

**Chairs and Directors Notebook  
2011-12**

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## **Important Dates, Information, and Policies**

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### **Schedule of Important Dates and Deadlines**

Please visit web page:

<http://www.smith.edu/deanoffaculty/datedeadline.html>

### **Department Chairs**

Please visit web page:

<http://www.smith.edu/deanoffaculty/chairs.html>

### **New Members of the Smith College Community**

Please visit web page:

<http://www.smith.edu/deanoffaculty/newmembers.html>

### **Faculty Board of Counselors**

Please visit web page:

<http://www.smith.edu/deanoffaculty/boardofcounselors.html>

### **Events for New Faculty**

All new faculty members are encouraged to attend Faculty Teaching Events, Teaching Arts Lunches, and Liberal Arts Lunches scheduled throughout the year. Topics will vary, and a free lunch is provided at each Faculty Teaching Event and Teaching Arts Lunch. Please visit <http://www.smith.edu/deanoffaculty/facultyteachingevents.html> for more information.

Additional events will be arranged in conjunction with the Sherrerd Center for Teaching and Learning and the Board of Counselors, a faculty mentoring program.

### **Meeting Schedule**

As you plan your meetings for the year, please remember:

- Faculty Meetings are usually scheduled for the 4th Wednesday of each month
- Departmental Meetings are usually scheduled for the 2nd Wednesday of each month
- Program Meetings usually occur on the 1st or 3rd Wednesday of each month or at another agreed-upon time when members can attend.

Please adhere to and keep this schedule in mind. Departures from it are likely to cause scheduling difficulties, especially for newer faculty members.

## **Annual Report of the Committee on Academic Priorities**

Please visit web page:

<http://www.smith.edu/deanoffaculty/CAP%20Annual%20Report%202010-11%20FINAL.pdf>

## **Procedures for Student Academic Grievances**

Please visit web page:

<http://www.smith.edu/sao/handbook/acadlife/acadgrievance.php>

## **Parental Leave Policy**

Please visit web page:

<http://www.smith.edu/deanoffaculty/parentalleavepolicy.html>

## **Employment Guidelines**

Please visit Human Resources' online Staff Handbook:

[http://www.smith.edu/hr/handbook\\_section2.php](http://www.smith.edu/hr/handbook_section2.php)

## **Entertainment, Recruitment, and Lecture Funds**

To help you in planning for future department/program events, following is a list of the support that is available for faculty groups. Please note the details and guidelines for each:

- Guest Lecture Dinner: Limited funds are available through the Lecture Committee. Please include this request in your application for Endowed Lecture Funds (<http://www.smith.edu/deanoffaculty/committee.html>). Please remember that the Lecture Committee is a source of funds for events previously funded by departmental or program lecture monies.
- Entertainment Funds: Allotted from the Provost's Office directly into your department/program's budget in the fall (Faculty Entertainment 74515). Amounts vary according to department/program size. Transfers will be made at the beginning of the academic year and will show up in your budget. Questions about this fund can be directed to the Assistant to the Associate Provost and Dean for Academic Development, College Hall 206 (ext. 3007).
- Recruitment Funds: Expenses related to faculty/course support searches and candidate visits will be reimbursed by the Provost's Office, subject to certain

guidelines and up to a maximum of \$5,000 for tenure-track searches. As part of this budget, the Provost's Office will pay for the following:

- approved advertising for position
- travel and lodging expenses for up to 3 members of the search committee to attend a conference where semi-finalist interviews are conducted
- travel expenses (e.g. airfare or mileage) for approved interview candidates (typically 3) to visit the campus
- lodging for interview candidates
- two meals with each interview candidate (typically one lunch and one dinner, with 2 or 3 faculty attending each meal), with total costs per candidate not to exceed \$250
- mailing expenses for the search (e.g. any hardcopy rejection letters)

Expenses that are not approved by the Provost's Office or exceed these guidelines must be paid for by the department holding the search. Please direct all reimbursement requests to the Assistant to the Associate Provost and Dean for Academic Development, College Hall 206 (ext. 3007).

- Retirement Parties: The Provost's Office will contribute up to \$1,000 toward the cost of a party or commemorative event for a retiring faculty member. Requests should be sent to the Assistant to the Associate Provost and Dean for Academic Development, College Hall 206 (ext. 3007).

Your assistance in adhering to these guidelines is most appreciated. Please note that your department/program may have additional endowed funds which can be used for entertainment purposes. However, regardless of the source(s) of funds, entertainment expenses must conform to the limits contained in the "Smith College Travel and Entertainment Expense Policy" which can be found at <http://www.smith.edu/controller/TravelPolicy.htm>. In particular, note that reimbursement for meals may not exceed \$65 per person.

