

APPENDIX A

Guidelines on Promotion and Tenure Standards for Advancement in the Department of political Science at the University of Houston

Departmental guidelines and policies are subject to policies promulgated at the college and university levels. In the case of promotion and tenure, guidelines provided by the Office of the Provost form the basis of all promotion and tenure decisions. While a college or department may choose to implement more rigorous standards than those detailed in the university-level promotion and tenure guidelines, a college or department may not implement policies that result implicitly or explicitly in the application of less rigorous standards than detailed in the university-level promotion and tenure guidelines. It is the obligation of the chair of the department to make all new tenured or tenure-track faculty members aware in writing of not only the university university-level promotion and tenure guidelines but also any college or departmental level policies or procedures that may impact their tenure and/or promotion.

These guidelines for professional evaluation of tenured and tenure-track members of the University of Houston's Department of Political Science are prepared as a general document without reference to particular individuals or configurations of accomplishment. They do not prescribe a uniform roster of accomplishments that must be achieved by all candidates for tenure or promotion. Rather, they suggest ways of evaluating accomplishments in research, teaching, and service by allowing flexibility in assigning relative weights to these three activities. Instead of prescribing a weighting scheme across activities, it is assumed that candidates for promotion will demonstrate a level of performance satisfying the Department's expectations for research, teaching and service as spelled out below.

The Department of Political Science applies the highest standards in scrutinizing tenure and promotion of its faculty. These guidelines are intended not only to convey those standards but also to assert the autonomy of the department's judgment in their application. The Department's policy is to facilitate different academic talents and interests; therefore, these guidelines should be viewed as a reference point encouraging the faculty to further the knowledge of the discipline through quality research, teaching, and service.

A. TEACHING

Teaching is an important component of all recommendations for tenure and promotion. Satisfactory teaching is a necessary condition for tenure and promotion to associate professor. In accordance with University of Houston policy, standardized student evaluations are required in evaluating a candidate's entire teaching record. The expectation is that the candidate's teaching record will continuously improve to be at least average relative to all political science instructors in the four semesters prior to tenure. Since some required courses historically generate lower evaluations than the median regardless of the instructor, this historical pattern will be taken into consideration when evaluating student ratings.

Teaching will also be evaluated by less quantifiable materials. These include, first,

evidence of course preparations and standards as reflected in syllabi, lecture outlines, reading requirements, examinations, standards of grading, and other material relevant to an individual candidate's teaching performance. Second, other activities should be noted that enhance the minimal teaching requirements (e.g., serving on comprehensive examination and dissertation committees). Of course, institutional recognition of outstanding teaching (i.e., teaching awards) are important indicators of quality teaching.

Recognition should be given for the design and implementation of innovative courses using new technologies. More generally, the evaluation of teaching should acknowledge special innovative efforts to enhance the departments instructional capacity. Such special efforts must, of course, complement a fair share of the regular departmental teaching obligation.

B. RESEARCH

As a doctoral-granting program, the Department of Political Science is a research-oriented department. Candidates for tenure and promotion are expected to enhance the department's reputation for scholarship. Furthermore, since the department explicitly considers both the quality of the past research and the potential quality of future research, decisions concerning tenure are both retrospective and prospective in nature.

In evaluating the research of candidates for tenure and promotion, the department holds the principle of peer review to be paramount. Candidates should demonstrate that a meaningful part of their published research has successfully undergone the peer review process at journals and presses regarded in the discipline as being of good quality.

The commitment to research is demonstrated by a record of publications that constitutes progress toward fulfillment of a planned program of research. That program should be described in a candidate's third-year review statement. Candidates should demonstrate evidence of intellectual independence and the ability to sustain a coherent program of research. Candidates are advised that coauthored work with senior, well-established faculty will receive less weight than co-authorship with time-in-grade peers.

While minimal quantitative standards vary by sub-field, candidates for tenure must show work beyond that completed as a graduate student. It is expected that candidates will mine their dissertations for books and articles. But that process should be essentially complete by the third year review, and a post-dissertation research agenda should be in place.

Although it is difficult to offer precise quantitative standards for the number of publications necessary for tenure, past experience can shed some light on this matter. The examples described below are designed to provide a clearer idea about the department's standards for tenure and promotion to the untenured faculty and to the personnel committees of the department, college and university.

The actual path to tenure can vary greatly in our discipline; however, the common thread in all cases must be a sustained, scholarly effort leading to publication in quality refereed outlets. The following examples illustrate divergent paths one might take for tenure and promotion.

One path is journal publications. Without a published book, a candidate normally needs to publish a number of refereed journal articles. The exact number cannot be specified. Fewer articles in top quality journals may be equivalent to a larger number in less recognized or acclaimed journals. However, quantity cannot compensate for lack of quality under any circumstances.

Historically, the department has considered seven or eight articles (with at least half representing work completed after graduate school) constitute a prima facie case for tenure and promotion. However, the quality of these articles is the essential standard that transforms a prima facie case into one which would merit a recommendation for tenure and promotion.

