The Director will give the Dean the search committee's complete rankings of the final candidates along with the voting results from the resident faculty vote.

XIII. Hiring Non-Tenure-Track Faculty

- A. Term Faculty may be selected through a national or a local search conducted by the Director in consultation with the Faculty, or by an ad hoc committee selected by the Director.

XIV. Workload Assignments for Tenure-Track and Tenured Faculty

The work assignment of each faculty member is to be negotiated individually with the Director during an annual meeting in the Spring Semester.

If a workload assignment has any conflict or even the appearance of conflict with the Collective Bargaining Agreement (CBA) between the Board of Trustees and the SIUC Faculty Association, the assignment shall be submitted by the program's RC representative to the FA Executive Committee (which may delegate this task), requesting an interpretation, and a written judgment of its consistency or inconsistency with the CBA.

Emphasis will be given to the teaching and research roles of faculty in allocating assignments. Burdensome administrative or service assignments within or outside the University or unusually heavy roles in advising doctoral or master's students may result in reduced teaching assignment.

1. Workload assignments shall be based upon a workload equivalent of twenty-four (24) credit hours of teaching per academic year. Teaching in the summer or teaching an overload course does not count toward workload assignment.
2. The typical workload for a tenure or tenure-track faculty member with 100 percent appointment in the School is 50 percent direct teaching (12 credit hours), 8.3 percent indirect teaching (2 credit hours), 37.5 percent research (9 credit hours), and 4.2 percent service (1 credit hour).

- a. Direct teaching workload. Each hour spent in direct teaching counts as one credit hour. A three-hour course is 12.5 percent of workload per year. A typical direct teaching workload is two three-hour courses per semester, which is 12 credit hours for the year.
- b. Indirect teaching workload. Each workload will include at least 8.3 percent for indirect teaching. This is equivalent to 2 credit hours per year.
- c. Research workload. The typical research workload is 37.5 percent. This is equivalent to nine credit hours.
- d. Service workload. The typical service workload will be 4.2 percent, which is equivalent to one credit hour. This typical service workload will include assignment to a program committee and active participation in the faculty decision-making of the School.

3. The workload assignment may be modified. Directors who do not assign the typical workload assignment shall explain in writing to the faculty member the reason for the deviance from the typical workload. While not exclusive, the following justifies the Director deviating from the typical workload:

- a. Faculty with less than 100 percent appointments will have their distribution reduced proportionally to their assignment in the School. For example, a 50 percent appointment would typically be assigned 25 percent direct teaching (6 credit hours).
- b. Direct teaching workload that is higher due to teaching a four-hour course or an additional one-hour course will result in a lower indirect teaching workload. If the direct teaching workload is higher due to teaching multiple four-hour courses, other remedies should be considered. For example, faculty teaching three three-hour courses and one four-hour course would have a direct teaching load of 54.2 percent (13 credit hours) and an indirect teaching load of 4.2 percent (one credit hour).
- c. Faculty with unusually high indirect teaching overseeing doctoral dissertations or master's theses may be given a higher indirect teaching workload with an equal reduction in direct teaching. Greater indirect teaching should not result in a reduced research or service assignment.
- d. For tenured faculty, the research assignment may be reduced with an equal increase in direct teaching. This increase should reflect the expectation of reduced research activity based on the faculty member's research productivity over the previous three years. For example, a faculty member

who has not been active in research for three years should not be expected to be active in the future. The research expectation should be lowered by 12.5 percent (three credit hours) and direct teaching should be increased by 12.5 percent (three credit hours). The faculty member with a reduced research assignment will continue with this level for three years. After three years, the research load may be further reduced, remain the same, or return to the typical level of 37.5 percent. Further review by the Director and Executive Committee will continue for this faculty member every three years during their assignment in the School.

e. Serving as Program Director is recognized as substantial service and will merit workload assignment in concordance with the Faculty Association Collective Bargaining Agreement.

