

Department of Anthropology and Museum Studies
Central Washington University
Guidelines for Personnel Evaluation

The Anthropology and Museum Studies faculty approved these criteria by majority vote on:
November 13, 2024.

I. Basic Understandings

- A. This document may be subject to review and revision by the faculty of the department.
- B. This document includes guidelines for tenure-track faculty reappointment, promotion, and tenure; tenured faculty promotion, post-tenure review, and merit; and non-tenure-track faculty evaluation and merit.
- C. For any personnel evaluation, tenure-track faculty shall be held to the most recent version of these guidelines approved by the department at the time of hire (in accordance with the Collective Bargaining Agreement). For non-tenure-track faculty, it shall be the time of most recent appointment, and for tenured faculty, the time of most recent prior review.
- D. Each faculty member should refer to their contract letter (from the COTS dean), workload plans, and the relevant sections of the pertinent university documents when making decisions about application for promotion and/or tenure. CWU standards for reappointment, tenure, promotion, tenured faculty review, academic rank minimum qualifications, early tenure, and rank exceptions are described in the Collective Bargaining Agreement, University Faculty Criteria Guidelines for Reappointment, Tenure, Promotion, and Post-Tenure Review (referred to as “University Faculty Performance Standard” below), and COTS Policy Manual.

II. Department Personnel Committee

- A. Following the guidelines of the Collective Bargaining Agreement, the Department Personnel Committee, (DPC), will be composed of at least three tenured faculty. Voting committee members must be at or above the rank under consideration. In the case where fewer than three department members are eligible to be on the committee, the committee will include appropriate faculty from another department.
- B. The DPC members will be elected by the tenured and tenure-track faculty within the department. Selection of DPC members will depend on nominations (including self-nominations). DPC is responsible for evaluating the candidate’s professional record and providing written recommendations to the dean, independent of the Department Chair evaluation.
- C. DPC provides copies of its recommendation letters to the Committee-of-the Whole (all department faculty and staff). The Committee-of-the-Whole tenure-track/tenured members vote to support the DPC recommendations using a confidential voting process. DPC transmits its decision to the Dean and may include the decision of the Committee-of-the-Whole.

III. Professional Record.

- A. Each faculty member (tenure-track, tenured, or non-tenure-track) will be expected to maintain and submit a Professional Record for the period of review, following appropriate COTS and university guidelines and calendars.
- B. The department advises on the contents of the Professional Record as described in the CBA: “Professional Record will contain a current CV, workload plans, performance evaluations, teaching evaluations, evaluation letters from prior evaluation periods, and any additional materials required by departments and colleges.” The Department will use the materials therein to support recommendations for reappointment, tenure, promotion, or merit.
- C. In accordance with the CBA, unsolicited letters may be submitted by tenured/tenure-track faculty to a candidate’s Professional Record file. Any such letters must be submitted by the same date as the initial candidate file submission, to allow response to comments.

IV. Teaching

A. Major considerations:

- 1. Pedagogy: Department members value and seek to maintain a variety of teaching styles, approaches, and formats.
- 2. Curriculum: Tenure-track faculty are expected to teach, develop, and/or adapt a basic set of courses that will serve the needs of the department and articulate with the department’s long-term programmatic goals. Activities may include adding new courses to the curriculum or teaching existing courses. New courses will be developed in consultation with the department. Course content should be consistent with the department’s mission and goals and established program outcomes.
- 3. Course Syllabi: All course syllabi must articulate learner outcomes and assessments, and otherwise meet CWU expectations stated in CWUP 5-90-040(2).
- 4. Peer Evaluation of Teaching: Review of teaching will take place for all faculty. Such review(s) may include classroom observation, discussion of syllabi and course materials with colleagues, assessment of student learning, and self reflection of peer review. Documented classroom observation by a tenured or tenure-track faculty member must occur with at least three observations every five years for tenured faculty and senior lecturers on annual or multiyear contracts. One observation must occur every year for untenured faculty and lecturers on annual or multiyear contracts. Classroom observations are solicited by the faculty member under review and facilitated by the Department Personnel Committee Chair or Department Chair. Materials related to review of teaching will be included in the personnel file.
- 5. Student Evaluation of Teaching: Student evaluation of instruction must occur for all courses that have enrollments of five or more students. Faculty will use CWU Student Evaluation of Instruction (SEOI) forms for this purpose, and SEOIs will be included in the personnel record. Faculty may provide perspective and context (for example, grade distributions) for SEOI scores included in the personnel file. Faculty may develop their own instruments and evaluation procedures to supplement but not replace SEOIs. These self-designed forms of evaluation may be included in the personnel record.
- 6. SEOI Summary: For each review, faculty will provide the DPC with a numerical

summary table of SEOI scores for the review period, similar to the example in Appendix A. This summary will provide the reported “Student Learning Environment Average” and “Teaching for Student Learning Average” for each course.

