Department of Political Science
University of Illinois at Chicago

POLICIES AND PROCEDURES ON TENURE, PROMOTION, AND RETENTION

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I Introduction

The rights and obligations of the University and its academic faculty and staff with respect to appointment, reappointment, promotion, tenure, terminations and discharge are fixed and defined in the University Statutes, particularly Article 1X, Sections 1, 3 and 4, and Article X, Section 1, adopted by the Board of Trustees, and are not subject to alteration or modification by administrative officers or the faculty of the University. Consequently, the following review procedures should be considered solely as means for implementing the Statues and not as establishing any rights or obligations independent of them.

In recommending appointments and promotions, the University Statutes provide that special consideration be given to the following: "(1) teaching ability and performance, (2) research ability, creative activity, and achievement, and (3) ability and performance in continuing education, public service, committee work and special assignments designed to promote the quality and effectiveness of academic programs and services" (see Article IX, Section 3e). The awarding of tenure and promotion in rank are recognitions of both individual performance and achievement and the programmatic needs of the department and university. Individual performance and achievement must be assessed in light of both past accomplishments and evidence of potential for continued growth. In some cases, major professional contributions take years to develop or to achieve their full impact on the profession; thus qualitative assessments must reflect the cumulative contributions of a faculty member. The same evidence cannot be used to support two different promotions; for example, publications which supported a case for promotion to associate professor must be augmented by additional achievements to support a promotion to professor.

It should be understood that the quality of a faculty member's work is continuously under observation and consideration and that the following provisions for formal reviews at specified times and under specified circumstances are in no way intended to foreclose or to lessen the import of such on-going observation and consideration or to prevent other action being taken concerning such faculty members' status as may be required from time to time.

II. Review of Untenured Faculty

A. Review Procedures

1. All untenured Assistant Professors will meet with the Head each spring to review progress towards tenure and promotion, and to assess whether the department is providing the guidance and resources needed to maximize the faculty member's performance. These annual reviews may lead the Head and/or faculty member to consider what alterations in departmental activities and

work assignments might facilitate the person's work. The review will focus on the activities of the staff member in publishing from the dissertation and in starting on a coherent program of further research, and on what the department might do to aid such a plan. The review will also assess teaching and service, and give appropriate advice pertaining to these areas as well.

2. During an untenured faculty member's third year in rank, the Head will appoint a committee of three faculty members to conduct a mid-probationary review to review her/his overall performance. The mid-probationary review is intended to provide advice to the faculty member and possible assistance to encourage scholarly productivity, but will also address the question of reappointment. Conclusions of this review will be prepared as a written report, one copy to be placed in the departmental files and one provided to the candidate. Candidates will then be given the opportunity to comment orally and/or in writing, and any written comments will be made part of the departmental personnel file. A copy of this report, together with the candidate's responses, will then be forwarded to the LAS Dean. If reappointment is not recommended by the Dean, the faculty member will be offered a terminal contract for the following year.

3. Each annual review with the Head after the mid-probationary review is intended to provide advice to the faculty member and possible assistance to encourage scholarly productivity.

4. The junior faculty member or the Head may initiate a request for an early review for promotion and tenure.

5. In the fall of the sixth year of the tenure clock (or earlier, if the faculty member so requests), the department's tenure and promotion committee will review the overall record of the Assistant Professor and make a recommendation regarding promotion and tenure. If the committee does not recommend promotion and tenure and the faculty member is in fact in his/her sixth year, the Department will recommend that the department and college offer a terminal contract for the seventh year.

6. The Promotion and Tenure Committee considers the questions of promotion and tenure to be inseparable, and does not recommend one without the other.

III. Criteria for Reappointment

It is departmental policy that no untenured member will be retained further if, at any point, the department concludes that it will be unwilling to recommend tenure during the sixth year. In all reviews for reappointment, consideration will be given to the candidate's scholarship, teaching, and service. In order to be reappointed, candidates must be judged to have performed at least adequately in each of these areas. Further, reappointment requires a judgment that the candidate has a substantial chance of being advanced to the rank of tenured Associate Professor by time of the promotion and tenure review. Reappointment beyond the second year, while implying a favorable review of the candidate's performance to that date, in no way guarantees the department's eventual recommendation of a candidate for promotion and tenure. If in any annual review by the Head or a third-year review by the department's tenure and promotion committee a reappointment is not recommended, the faculty member will be offered a terminal contract for

the following year, subject to consultation with the department's tenure and promotion committee and with the LAS dean.