XV. Annual and Triannual Reviews of TT Faculty

- A. Annual Pre-Tenure Review. Each untenured Faculty member on continuing appointment shall be reviewed at least annually by the Director and/or the Dean (or designee).
- a. The purpose of the annual review is to assess and communicate the nature and extent of the Faculty member's performance of assigned duties consistent with their yearly workload assignment and criteria, standards, and guidelines for tenure and promotion specified in the relevant School and College Operating Papers. As such, annual reviews shall include a review of the Faculty member's performance during the previous calendar year, a summative evaluation of their progress towards tenure/promotion, and shall identify areas of strength and weakness and areas that need improvement.
 - b. By early February of their third year, TT faculty will submit a dossier (minus external letters evaluating research), to their Resident Faculty in their program(s). Tenured Resident Faculty in the appropriate program(s) will review the dossier and meet to provide feedback. The Tenured Resident Faculty will select a chair who will write a letter summarizing the faculty evaluation and guidance. The letter will be shared with the candidate in conjunction with the Director's annual review letter.
 - c. The Faculty member shall receive a copy of their review(s) by May 1 of each year. The faculty member shall receive a copy of the summary letter from the tenured Resident faculty by May 1 of their third year.
 - d. The Faculty member may submit a written response to this annual review(s) that will also be included in the personnel file. This response must be submitted within ten (10) business days after the Faculty member's receipt of a copy of the annual review(s).
 - e. All annual pre-tenure review letters shall be part of untenured Faculty members' promotion and/or tenure dossiers.

XVI. School Meetings

A. School meetings will follow Robert's Rules of Order unless these rules are temporarily suspended by a vote of the Faculty.

B. School meetings are ordinarily convened by the Director as business demands, but shall occur no less frequently than once during the Fall and once during the Spring semester each academic year.

C. The Director must call an extraordinary meeting when requested by a written petition signed by 25% or more of the Resident Faculty. The petition will address the purpose and agenda of the meeting, which will be called as soon as possible, but not less than ten class days subsequent to the presentation of the petition.

D. The Director ordinarily shall prepare the agenda for faculty meetings, assigning priorities to items so as to accomplish the School's business most effectively. However, upon a majority vote of the Faculty, precedence shall be given to a specific item of business.

E. Unless decided otherwise by the Resident Faculty, all binding decisions require participation by more than half the Resident Faculty. Upon request of any Resident Faculty member, a secret ballot may be required on any decision.

F. School meetings shall be set at a time that maximizes faculty participation.

XVII. GUIDELINES FOR TENURE AND PROMOTION

I. Introduction

- B. The School will apply standards for promotion and tenure, and candidates for promotion and tenure will be assessed by their colleagues in their respective programs. Across the three programs in the school, and even within programs, standards for the assessment of research vary, and this variance necessitates flexible standards with an emphasis on how candidates for promotion and tenure are viewed within their fields of study. This section provides guidance on standards for promotion and tenure and on the procedures for evaluation.

II. Tenure:

A. General Policy:

- (1) Because of the time necessary to evaluate a person for a permanent position, the School ordinarily will not recommend anyone for promotion and tenure who has spent fewer than two years in the School.
- (2) Because promotion to Associate Professor confers tenure, a faculty member appointed initially as Assistant Professor should not normally be recommended for promotion to Associate Professor until after a minimum of two years in the School.

- (3) Specific procedures for the timing of application and submission of dossiers is guided by the College of Liberal Arts in accordance with agreements with the Faculty Association.

B. Specific Criteria:

- (1) Appointment as Professor automatically conveys tenure and shall be based on the same criteria as for promotion to Professor (see below).

- (2) Associate Professor - The candidate for tenure in this rank would have been initially appointed as Associate Professor. Tenure for such appointments shall be based on the same criteria as for promotion to Associate Professor (see below).

- (3) Assistant Professor - When mandatory tenure decisions are called for, the Program Committee will consider the same general kinds of criteria pertaining to research and publication, teaching, and service as are applied for promotion to Associate Professor. Thus, the Program Committee will not recommend anyone for tenure as Assistant Professor unless it recommends promotion simultaneously to Associate Professor.

III. Criteria and Standards for Promotion and Tenure:

A. The School expects its faculty to be productive in research and effective in teaching, and to demonstrate excellence in both. The School also considers service (to the School, College, University, scholarly societies, and the community) to be important, but less significant for promotion in rank than either research or teaching. However, if the faculty member's formal assignment required a substantial percentage of time for service activities, commensurate recognition would be given to the service contribution.