7. Student Advisement: All tenure-track and tenured faculty are expected to engage in advisement of CWU students. This may include anthropology majors and minors, and/or other CWU students (e.g., University 101, CERM, PBE, Museum Studies and AIS students).
 8. Use of SEOI Information in Personnel Review: The DPC and Chair will consider SEOI scores and comments with the understanding that this information may be unfairly biased on the basis of race, gender, ethnicity, nationality, age, religion, personality, class content, and/or other factors. SEOI information will therefore be reviewed with caution in the context of all other evidence related to teaching (see IV.A.1.-7. above).
- B. Reappointment: Minimum expectations for tenure-track faculty during the probationary period and for lecturers are to meet the criteria under IV.A. above that apply.
- C. Tenure and/or Promotion to Associate Professor: According to the University Faculty Performance Standard, promotion to Associate Professor requires “an established record of effective teaching.” Candidates are expected to fulfill the requirements in IV.A., applicable college and university criteria, and at least two of the following additional requirements:
1. Teaching upgrade through technological, instructional, or evaluative innovations, or through participation in training sessions, seminars, etc.
 2. Teaching awards and nominations
 3. Development of departmental programs in response to the department’s mission
 4. Development and maintenance of interdisciplinary links and curricula
 5. Providing guest lectures inside and outside the department
 6. Serving in an advisory or assessment capacity for teaching issues outside CWU (e.g., at other universities, community colleges, high schools)
 7. Contributing as a chair or member to a thesis and/or dissertation committee on or off campus
 8. Mentoring undergraduate projects such as SOURCE presentations, service learning, or honors projects.
- D. Promotion to Full Professor: According to the University Faculty Performance Standard, promotion to Professor requires “excellent teaching that commands the respect of faculty and students.” To meet this expectation in Anthropology, candidates are expected to fulfill the requirements in IV.A. and IV.C. during the period since the last promotion, as well as applicable college and university criteria.
- E. Post-Tenure Review: According to the University Faculty Performance Standard, “post-tenure review assures continued performance,” but given the flexibility in faculty workloads, the balance of teaching, scholarship and service may vary. Faculty are expected to demonstrate progress towards the teaching criteria in proportion to workload plans.
1. For the purpose of merit salary increases for full professors, the department criteria for excellence in teaching are to exceed the criteria under IV.D. for promotion to

full professor for this period of review.

F. Promotion to Senior Lecturer: Candidates are expected to fulfill the requirements in IV.A. applicable college and university criteria, and make teaching upgrades through technological, instructional, or evaluative innovations, or through participation in training sessions, seminars, etc.

1. If a lecturer or senior lecturer has an assignment other than teaching, criteria for promotion and merit will be developed in alignment with the UFC-Provost MOU on NTT Annual Evaluation by the Department Personnel Committee, the Department Chair, subject to approval by the Dean.

G. Senior Lecturer Merit: Merit for senior lecturers requires “excellent teaching that commands the respect of faculty and students.” Senior lecturers requesting merit are expected to fulfill the requirements in IV.F, all applicable college and university criteria, and at least one of the following additional requirements under IV.C: 2, 4, 5, 7,8.

1. If a lecturer or senior lecturer has an assignment other than teaching, criteria for promotion and merit will be developed in alignment with the UFC-Provost MOU on NTT Annual Evaluation by the Department Personnel Committee, the Department Chair, subject to approval by the Dean.