## **Academic Web Pages**

College Relations can provide assistance in redesigning and redeveloping sites. Staff members are available to help departments bring their sites in line with the look and navigation of the larger Smith site, and help make sure that sites are appealing to prospective and current students. Questions should be directed to John Eue (ext. 2180 or [jeue@smith.edu](mailto:jeue@smith.edu)).

In addition, academic assistants can be trained in a simple Web-page editing program (Adobe Contribute) in order to make updates to the site. Questions about Contribute training, licensing and support should be directed to Pat Billingsley in ITS (ext. 4487 or [pbilling@smith.edu](mailto:pbilling@smith.edu)).

## **JobX and Banner Web Time Entry**

All student jobs need to be registered with JobX and all student payroll is handled through Banner Web Time Entry. Students enter their work hours on line through BannerWeb and their supervisors, also through BannerWeb, approve those hours for

payment. JobX is a web-based application that allows supervisors to post student jobs, to accept applications and hire students on line. (Supervisors may, of course, also request paper applications and/or personal interviews.) JobX is also the front end to Banner Web Time Entry. Only students who have been hired through JobX can be paid through the student payroll.

JobX has several advantages. It allows us to post jobs in a place where the postings will be accessible to all students. It requires students to make a formal application for these positions, teaching them valuable job-seeking skills. JobX enforces the priority that the college must give to work-study students for on-campus work and it helps Student Financial Services to track work-study employment as required by the federal government. Not all jobs entered in JobX require an open search, however. Faculty who have a particular student in mind because of the specialized skills or knowledge that she possesses may hire that student when the job is posted, and faculty may also request that a non-work-study student be hired when that student is most appropriate for the position.

See the following websites for additional information on JobX at <http://www.smith.edu/finaid/fao/empguide.php>. If you know that you will be hiring students at the beginning of the coming semester, it is recommended that you enter the jobs into JobX now. To do so you will need a Position Number. These numbers are provided with each CFCD, Harnish, Picker or similar award (through the Assistant to the Associate Provost and Dean for Academic Development), and with each external grant (through the Budget Office). Please contact the Assistant to the Associate Provost and Dean for Academic Development or David DeSwert in the Office of the Vice President for Finance and Administration if you need the Position Number tied to your award or grant.

Please contact Valerie Schumacher (x2530, [vschumac@smith.edu](mailto:vschumac@smith.edu)) for information about using JobX, or Trish Rockett (x2213 or x2229, [payroll@smith.edu](mailto:payroll@smith.edu)) for questions about Banner Web Time Entry for students.

# Department/Program Reviews

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## Introduction

The decennial review is central to planning the curriculum and staffing of every department and program. It provides essential information to CAP and to the Provost. To assist you in completing your review, our office provides written guidelines that outline the steps required in this process. A copy of these guidelines follows.

Midterm reviews, which typically occur five years after the decennial process, are briefer and less intensive, though still a very important activity. We have prepared a one-page sheet with guidelines for midterm reviews, which follows.

If you have any questions about an upcoming decennial or midterm review for your program or department, please send them to Jayne Mercier, Executive Assistant to the Provost ([jmercier@smith.edu](mailto:jmercier@smith.edu), ext. 3006). The current decennial and midterm schedule is available at [www.smith.edu/deanoffaculty/DecennialMidtermScheduleWeb.pdf](http://www.smith.edu/deanoffaculty/DecennialMidtermScheduleWeb.pdf). If you would like to modify the process, please talk with the Provost and Dean of the Faculty.

## Guidelines for Decennial Reviews

### Rationale

Decennial reviews, which are overseen by the Provost's Office and the Committee on Academic Priorities, are an essential part of Smith's curricular planning procedures. All academic departments and programs that have academic staff (or partial FTEs) assigned to them from the faculty salary pool or that offer a major will participate in this evaluative process. New programs or new majors will, if possible, be evaluated within five years of receiving staffing or offering a major.

The self-study and external reviews are designed to give each department/program the opportunity to assess in a reasonably objective manner its educational mission and effectiveness. The education mission of departments and programs includes both the general education of Smith students and their more specialized training in the major field. The department or program should articulate the educational goals and discuss in detail the means used to assess whether students are realizing the goals of its academic program. A full description of the department's goals and means of assessment should be included in the self-study.

Departments and programs are urged to use this review as a means to plan for the future. Although budgetary realities cannot be ignored, you are urged to use the review as an opportunity to engage in serious long-term planning, including the possibility of new academic initiatives.

### Structure

Each department or program will prepare a self-study through discussions involving members at all ranks. As this review is prepared, please bear in mind that you will be asked to participate in a midterm follow-up review approximately five years after your decennial is completed. Self-study questions appear below.

