

## **DEPARTMENT OF ANTHROPOLOGY**

### **PERSONNEL POLICY**

Original Document Prepared: September 27, 1977

Document Revised: November, 1977

Document Revised: November 15, 1981

Document Revised: January 25, 1983

Document Revised: May 16, 1984

Document Revised: October 2, 1986

Document Approved: November 11, 1986

Document Revised: October 15, 1990

Document Revised: February 11, 1991

Document Approved: January 29, 1992

Document Revised: February 3, 1997

Document Revised: August 29, 2002

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Chairman, Department of Anthropology

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Date

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Document Revised: March 29, 1995  
Document Revised: October 14, 1996  
Document Revised: August 29, 2002

#### 1. Department Objectives

- 1.1 The Department of Anthropology seeks to offer an array of courses touching upon all major fields of anthropology, and to have a faculty broadly representative of the profession as a whole, to the extent that size permits. In its teaching function, the department seeks to: a) provide students with a well-rounded preparation for graduate work in anthropology b) provide anthropological input to other programs, both disciplinary and interdisciplinary, and c) provide students with training suitable for pursuing the application of anthropological knowledge to the solution of social and cultural problems. The department encourages a diversity of approaches and theoretical viewpoints, so long as they are consistent with the aims and canons of science and responsible scholarship.
- 1.2 The Department recognizes that its faculty ordinarily engage in a variety of activities including those listed in 2.1.A of the Personnel Policy and Procedures, College of Arts and Sciences. The department's understanding of each of these areas of endeavor is given in sections 2, 3 and 4 below.
- 1.3 The department expects continuing proficient performance by its tenured members. In general, the department expects proficiency in teaching, professional activity, and service as described in section 7, but determination of proficiency takes into account the potential for variable career emphasis. Faculty can, with appropriate approval, shift their focus among the areas of teaching, professional activity, and service. The Annual Work Plan is the record of career emphasis.

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## 2. Teaching

2.1 Teaching includes all activities related to the instruction of students at this university. These activities require maintaining a command of the subject matter of courses taught and keeping up with developments in the field; organizing and presenting the material effectively in the classroom; and motivating, counseling, and testing students.

2.2 Evaluation of teaching should take into account:

- a) the command of subject matter;
- b) the skill with which it is presented to students;
- c) the diversity and quality of preparations;
- d) quality and quantity of independent instruction;
- e) the supervision of graduate and honors students;
- f) the preparation of pedagogical materials, including technological ones, where appropriate;
- g) the quality of effort devoted to developing new course offerings
- h) evidence of effort directed toward substantial course revision, or incorporation of innovative teaching techniques

2.3 All of these are properly subjects for evaluation, which should be conducted by examination of a variety of materials. These may include:

- a) student portfolios, where warranted by course structure;
- b) course outlines, exams, and other auxiliary materials;
- c) student evaluations (quantitative and narrative) using both an instrument developed by the College of Arts and Sciences; and
- d) direct classroom observation and evaluation, if requested by the instructor, or warranted by the Department's Personnel Committee.



### 3. Professional Activity

- 3.1 Professional activity consists of research producing new knowledge, making connections across disciplines, critically placing existing research in a larger context, and the application of anthropological knowledge and methods to real world problems. The results of these endeavors should be published regularly.
- 3.2 Specific points to be considered in evaluating the quality of a piece of scholarship are:
- a) originality in formulating the research problem or research design;
  - b) skill with which data are used in relation to the research problem;
  - c) significance and impact of the conclusions or data on existing anthropological or other disciplinary knowledge or existing social programs or policy and;
  - d) positive peer evaluation as indicated primarily by acceptance for publication in a refereed outlet and external funding received to support research.
- 3.3 The department will look most favorably on scholarly works published or accepted for publication in appropriate refereed outlets, since these provide concrete evidence of positive peer evaluation. However, any material representing the results of uncompleted research, or evidence of on-going research, may be submitted for evaluation. Unpublished work, including presentations at scholarly meetings, reports produced by the investigator for limited distribution (including in-house non-refereed publications), and grant proposals will be evaluated in accordance with the criteria stated in 3.2. The Department's requirements for evidence follow the general principle that if a work is listed on the CV, it must be presented as part of the evidence evaluated by the departmental personnel committee.
- 3.4 The Department is concerned with evidence relating to continuing professional activity. Minimally, such evidence would consist of the equivalent of one piece of published or in press research every two years.
- 3.5 The Department recognizes that from time to time, in order to produce quality research, an Anthropologist must devote a long period of time -- sometimes as long as two years -- to extramurally supported field work or other activities involving data gathering or analysis, and that during this time, few, if any, written works will result. Evidence of such activity will be evaluated positively, even in the absence of publications, if it gives indication of leading to published research.

#### 4. Service

- 4.1 Service does not include activities that one might engage in as a member of a civic community.
- 4.2 Service to the profession involves the application of one's professional expertise in ways other than research and teaching one's assigned courses. It includes the review and evaluation of the work of others, including published book reviews, reviews of book and article manuscripts and reviews of grants, service on research granting agencies, service to extra-university professional organizations, and editorial work. Professional service will be evaluated as to the degree to which it:
  - a) reflects the esteem of professional colleagues outside the university, and
  - b) aids the profession in its scholarly activities.
- 4.3 Service to the university involves service on committees of any unit of the university, individual activities which benefit any such unit, administrative activities, talks to classes other than one's own or to other university groups, and other activities of this nature. The effectiveness of such service may be evaluated by soliciting appraisals from others involved.
- 4.4 Service to the community will be evaluated according to the extent to which it utilizes the person's expertise. Included are such activities as pro bono consulting work, work with civic groups in a professional manner, radio or television appearances, and the writing of popular articles. Also included in Service to the Community are activities such as invited talks to public school classes, participation in in-service training programs and other outreach activities in support of successful implementation of K.E.R.A.
- 4.5 Service to the profession should be attested by the appropriate documents, and service to the university and community by the procedures established by the College.
- 4.6 Specific evaluation of the Department Chair's performance in that capacity shall be included in the service assessment. The Department's Personnel Committee shall review the Chair's performance with in-put provided by each faculty member of the Department and the Dean as stated in the A&S Personnel Policy and Procedures 2.b.6.