V. Scholarship

A. Major considerations:

1. Under the terms of the Collective Bargaining Agreement, scholarship entails “all professional activities leading to publication, performance, or formal presentation in the faculty member’s areas of expertise, or leading to external funding recognizing the faculty member’s current or potential contribution to the faculty member’s areas of expertise. Such activities include: manuscript submission; grant proposal submission; supervision of externally funded research projects; development of patentable inventions; and other original contributions, performances, exhibitions, or concerts appropriate to the faculty member’s areas of expertise.”
2. A wide array of scholarly opportunities are available to anthropologists, ranging from short-term contract work to longer term research taking much start-up time. Long-term projects may eventually generate a number of grant opportunities, publications, and collaborative endeavors. The department recognizes and values these kinds of work and the continued commitments that are involved. Appropriate forms of scholarly products may include reports for contracted work, grant proposals, journal articles, book chapters, encyclopedia entries, book reviews, review articles, commentaries, scholarly books (author or editor), textbooks (author or editor), museum exhibits and catalogs, films, performances, etc.

B. Reappointment: All tenure-track candidates should bear in mind the expectations for tenure throughout their probationary period. To help meet these criteria, the following suggestions are provided:

1. Reappointment for 2nd and 3rd Year: By October 1 of the second year, candidates should have produced at least one Category B product. If candidates have a

shortened tenure schedule, they should meet the department expectations for the 4th and 5th year reappointment by this time.

2. Reappointment for 4th and 5th Year: By October 1 of the fourth year, candidates should have produced at least one Category A product.
- C. Tenure and/or Promotion to Associate Professor: According to the University Faculty Performance Standard, promotion to Associate Professor requires “a demonstrated ability to lead independent, peer-reviewed scholarship to dissemination outside the university.” To meet this expectation in Anthropology, and in keeping with COTS policy, a minimum of two of the following “category a)” and one of the following “category b)” materials will be presented for evaluation.
1. Category a) Peer-Reviewed Scholarly Products
 - a. Author or co-author a peer-reviewed book accepted for publication. A book may be considered as multiple category A products on a case-by-case basis
 - b. Author or co-author an article, book chapter, or review article accepted for publication in a peer review venue.
 - c. Obtain an externally funded peer-reviewed research grant or contract, as the lead Principal Investigator.
 - d. Author a grant report or contract report that is peer-reviewed and accepted by the external funding agency.
 - e. Complete a peer-reviewed museum exhibit, or publish a peer-reviewed museum catalog.
 - f. Complete a video production, have it peer-reviewed, and present a public screening.
 2. Category b) Other Scholarly Products
 - a. Make two different presentations at professional conferences. (To count it must be two different presentations, not the same presentation in two venues.)
 - b. Publish a review of a book or article or a scholarly commentary.
 - c. Author a research or technical paper.
 - d. Author an externally published study guide.
 - e. Submit a proposal for an external grant or contract as a Principal Investigator or Co-Principal Investigator.
 - f. Complete a museum exhibit, or publish a museum catalog (not subject to peer review).
 - g. Complete a video production and present a public screening (not subject to peer review).
 - h. Edit or co-edit a peer-reviewed book or special issue of a journal that is accepted for publication.
 3. In keeping with expectations stated in the COTS Policy Manual, at least one category A product must be “entirely or at least substantially conducted at CWU.”

4. Evidence of Category A Peer Review: To ensure products presented for V.C.1. above have met the intent of scholarly peer review, candidates must provide for consideration a) a copy of the peer reviews as sent by the editor or review agent, and b) a copy of the final completed product. The former is expected to include a significant external assessment process.
- D. Promotion to Full Professor: According to the University Faculty Performance Standard, promotion to Professor requires “an accumulated record of superior peer-reviewed scholarship since the previous promotion.” Additionally, COTS policy requires that the criteria for promotion to Full Professor exceed those of promotion to Associate Professor. To meet these expectations in Anthropology, candidates are expected to fulfill the requirements in V.C. during the period of review, plus complete one additional category A or B product, as well as applicable college and university criteria.
- E. Post-Tenure Review: According to the University Faculty Performance Standard, “post-tenure review assures continued performance,” but given the flexibility in faculty workloads, the balance of teaching, scholarship and service may vary. Faculty are expected to demonstrate progress towards the scholarship criteria in proportion to workload plans.
 1. For the purpose of merit salary increases for full professors, the department criteria for excellence in scholarship are to exceed the criteria under V.D. for promotion to full professor for this period of review.