Traditionally, departments and programs invite faculty members from peer institutions to participate in an external review committee to assess the curriculum. Recently, a few departments and programs have modified this component by sending their colleagues to peer programs. Departments and programs interested in this alternative format should contact the Provost and Dean of the Faculty for more details.

Once the results from external reviews and/or external visits are in, the department or program prepares a written response.

### Issues and Questions to Consider

As your department or program goes through the review process, and particularly as you prepare your self-study, you are encouraged to consider the following issues and questions. You should not be limited to these but should use them to initiate your discussions and work.

- I. **Mission:** What is the mission of your department or program? How does your mission relate to the College's academic and strategic priorities? Is the departmental mission clear from your curricular offerings? What means are used to assess the effectiveness of your curriculum?
- II. **Critical Issues for the Review:** What issues would you like to address in the review? What are the significant elements in your department or program that this review process should take into account? Do you think a visiting committee would be helpful to you? Do you think visiting peer institutions would be helpful?
- III. **Research and Teaching Interests of Faculty:** The self-study should include current résumés for all members of the department or program and, possibly, an overview of the areas of specialization of research and teaching in the department or program.
- IV. **Curriculum:**

#### ***Undergraduate***

- How has your curriculum changed in the last five to ten years?
- Where is your discipline heading over the next five to ten years?
- How does your curriculum demonstrate the variety of topics, methods, and approaches important in your discipline today?
- How does your major compare to others at liberal arts colleges?
- What are the best practices in your discipline in comparable liberal arts colleges?
- What are the strengths of your current course offerings? What are the weaknesses?
- Do you collaborate with other departments and programs to mount your curriculum?
- How are your offerings critical to the curriculum in another department or program?
- As you review the capacities outlined in the College's strategic plan, *The Smith Design for Learning*, which capacities are critical for your discipline? For example, if writing and quantitative reasoning skills are critical tools for the major,
  - what means do you use to improve and assess student writing in the major?
  - what means do you use to improve and assess quantitative reasoning for your majors?
- How do you serve your majors?

- What do your majors do after graduation?
- How does the major prepare them for their choices?
- How do you track and assess the post-baccalaureate careers of your alumni/ae?
- How do you serve non-majors?
  - Do you offer first-year and/or Presidential seminars?
  - Do members of your department or program participate in a concentration?
  - Are there connections with your curriculum to one or more of the Centers?

***Graduate and/or Certificate Program(s)***

- Does your department or program offer or participate in graduate and/or certificate programs?
- How does each graduate and certificate program advance the missions of your department or program and of the College?
- Do these programs support the undergraduate curriculum?
- How do your programs compare to other graduate programs at peer institutions?

***Goal for Student Learning***

- What skill, capacity, or knowledge should every graduate from your department or program **know** or **be able to do** by the time they graduate?

***Measurement of Learning Outcomes***

- How do you gather evidence about how well students are meeting the goals (e.g. testing, rubrics, or student survey measures)?
- How are you using assessment results (e.g. analysis and informing decision making)?

- V. ***Advising:*** How do you advise your majors? Is there an advising guide? How do you ensure equity in major advising responsibilities? How do you incorporate information about study abroad into your major advising?
- VI. ***Five College Cooperation:*** How have you utilized Five College resources? Is there potential for greater Five College cooperation and complementarity in your field? Are you communicating with Five College colleagues about plans for retirements and replacements in your (and their) departments or programs?
- VII. ***Enrollment:*** What changes have you observed in enrollment levels and patterns and student interest in the last five to ten years? What projections can you make about future enrollment trends?
- VIII. ***Independent Work with Students:*** How do your honors and special studies programs relate to the departmental curriculum? In what other ways does the department or program foster independent work with students?
- IX. ***Staffing:*** What significant staffing changes has your department or program experienced in the past five to ten years? What staffing needs do you anticipate in the future? How are teaching responsibilities determined? How are advising and other department service distributed? What is the mix between tenured and tenure-track staffing? Do all members

of your department or program regularly teach 100-level courses? How does your staffing compare to that of departments in comparable liberal arts colleges?

- X. ***Faculty Development and Mentoring:*** How are untenured members and associate professors of your department or program mentored with respect to their teaching, scholarship, and departmental contributions? How is leadership in the department encouraged and developed? How often in the past ten years have associate professors serves as chairs?
- XI. ***Resources:*** To what extent does your curriculum incorporate educational technology? In the area of technology, what directions would you like to pursue? How adequate are your digital resources? How adequate are facilities and support for your academic program (support personnel, space, equipment, operating, library and technology budgets)?

### **Sample Schedule for Visiting Committee**

*(Schedule may vary according to department request)*

This **sample schedule** for the on-campus visit reflects the spectrum of participants in the site visit and the range of interactions that have been found to be most useful to visiting committees. Please note that students should be included in the schedule. You may wish to invite majors, minors, liaisons, or other appropriate students to participate in this process and to consider input from former students by email as well.