A second path is typically where the candidate publishes his or her dissertation as a book. Candidates choosing this path should have all the work completed on the dissertation-to-book by the third-year review, although it is recognized that the actual publication date may be later. At the time of the third-year review, candidates should outline their post-dissertation research agenda. By tenure and promotion time, the candidate should be able to show substantial progress on a post-dissertation research agenda. Substantial progress means, for example, a completed second book or several other published works based on the research agenda outlined at the time of the third year review.

Qualitative standards are reflected in many ways. The most common criteria are books published by prestigious scholarly presses, and/or articles published in major refereed journals. For recognition of publication in specialized journals not generally known to the non-specialist, the author must provide information establishing the legitimacy and credibility of the outlet. For publication in a foreign language outlet to be recognized, a detailed abstract is necessary, and an English language version of the manuscript is desirable. Invited or contributed book chapters and ambiguous evidence of quality unless full information is available concerning the author's relationship to the editor, the circumstances of the invitation and the nature of the review process. While quality article-length works should be submitted for peer review, there are often sound professional reasons for publishing works in edited volumes. It is, however, the burden of the candidate to explain in their written statement why the non-peer review outlet has been chosen.

The second mode of evaluating the quality of published material is provided by the invited assessments of outside referees. The "arm's length" standard for these referees is detailed in the bylaws of the provost's office. The referees must be recognized and well-regarded scholars of national and/or international reputation. Meeting this university requirement for positive evaluations by external referees normally means the candidate has carried out a focused body of research which, in turn, depends on having developed a specific, recognized area of expertise.

Papers prepared for annual professional meetings or ad hoc conferences do not count as evidence of scholarly accomplishment, but may be included as professional service or listed as work in progress if eventual publication is intended. Vitae filled with a record of convention papers with no evidence of likely publication are counterproductive. Overall, the record should

reflect continued progress toward publication in a focused and sustained program of research which provides a basis for predicting future research productivity. Probationary candidates are strongly discouraged from writing textbooks.

Being awarded competitive grants is a positive factor in a candidate's evaluation, but it is the published result of funded research that will be weighted the most heavily. It is, however, recognized that funded research may not be published before the tenure clock expires.

C. SERVICE

Service relevant to promotion and the granting of tenure occurs in (1) the institutional setting of the department, college and university; (2) the activities of the profession; and (3) in public affairs of the community. Beyond participating in faculty recruitment, probationary faculty are not expected to be heavily engaged in service activities during their first two or three years in a tenure-track position. Thereafter they are expected to carry their share of department, college, and university activities.

It is expected that candidates for promotion and tenure will be active participants in department activities. These include attending and participating in lectures by outside speakers, graduate student presentations, department meetings, as well as other professional events. Neglect of these responsibilities will diminish a candidate's chances for tenure and promotion.

Service to professional organizations is an important component of one's professional service record. This includes serving as an officer in local, regional or national organizations, serving as an active member of an editorial board or a program committee or otherwise devoting time and energy to organizational activities.

Community activities outside the university, involving a faculty member in a professional role as a political scientist, is recognized as a service contribution. Service activities for which one's scholarly expertise is not relevant does not count as part of the service record.

PROMOTION FROM ASSOCIATE PROFESSOR TO PROFESSOR

Recommendation for promotion to Professor will normally rest on the continuation and maturation of activities that merit the granting of tenure. The research record should reflect consistent and persistent progress in publications and scholarly recognition. Demonstration of capacity as an independent scholar, scholarly maturity, and recognition is imperative. Because the department considers both the quality and the quantity of the candidate's published research, there is no set number of publications that can guarantee promotion to Professor. Additions to the publication record of an Associate Professor should at least approximate the quantitative standards of this document for the earlier promotion before a candidate is considered for promotion to Professor.

Although it is not necessary that the field of research expertise be the same as that for promotion from Assistant to Associate, it is more essential for promotion to Professor that the

candidate establish national or, if appropriate, international recognition for contribution to a specific field of knowledge. Such recognition attracts talented graduate students and adds favorably to the growth and development of the department's national and international reputation. More than in the case of junior scholars, citations, scholarly reviews of books, research grants, and outside evaluations are vital evidence of the significance of scholarship.

Service activities, as with scholarly publication, should reflect the advanced status of candidates for promotion to Professor. Active participation in departmental, college, university and professional affairs is assumed. The criteria for promotion are oriented more to leadership roles in regional or national associations. This should complement responsible ad hoc roles in conferences or less formal group activities, such as active participation in an APSA Section or Affiliated Group.

Teaching remains an important function for senior members of the department. Maintenance of the high quality required for the earlier promotion is of continuing great importance. Innovative contributions to department teaching are expected of senior faculty members. Candidates may also distinguish themselves through sustained contributions to the scholarly enterprise of teaching. Contributions beyond the scope of the department to the discipline at large and to other disciplines are particularly noteworthy. Contributions to the graduate program should be an established part of the candidate's professional agenda. The record should include providing a role model as a research scholar as well as mentoring of individual graduate students through the role of directed study, thesis, or dissertation adviser.