1. Research:

- a. Faculty are expected to contribute to the scholarly research in their respective fields. The quality and quantity of scholarly production is expected to be comparable to that of similar doctoral-granting programs in the School's three fields.

b. Publications will be assessed based on such important criteria as peer review, role in authorship (i.e., number and roles of each co-author whenever such a judgement can be made), and quality of the press or journal. This determination will be made by the respective program's promotion and tenure committee.

- (1) Edited volumes, chapters in edited volumes, conference proceedings or other compilations, and textbooks, are generally accorded less importance than peer-reviewed books and journal articles.
- (2) Book reviews, abstracts, and published comments are given less weight as demonstrations of research productivity.
- (3) Reports of practical work seated in the research program of an individual faculty member shall be evaluated based on the relative

influence and may be considered commensurate with a highly-ranked peer-reviewed journal article.

2. Teaching:

Candidates for promotion and tenure must demonstrate teaching effectiveness. In the review process, the Director and the candidate must provide the faculty involved in the review process with information relevant to the candidate's teaching competence. Student evaluations, invited peer reviews (i.e., letters from fellow faculty members who attend at the candidate's invitation one or more of their classes to assess their pedagogy), and letters from former students are some of the ways of demonstrating teaching competence. The School considers competence in teaching necessary but, in itself, not sufficient to warrant a recommendation for promotion. Indirect teaching (e.g., supervising MA or Doctoral committees) is important for our research-oriented school and is expected, commensurate with rank. Assistant Professors may chair MA committees and serve on Doctoral committees and should generally engage in indirect teaching as chair or committee member. Associate Professors should chair MA and Doctoral Committees, and excellence in teaching requires participation in indirect graduate teaching.

3. Specific Criteria:

a. Assistant Professor to Associate Professor - The expectations may be stated as follows: (i) Evidence of a substantial ongoing research program which has already resulted in publications in scholarly output. These publications should, in the judgment of the faculty, represent a significant scholarly contribution. (ii) recognition of scholarly accomplishments from letters from persons of national reputation outside of the University. Such referees will be asked to testify to the value of the candidate's research and publication and prospects for future growth and development. The referees will be selected from a list drawn by the candidate, supplemented by the Director. (iii) Demonstrated competence in teaching. The referees will be selected from a list drawn by the candidate, supplemented by the Director. (iv) Evidence of service to the Program, School, Discipline, and the College and/or University.

b. Associate Professor to Professor - The criteria for promotion to Professor is as follows: (i) The candidate should have shown a substantial growth in research and publication, including articles, books and/or other outputs, since being promoted or employed as Associate Professor. In addition to both quantity and quality of work completed, there should be clear evidence that the faculty member is recognized nationally and/or internationally as one who has made substantial contributions to the field as evidenced by such objective criteria as: favorable and/or controversial reviews of publications, citations of the author's work, invitations to lecture at or participate in established research institutes, conferences, or educational institutions. (ii) The written work of the candidate should receive a favorable review from at least three recognized scholars selected by the Director in consultation with the candidate. The explicit purposes of external evaluators are (1) to assist the Program in appraising research in various

specialties, and (2) to provide evidence that a candidate for Professor in this Program could be expected to be promoted to that rank in other similar programs generally recognized for their excellence. (iii) Continued competence in teaching and increasing involvement with indirect teaching through serving on and chairing MA and PhD committees. (iv) Evidence of service to the Program, School, the College and/or University. Candidates for Full Professor should have served the Program and the School in leadership of committees, and should serve the College or University through service on major committees. Candidates for promotion to Full Professor should also provide evidence of service to their respective fields through service on editorial boards, participation in peer review, and/or elected or appointed positions in professional organizations.

IV. Procedures:

A. Nothing contained herein that conflicts with University Policy with the Collective Bargaining Agreement between the Board of Trustees of SIU and the Faculty Association, IEA/NEA shall be in force, and these procedures permit faculty members to present their dossiers for consideration without a positive School endorsement.

B. Candidates will normally inform the Director of their interest in tenure and/or promotion during the Spring Semester of the year before a recommendation is to be made by the School. The candidate and Director will confer over the summer as to the preparation of the candidate's dossier. The Director is expected to offer guidance in this matter, but the ultimate responsibility for the dossier is the candidate's.

C. The Director will solicit recommendations from external reviewers in accordance with the provisions noted above. These recommendations are to be included in the dossier before it is submitted to the faculty.

