

**DEPARTMENT OF GOVERNMENT
GEORGETOWN UNIVERSITY
GUIDELINES FOR REVIEW OF FACULTY
FOR TENURE AND PROMOTION**

(Approved by the Department by unanimous vote on October 14, 2005,
Revised and approved October 20, 2006)

This memorandum describes the policies and practices of the Department of Government (the Department) regarding the review of faculty for tenure and promotion. These policies and practices do not supersede University documents regarding rank and tenure including:

1. Faculty Handbook which sets out rights and obligations of all faculty members at Georgetown University;
2. “Guidelines for Submission of Applications to the University Committee on Rank and Tenure” (July 1993) and “Memorandum on Preparing Tenure and Promotion Cases (September 13, 2001),” which describe the procedures and standards for applications for tenure and promotion in all units of the University; and
3. “Guidelines for Joint Appointments” (November 3, 1994), which explains procedures for tenure and promotion of joint appointees.

These documents are available in the offices of the Dean of Georgetown College or the Provost, and on the University website.

I. Application Process

An eligible junior Candidate for tenure and promotion initiates the application process by notifying the Chair of the Department (and other relevant Department Chairs in the case of joint appointments) in writing usually by September 30 of the academic year in which the Candidate plans to apply. An eligible senior Candidate seeking promotion to full professor initiates the process by notifying the Chair of the Department (and other relevant Department Chairs in the case of joint appointments) in writing usually by May 1 of the academic year prior to the year in which the Candidate plans to apply. Owing to the tight schedule for submission of applications to the University Committee on Rank and Tenure, it is essential for the Candidate and the Department Faculty to begin early and act promptly in all stages of the tenure and promotion process.

The following materials should either accompany the written notification of application or be submitted as soon as possible in the semester:

Required materials

1. Three separate statements on scholarship, teaching, and service. (Statements will not normally be required for external hires at the senior level.) The statements should be around 3,000 words total. Candidates typically devote more space to scholarship and teaching than to service. The statement should do more than restate the Candidate's c.v. The essay on scholarship should provide a descriptive and analytical overview of the Candidate's chief contributions to scholarship—past, present, and future. The purpose of this account is not to list or describe individual works, but to explain how the total body of scholarship fits together, elucidate the main themes that run through the Candidate's work, and chart the Candidate's intellectual trajectory. Any special features of this scholarship, such as its interdisciplinary character, collaborative production, novel theories or methodologies, or form (e.g., other than published books and articles) may also be highlighted. The essay on teaching should summarize previous experience, including number of years, topics, size and type of courses, performance evaluations (including reference to evidence included elsewhere in the File), and any awards or other special recognition for teaching excellence. It should also include some reflections on pedagogical philosophy and technique. The essay on service may include contributions to Georgetown or other institutions, professional associations, national or international organizations or service to society at large. The point is to demonstrate what the Candidate has done to advance the cause of scholarly engagement beyond publication and teaching.

2. A complete, up-to-date curriculum vitae.

3. Three copies of all major publications. Normally, short book reviews, articles in the popular press or other occasional pieces are not included.

4. Complete and up-to-date summary teaching evaluations from all units at Georgetown or other institutions at which the Candidate has taught.

5. A sealed list of approximately six scholars familiar with the Candidate's scholarship, who might be invited to serve as external evaluators. The list should include names, titles, addresses, telephone, fax, and email. The list should not include anyone with whom the Candidate has a strong personal relationship which might prejudice the evaluator's objectivity. All significant social, academic or institutional relationships between the Candidate and the proposed evaluator should be clearly indicated. The Candidate may also use this opportunity to point out conflicts he or she has had with potential evaluators and to list the names of evaluators who the Candidate feels would be unable to provide an objective assessment.

Recommended materials

1. One copy of unpublished work in progress.

2. Teaching materials such as syllabi or reading lists.

3. Complete contact information for all co-authors and a statement describing the candidate's

contribution to each co-authored publication.

4. Any other materials which the Candidate feels will aid the Tenure and Promotion Committee and the Faculty as a whole in evaluating the Candidate's record and future promise.