## 5. Outside Employment

- 5.1 A faculty member's outside employment will not be considered in the review process. The Chair, in consultation with the faculty member and the Dean will decide whether a particular activity is to be considered outside employment or a part of the record being evaluated. If determined eligible, evidence of the quality of performance must be reviewed by the personnel committee.

## 6. The Personnel Committee

- 6.1 The Departmental Personnel Committee shall consist of three faculty members (appointed by the department chair) holding full-time appointments in the University, whose primary appointment is in the Department of Anthropology. In the absence of three eligible members, the committee shall be augmented in accordance with provisions of the Personnel Policy of the College of Arts and Sciences.
- 6.2 An untenured member of the Departmental faculty shall become eligible to serve on the Personnel Committee after completing three years in a full-time appointment.
- 6.3 The Personnel Committee shall make recommendations to the department Chair, who will then send recommendations along with those of the Personnel Committee to the Dean.

## 7. Evaluation

- 7.1 In accordance with the College's Personnel Policy, the Department Personnel Committee shall evaluate faculty members according to 6 principles:
- a) the extent to which a faculty member has contributed to Department, Division, College, and/or University missions (as described in the respective mission statements and unit plans);
  - b) the concept of variable career emphasis as described in the College's Personnel Policy and as detailed in the Annual Work Plan;
  - c) the ability of a faculty member to collaborate and perform effectively with his/her colleagues and students in meeting departmental goals;
  - d) adherence to professional standards;
  - e) recognition that teaching, professional activity and service are not always totally separate categories;
  - f) faculty patterns of accomplishment

- 7.2 Faculty members shall be made aware in writing as soon as possible of the Personnel Committee's and the Chair's recommendations and be given 48 hours from the time of receipt of each recommendation to provide a rebuttal.
- 7.3 Copies of CVs, Annual Work Plan, Department Personnel Committee's, Chair's, and Dean's annual evaluations shall be kept in the Chair's office for use in periodic career reviews.

## **8. Distribution of Funds**

- 8.1 The Department has established the operating principle that awards assigned for exceptional performance should be twice as much as awards assigned for proficient performance; awards for highly proficient will be one and a half times as much as an award for proficient. The department will proportionately divide the monetary value of the award assigned to each faculty member between 1) a straight percentage calculation of base salary and 2) a lump sum distribution. The Department will utilize a division in which 60% of the award comes from a lump sum calculation and 40% comes from a percentage calculation.
- 8.2 All faculty members must be reviewed annually; reviews will focus on a faculty member's achievements of the previous academic year, and the two years preceding it, in light of their career patterns of accomplishments.
- 8.3 A faculty member's performance shall be deemed not proficient if it does not contribute to or inhibits meeting Departmental goals and standards;
- 8.4 A faculty member's performance will be deemed exceptional if it has advanced Departmental objectives and standards substantially more than others in the Department, particularly in the areas of professional activity which includes publications and grants, recognizing the variations produced by career patterns.
- 8.5. A faculty member's performance will be deemed highly proficient if it exceeds the goals and expectations, as set out in this document and in the Annual Work Plan.
- 8.6 If the evidence presented for review does not warrant a judgement of exceptional, highly proficient, or not proficient, the department will assume that the performance is proficient.
- 8.7 This policy shall be implemented via the Chair's guidelines which shall be distributed each year to the faculty.
- 8.8 Supplemental salary awards, if available, will be distributed by the A&S Dean after considering recommendations from the Department Chair.

### Other Considerations

This departmental personnel policy is to be implemented in conjunction with the Personnel Policy and Procedures of the College of Arts and Sciences, the Dean's Guidelines, and the University Redbook. In any conflict between these policies, the College Policy shall have precedence, and where any area of policy is not explicitly stated it is to be assumed that the appropriate criteria and policies from the College's Personnel Policy and University Redbook are in effect or to be followed.



Department of Anthropology  
Personnel Policy--Chair's Guidelines

The following are Chair's guidelines for implementation of the Department's Personnel Policy. Faculty are expected to provide for committee review:

- a. a comprehensive University CV with relevant items of the previous academic year highlighted;
- b. a copy of the year's Annual Work Plan;
- c. a brief 1-2 page narrative of the previous academic year's accomplishments in teaching, professional activity and service. This narrative need not repeat what is contained in the CV, but should mention work in progress that may not be evident on the CV, explain changes in course syllabi, teaching and evaluation methods, or provide any commentary that might be relevant to the committee's deliberations;
- d. copies of student evaluations, both quantitative and narrative for courses taught in the previous academic year;
- e. any material that the faculty member wishes the committee to review (letters indicating quality of service; papers in preparation/press; publications, etc.)

The Department Personnel Committee Chair has the right to request evidence of activity listed in the CV or described in the narrative, and the right to request evidence of the quality of 'service,' statements from a Chair of a College or University committee on which a faculty member served.

All Annual Review materials are to be delivered to the Department Personnel Committee Chair by a date designated in accordance with the Dean's calendar. All materials must be clearly labeled and organized in a straightforward way.