D. Candidates will request a decision on tenure and/or promotion from the School in an emailed letter to the Director in the first week of the Fall Semester. The Director will then inform the candidate and relevant Faculty of a time schedule for completion and review of the candidate's dossier, for deliberation, and for decision.

E. When the dossier is complete, the Director will invite the appropriate Faculty (as specified below) to review it and will determine a time for deliberation and voting.

F. Program Promotion and/or Tenure Committee: Resident Faculty tenured in the candidate's Program(s) are eligible to vote upon tenure, and Full Professors in the candidate's Program(s) are eligible to vote on Promotion to Full Professor. Voting will be by secret ballot. In cases where tenure and promotion are sought together, an independent secret ballot will be conducted for each. In cases where a program does not have at least 3 eligible tenured faculty or 3 eligible Full Professors, the Director will consult with the Program faculty, the candidate, and the Dean of the College of Liberal Arts to add members to the committee from outside of the Program. The votes and deliberations of this committee are advisory to the School level Promotion and/or Tenure committee.

G. The Director will appoint a School Promotion and/or Tenure Committee consisting of at least one member from each program for each candidate. Upon receipt of the Program(s)' Promotion and/or Tenure Committee deliberations and votes, the School level committee will deliberate and vote and send that letter to the Director. While the Program level committee deliberations and votes are advisory, the School committee should take their deliberations and votes seriously. Disagreements should be discussed and resolved before deliberations end with the letter for the Director. Upon a positive vote, the Director will prepare a recommendation to the Dean of the College of Liberal Arts. While this recommendation must contain the Director's independent evaluation of the candidate, it must also contain the vote and reflect the evaluations of the School and Program(s) Promotion and/or tenure committees (i.e., the voting faculty), both positive and negative, as revealed in the deliberations preceding it. The recommendation of the Director must be submitted to the voting faculty to review the accuracy of the representation of their evaluations prior to being included in the dossier. Upon receipt of comment and any edits recommended by a majority of the voting faculty, the Director in cooperation with the candidate being recommended will then prepare the final dossier for submission to the Dean. The dossier will be accompanied by a statement from the candidate that they have reviewed the dossier and are satisfied with the material contained in it. The candidate has the right to submit a rebuttal of the Director's letter and have it included in the dossier.

H. After a negative vote, the Director will inform the candidate in writing, giving justification based upon the deliberations preceding the vote. The candidate may then independently submit a dossier with request for promotion and/or tenure to the Dean of the College of Liberal Arts. The cover sheet will be signed in the negative by the Director, who shall include a letter explaining why tenure and/or promotion was not recommended. This letter must include the Director's independent judgment, but must also reflect the evaluations of the voting faculty, both positive and negative, as revealed in the deliberations preceding the negative decision. The Director must show the resultant letter to the candidate before it is transmitted, so that a response from the candidate can be included in the dossier submitted. The Director must also include copies of the candidate's annual reviews, a statement indicating that all faculty eligible to vote have been given the opportunity, and a copy of this Operating Paper.

J. Grievances resulting from the application of these procedures or failure to carry them out may be addressed either to the Judicial Review Board or to the Faculty Association Grievance Committee.

Merit Pay Policy

A. Merit pay rewards faculty whose overall contribution to the School and university through research, teaching, and service activities is exemplary. In the event that merit pay is established in a collective bargaining agreement, merit pay will be based on the resident faculty's contributions over the previous three years.

B. Merit pay will be allocated by a committee consisting of the Director and three tenured or tenure-track faculty appointed by the Director, one from each Program. Merit pay for committee members will be determined by the Director and the other committee members.

C. The allocation of merit pay among individual faculty members will be based on the assigned distribution of effort among research, teaching, and service activities over the past three years.

D. The indicators of merit will be determined by the resident faculty in each Program in advance of any meeting of the merit pay committee. For research, these may include assessments of the quantity and quality of articles in refereed journals, chapters in professional books, books or monographs, research funding, citations of published work, and professional presentations, among other things. For teaching, assessment may be based on the number of graduate committees and completed graduate degree production, student evaluations of teaching, and other evidence of excellence in teaching (such as teaching awards and commendations from alumni). Indicators of meritorious service include elected and appointed positions in professional organizations, editorships, editorial boards, serving as Program Chair or Director, serving on college and university committees, reviewing articles and books for journals and presses, and the like.