II. Candidate's File

The Candidate's File will be assembled and maintained in a confidential manner by the administrative personnel of the Department. The File will include: 1) materials submitted by the Candidate; 2) one copy of each of the candidate's junior faculty annual reviews from the department; 3) one copy of the letter sent to external evaluators; 4) a description from the department about how the external evaluators were selected, including a list of the evaluators proposed by the department or search committee and those suggested by the candidate; 5) letters and curricula vitae of external evaluators; 6) a letter by the person preparing the file identifying which of the external evaluators who submitted evaluations are believed to be objective and neutral; 7) letters from external evaluators regarding the Candidate solicited by the department; 8) if the Candidate holds a joint appointment, a report on the review for tenure and promotion conducted by the relevant department; following the Tenure and Promotion Meeting; 9) a Final Report; and 10) completed forms required for submission of the case to the University Committee on Rank and Tenure. The Candidate may be invited to submit additional materials to his or her File only by a majority of the Voting Faculty or by a unanimous vote of the tenured members of the Executive Committee. The Candidate may, on his/her own initiative, provide additional information to the File (such as an updated c.v. or new publications), but these must be accompanied by a note indicating when the materials were added and whether they were considered by the Voting Faculty during the Tenure and Promotion Meeting.

When the File is ready for consideration, five copies of the File (except for publications) will be assembled by the Department's administrative personnel. Voting Faculty may remove copies of the File to their own offices, after signing a sign-out sheet. The Department's administrative personnel will also make available one copy of the Candidate's publications, which may be consulted by Voting Faculty. These materials will be made available in a timely fashion, so that the Voting Faculty have ample opportunity to read and consider the materials before the Tenure and Promotion Meeting. The chair of the Tenure and Promotion Committee will work with the administrative personnel to ensure that all materials are received, maintained, and distributed in a timely and secure manner.

III. Duties of the Tenure and Promotion Committee

The Committee

The Department Chair, after consultation with other relevant Department Chair(s) in the case of joint appointees, will appoint a separate Tenure and Promotion Committee (the Committee) for

each Candidate. The Committee will normally be composed of a chair and at least two other Voting Faculty of the Department of Government, normally from within the candidate's subfield. Additional non-voting committee members may be appointed from outside the department. All committee members must be at equal or higher rank and equivalent tenure status to the rank and status to which the candidate is applying.

The Tenure and Promotion Committee will: 1) select external evaluators and solicit letters of evaluation; 2) draft a Committee Report describing the Candidate's scholarship, teaching, and service; 3) circulate the Committee Report in written form to the relevant Voting Faculty within the Candidate's subfield at least one week prior to the Subfield Tenure and Promotion Meeting and present it orally to this Subfield Meeting; 4) circulate the Committee Report in written form to the relevant Voting Faculty of the Department at least one week prior to the Departmental Tenure and Promotion Meeting and present it orally to this meeting; 5) write the Final Report, describing and explaining the basis for the vote of the Faculty in the Departmental Tenure and Promotion Meeting; and 6) in cooperation with the Department Chair, oversee all procedures regarding the tenure and/or promotion of the assigned Candidate.

Communication with the Candidate

The Chair of the Tenure and Promotion Committee or individual Committee members should communicate directly with the Candidate about the preparation of his or her File. The Candidate is allowed to ask any questions of the Committee. The Committee may provide the Candidate with any information except the identity of external evaluators, the content of materials submitted to the Committee from sources other than the Candidate, and the content of discussions that take place within the Committee or among the Voting Faculty regarding the case. Any substantive written communication between the Committee and the Candidate should be included in the Candidate's File.

The Candidate may be informed about the outcome of the Subfield Meeting and the vote of the Departmental Meeting, but may not be informed about any specific discussions or comments made by individuals at those meetings. The candidate may withdraw his or her candidacy at any point up to the Departmental Meeting, but materials collected before the decision to withdraw may be included in any subsequent tenure or promotion file prepared for the candidate as specified in the Memorandum on Preparing Tenure and Promotion Cases (September 13, 2001) and other university rank and tenure documents.