VI. Service

- A. Note that Service and Scholarship can overlap. For the purposes of evaluation, Scholarship will be evaluated by the production of a paper, publication, contract report, etc., whereas Service will not.
- B. Reappointment: Minimum expectations are as follows:
 1. First Year:
 - a. Attend department meetings and general university meetings.
 2. Second and Third Years:
 - a. Attend department meetings and general university meetings.
 - b. Committees: participation in at least one departmental and one college or university committee or work group.
 3. Fourth and Fifth Years: as above (VI.B.2.a-b), plus one of the following:
 - a. Service with national/regional/community organizations.
 - b. Service to community college, local, or tribal committees related to the faculty member’s area of expertise.
 - c. Service as an advisor to vocational groups.
 - d. Writing reviews of grants for granting agencies, materials for publication for publishers, or materials for tenure at other universities.
 - e. Service on the editorial or review boards for newsletters, publishers, or journals.
 - f. Service on two or more different college- or university-wide committees.

- g. Service as Department Chair, Program Director, or Program Co-director.
 - h. Service to the general public or K-12 education through outreach efforts or other contributions related to the faculty member's professional expertise.
- C. Tenure and/or Promotion to Associate Professor: According to the University Faculty Performance Standard, promotion to Associate Professor requires "a substantive contribution to university, professional, and/or community service." Minimum expectations include continued involvement in the activities described in items VI.B.2 and VI.B.3.
- D. Promotion to Full Professor: According to the University Faculty Performance Standard, promotion to Professor requires "sustained contributions to university life, and increasing service to professional organizations and/or the community. Additionally, COTS policy requires that the criteria for promotion to Full Professor exceed those of promotion to Associate Professor. To meet these expectations in Anthropology, candidates are expected to fulfill the requirements in VI.B.2 and VI.B.3. during the period of review, plus complete one additional VI.B.3. contribution, as well as applicable college and university criteria.
- E. Post-Tenure Review: According to the University Faculty Performance Standard, "post-tenure review assures continued performance," but given the flexibility in faculty workloads, the balance of teaching, scholarship and service may vary. Faculty are expected to demonstrate progress towards service criteria in proportion to workload plans.
- 1. For the purpose of merit salary increases for full professors, the department criteria for excellence in service are to exceed the criteria under VI.D. for promotion to full professor for this period of review.

Appendix A. Sample SEOI Summary

Your Name

These summaries are compiled from the SEOI averages for each course.

Term	Course	Student Learning Environment Average	Teaching for Student Learning Average	N (rate ¹)
Spring 2012	Anth 120.01 (Intro to Archaeology)	3.87	3.66	14 (50%)
	Anth 425 (Zooarchaeology)	4.53	4.37	9 (60%)
Fall 2012	Anth 107.02 (General Anthropology)	4.35	4.09	21 (50%)
	Anth 107.03 (General Anthropology)	4.42	4.21	23 (61%)
	REM 501 (Intro Resource Management)	4.22**	4.09**	11 (85%)
Winter 2013	Anth/Hist 322 (World Prehistory)	4.48	4.21	26 (79%)
	Anth 425 (Zooarchaeology)	4.42	4.21	18 (100%)
Spring 2013	Anth 301 (Intro to major course)	4.29	4.09	11 (69%)
	Anth 458 (Senior capstone course)	4.56	4.31	13 (68%)
Fall 2013	Anth 107.02 (General Anthropology)	4.37	4.03	30 (71%)
	Anth 107.03 (General Anthropology)	4.15	4.15	20 (67%)
	REM 501 (Intro Resource Management)	4.39**	4.25**	10 (67%)
Winter 2014	Anth 425 (Zooarchaeology)	4.12	4.12	13 (76%)
Spring 2014	Anth 427/527 (Geoarchaeology course)	5.00	4.94	6 (60%)
Sum 2014	Anth 486 (Field school course)	4.44	4.58	8 (53%)

¹ N (number of responses) and response rate (% of enrolled class responding) as reported on short form

**= team taught course with one evaluation for both instructors

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The Anthropology and Museum Studies faculty approved these criteria by majority vote on:
November 13, 2024.

Signatures and dates:

Patrick Lubinski *Pat Lubinski* June 30, 2025
Chair, Department of Anthropology & Museum Studies

Michael Harrod *Michael Harrod* 7/1/25
Interim Dean, College of the Sciences

Patrick Pease *Patrick Pease* 7-10-25
Provost and Vice President for Academic Affairs