IV. Criteria for Promotion and Tenure

All reviews for promotion and tenure will consider performance in research, teaching, and service. No statement of criteria is self—executing, nor can it answer all problems of measurement and application. It is incumbent upon the department, therefore, to follow a process whereby this responsibility is carried out in the fairest and most equitable manner possible. Each faculty member, however, also has a responsibility to see to it that his or her permanent file is kept current regarding contributions in all three areas that will be considered in a dossier.

A. Research and Scholarship

Involvement in the production of knowledge is an essential responsibility of all faculty members, particularly those who teach at a graduate institution. For promotion from Assistant to Associate Professor with indefinite tenure, emphasis is placed on evidence of independent scholarship. Research contributions are judged in terms of both quantity and quality, and may appear in the form of books, journal articles, or both. The department is open to multiple research approaches, which may result in diverse scholarly publication profiles. Research which does not become public cannot be judged. Research in progress as well as completed research may be submitted for evaluation.

At the departmental level, each faculty member -- and particularly those appointed to annual promotion, tenure, and salary committees -- is expected to study the research contributions of their colleagues and evaluate them. Evaluation can also be accomplished by discussions with the researcher and by reading accounts of research in published books and articles, in unpublished papers and reports, and by letters solicited from outside the department.

External indicators, of quality of scholarship include awards received, reviews of work in scholarly journals, and evaluations by knowledgeable colleagues both within the department and in the large professional community. Activities which if performed will indicate research achievement include:

1. Publications of significant research findings in books, monographs, films, chapters of books, articles in refereed journals, etc.
2. Presentation of research at professional meetings, symposia, conferences, etc.
3. Receipt of financial support for research projects.
4. Involvement on a continuing basis in research activities.
5. Expert review of manuscripts, proposed research projects such as NSF proposals, etc.
6. Provision of consultation assistance to colleagues on research problems.

While these are all valid indicators of research activity, at least some of this research must lead to publication in the open professional literature.

B. Instructional Contributions

All Faculty members are expected to perform well in their teaching responsibilities. Demonstration of competent teaching is essential at each annual review throughout the probationary period. There is no single set of criteria for evaluating instructional excellence; instead, the department relies on multiple indicators. In addition to excellence in the classroom, other contributions to the instructional program that will be taken into account include:

1. Participation in a important way in curriculum and program development at undergraduate or graduate level, and provision of consultation assistance to colleagues on instructional matters.
2. Development of resources and facilities which assist in the educational and/or research functions of the department, such as the Political Data Program, films, tapes, data banks, etc.
3. Development of new and innovative courses.
4. Development of new and improved teaching methods, such as simulation, computer assisted instruction, interne use, etc.
5. Publishing classroom teaching materials, such as texts, workbooks, etc.
6. Publishing articles related to the teaching of Political Science.
7. Invitation to teach special courses on pedagogy. Presentations before professional groups concerning teaching of political science.
8. Supervision of graduate or undergraduate independent study projects, theses, and dissertations, etc.
9. Participation in conferences, summer institutes, etc., related to the teaching of political science.
10. Establishment of internship programs and supervision of students involved.

C. Service Achievement

A positive recommendation for promotion and tenure requires evidence of adequate service (at a minimum, accepting routine assignments to committee work, advising, and other non-teaching duties). Exceptionally meritorious service to the department, profession, college, or university including university-related community service will be considered as additional positive factors in favor of tenure and promotion. While service to the university will only rarely be the principal basis for a promotion or tenure recommendation, it may buttress a case. This is not to say that service to the department, the university, or the community is unimportant. Indeed, the proper functioning of a department and a university requires the contributions of its faculty members. Thus performance of service activities is expected of all faculty members. But there are a variety of activities which may be construed as "service" and many such activities carry with them their own particular kinds of material or psychological rewards. Promotion in academic rank may take account of service activities which relate directly to the academic functions of the department or university, including:

1. Assumption of major departmental or university administration duties.
2. Service on department or university committees.
3. Active involvement in the work of professional organizations.
4. Professional consultation to governmental bodies, community groups, etc.
5. Development of university programs.
6. Provision of consultation assistance to colleagues on department and university service issues.