Selection of External Evaluators

The Tenure and Promotion Committee will normally proceed as follows in soliciting external letters of evaluation:

1. The Candidate will receive no information regarding the identity of the external evaluators or the contents of any letters of evaluation.
2. At its initial meeting—and before any communication with the Candidate—the Committee

will compile a draft list of six external evaluators who are senior scholars in the Candidate's field(s) of expertise.

3. After this list has been compiled, the Committee will consult the list of proposed external evaluators supplied by the Candidate, as well as the optional list of evaluators who the Candidate feels would be unable to provide an objective assessment.

4. The Committee will then compile a unified list. Evaluators included on the Committee's draft list or on both lists are described in the Committee Report as chosen by the Committee. Evaluators who appear on the Candidate's draft list but not on the Committee's draft list are described as "proposed by the Candidate." No more than three evaluators who are not on the Committee's draft list are to be chosen from the Candidate's draft list. At least one external evaluator chosen by the Committee must also appear on the Candidate's draft list. In order to ensure timely responses from six evaluators, the Committee may draft a longer, prioritized list and contact potential evaluators until six have agreed to serve.

5. When the Candidate is a joint appointee, the Committee works with the other unit to identify and recruit external evaluators, and may adapt these procedures to accommodate the other unit. In cases of joint appointments, the Committee will coordinate the selection of evaluators with the relevant department; normally, each unit will nominate one half of the external evaluators.

6. The Committee may solicit advice on the selection of external evaluators from any party of its choosing besides the Candidate.

7. A copy of the letter requesting the external evaluation, the letters of evaluation themselves, and the curricula vitae of all evaluators will be included in the Candidate's File. The File must have at least four external letters of evaluation in order for the case to be presented at the Tenure and Promotion Meeting.

8. The Committee Chair will normally approach external evaluators informally at first—in person, by phone, fax, or email—and ask whether they would be willing to serve. At this time, the Committee Chair should also ensure that the evaluator has no personal or professional connections with the candidate which would prejudice his/her ability to provide an objective assessment.

9. Evaluators who agree to serve are then sent a letter from the chair of the Committee, specifying the terms of the evaluation, and copies of the Candidate's major publications. The Committee, after consultation with each of the evaluators, decides which of the Candidate's publications and other materials to send to the external evaluators. The same set of materials should go to each external evaluator.

10. An honorarium payment may be made for external evaluators pending Departmental approval.

The Committee Report

The purpose of the Committee Report is to describe and analyze the case so as to facilitate consideration by the Voting Faculty. In preparing its Report, the Committee will have at its disposal the Candidate's File and external letters of evaluation; the Committee may also solicit additional materials to clarify or document important aspects of the case, such as letters that describe the Candidate's contribution to jointly authored works. The Report should highlight those aspects of the Candidate's scholarship, teaching, and service that contribute to the mission of the Department and the University.

The Committee Report will not be included in the Candidate's File, which will eventually be forwarded to the Dean of Georgetown College and, from there, to the University Committee on Rank and Tenure. However, some or all of the Committee Report may be included or adapted for use in the Final Report.

The Final Report

The Final Report will represent the views of the Voting Faculty regarding the Candidate as expressed in the Departmental Tenure and Promotion Meeting (see below). The Final Report will be written promptly after this Departmental Meeting by the Tenure and Promotion Committee and made available to the Voting Faculty. Any member of the Voting Faculty may propose corrections or changes in the Final Report within a period of three working days after the submission of the Final Report and before it is placed in the Candidate's File and sent forward to the Dean. Disputes regarding the content of the Final Report will be decided by the Chair of the Government Department in consultation with the tenured or appropriately ranked members of the Executive Committee.

The Final Report will include: 1) the procedures followed, including those used to select external evaluators; 2) the vote, including the numbers for, against and abstaining; 3) a description and explanation of the basis for this vote, as expressed by the Voting Faculty in the Departmental Tenure and Promotion Meeting; and 4) other information required by the guidelines adopted by the University Committee on Rank and Tenure.

IV. Tenure and Promotion Meetings

A Subfield Tenure and Promotion Meeting (the Subfield Meeting) of the eligible Voting Faculty in the Candidate's subfield (international relations, comparative politics, American government, or political theory), will be held to consider each case for tenure and/or promotion and make a recommendation to the Voting Faculty of the Department. The Voting Faculty of the Candidate's subfield will be notified well in advance of the time and location of the Subfield Meeting; and will have ample opportunity to read and consider all materials prior to the Subfield Meeting. The Subfield Meeting will be directed by the chair of Tenure and Promotion Committee or his/her designee. All eligible Voting Faculty in the Candidate's subfield are expected to attend the Subfield Meeting.

A Tenure and Promotion Meeting (the Departmental Meeting) of the eligible Voting Faculty will be held to consider each case for tenure and/or promotion. The Voting Faculty will be notified well in advance of the time and location of the Departmental Meeting; will be sent copies of the relevant materials; and will have ample opportunity to read and consider all materials prior to the Departmental Meeting. The Departmental Meeting will be chaired by the Chair of the Department of Government or his/her designee. All eligible Voting Faculty and non-voting members of the Tenure and Promotion Committee are expected to attend the Departmental Meeting.

The chair of the Tenure and Promotion Committee will open the Departmental Meeting by presenting the Committee Report followed by a summary of the Subfield Meeting and a report of its recommendation. If the Candidate holds a joint appointment, the Departmental Meeting may also receive a report on the review for tenure and/or promotion conducted by the relevant department. A member of the Voting Faculty of that department, who may or may not be a member of the Voting Faculty of the Department of Government, may be invited to present his/her department's report and take part in this portion of the Departmental Meeting. There will be ample opportunity for the Departmental Meeting to consider all issues and documents relevant to the case, whether or not they are included in the Committee Report.

In the case of application for tenure, all tenured members of the Department Faculty are eligible to vote. In the case of applications for promotion, all Department Faculty members holding at least the rank to which the applicant is applying are eligible to vote. Only faculty present at the Departmental Meeting may vote; absentee ballots will not be accepted. Faculty need not attend the entire meeting to register a vote.

All votes will be conducted by secret ballot. Separate ballots will be used for tenure and for promotion. A vote may be cast "for," "against" or "abstain." Voting Faculty will mark their ballots and seal each ballot inside a separate envelope. At the conclusion of the meeting and in plain view of all Voting Faculty, the envelopes will be opened, the ballots separated by "tenure" and "promotion," the votes in each category counted, and the results announced.

External letters of evaluation and other materials submitted after the Tenure and Promotion Meeting will be placed in the Candidate's File, along with a statement that these materials were received after the Departmental Meeting and vote.

Following the Departmental Meeting, the Department Chair will notify the Candidate of the results of the Departmental Meeting, including the vote(s) taken and a general description of the proceedings. In this and all subsequent discussions, the identity of and views expressed by all participants in the Departmental Meeting, as well as the contents of the File (such as the external letters of evaluation), shall be confidential.

V. Joint Appointments

In accordance with the “Guidelines on Joint Appointments,” the primary unit “is responsible for administrative procedures regarding tenure and promotion,” “will normally initiate the solicitation of outside evaluators after negotiation with the other unit,” and “must take into account and reflect the views of the secondary unit in its deliberations and report.”

In the implementation of the “Guidelines” as they apply to both primary and secondary joint appointees, the Department Faculty will cooperate with the faculty of other departments or units in the solicitation of external evaluations, but will hold a separate meeting to review the Candidate’s File and conduct separate votes, as described above. The Chair of the Department of Government will normally work with the other relevant department or unit chair to create a joint Tenure and Promotion Committee for each candidate, where possible.

VI. Notification of the Dean

After all Voting Faculty have had an opportunity to review the Final Report, this Report will be placed in the Candidate’s File, and the File will be forwarded by the Department Chair to the Dean of the College.