#### First evening

- 5:30-6:30 p.m.      Cocktails with the Provost and Dean of the Faculty, Associate Provost and Dean for Academic Development, Associate Dean of the Faculty, members of the department and representatives of the Committee on Academic Priorities
- 6:30-8:00 p.m.      Dinner with the persons listed above
- 8:00 p.m.            Time to review supporting documentation supplied by the department (available at the hotel)

#### Day 1

- 7:45-8:45 a.m.      Breakfast meeting of visiting committee
- 8:45-9:30 a.m.      Meeting with the Provost and Dean of the Faculty, Associate Provost and Dean for Academic Development, and the Associate Dean of the Faculty
- 9:40-10:30 a.m.    Meeting with the department chair to review department facilities
- 10:30-11:30 a.m.    Individual meetings with department members
- 11:30 a.m.-12 noon   Meeting with department's untenured faculty members
- 12:15-1:15 p.m.     Lunch with representatives of related departments and programs
- 1:30-3:30 p.m.      Individual meetings with department members

3:30-4:00 p.m.	Meeting with majors, minors, liaisons, other appropriate students
4:00-5:00 p.m.	Meeting with full department
5:00-6:00 p.m.	Unscheduled
6:00 p.m.	Visitors' working dinner and time to review supporting documentation

## Day 2

8:00-9:30 a.m.	Breakfast with the CAP Subcommittee
9:30-11:30 a.m.	Individual meetings with department members
11:30 a.m.-2:00 p.m.	Visitors' lunch and session to draft report
2:00-2:30 p.m.	Final meeting with department chair
2:30-3:00 p.m.	Exit meeting with Provost and Deans

## **Guidelines for Midterm Reviews**

Five years after the decennial process, departments/programs are asked to participate in a midterm review. The elements of this review include:

1. Review by the department/program of relevant materials and consideration by the department/program of a number of specific questions (see below);
2. Submission of a brief written report to the Provost/Dean of the Faculty addressing the questions suggested here; and
3. Meeting with the Provost/Dean of the Faculty, the Associate Provost and Dean for Academic Development, the Associate Dean of the Faculty, and a member of the Committee on Academic Priorities (CAP) to discuss the program/department findings in the midterm process.

No outside visitors are involved in this process. Questions about timing and logistics of this review should be directed to Jayne Mercier, Executive Assistant to the Provost ([jmercier@smith.edu](mailto:jmercier@smith.edu), ext. 3006).

You should have in your files the self study and the external review for the department/program's most recent decennial review. You will also want to consider any other documents created by the department/program in relation to the curriculum and staffing such as notes or reports on retreats.

Please consider the following questions in carrying out your midterm review:

1. Has the department/program thoroughly discussed the recommendations of the visiting committee? Please describe how you are addressing the issues raised by the decennial, in both the short and long-term, noting particularly any specific progress made on the recommendations.

2. What aspects of the external review are proving most challenging to address? How are you attempting to tackle those?
3. Are there recommendations in the report not yet discussed or acted upon? Please explain.
4. What are the best practices in your discipline in comparable liberal arts colleges? Or recommended by your professional organization?
5. How do staffing, enrollments, numbers of majors, numbers of courses compare between the department/program and departments/programs of comparable liberal arts colleges?
6. What are the most significant changes in your discipline today?
7. Please provide any other information pertinent to the decennial review and this midterm follow-up process.

## Staffing Information

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### Forms and Procedures for Faculty and Course Support Staff Searches and Appointments

Please visit web page:

<http://www.smith.edu/deanoffaculty/forms.html>

### Application for and Reappointment of Non-Tenure-Track Faculty and Course Support Staff

#### Applying for Non-Tenure-track Positions

Applications for non-tenure-track (NTT) positions tend to fall into one of two categories: 1) the **replacement** of regular faculty on leave without pay, medical leave or administrative assignment, and 2) the hiring of faculty to allow departments and programs to offer courses **beyond** those that can be covered by regular members of the department.

1. When a regular faculty member is scheduled to go on a “replaceable” leave, the department chair or program director should consult with the Associate Provost and Dean for Academic Development about a replacement.
  - a. Once the replacement has been authorized, the Associate Provost will email a form with an authorization number and the significant conditions of employment. The procedures for hiring that individual are essentially the same as those for hiring into the tenure track. A national search for a full-time entry-level Lecturer or Visiting Assistant Professor is normally required, and the Provost’s office will cover the standard recruitment expenses. Susan Kulig is the person in our office with whom to consult on placing ads. Saari Koponen-Robotham provides support for most other aspects of the search process. Remember that the interview list needs the approval of the Associate Provost and the Director of Institutional Diversity **before** the candidates are interviewed at a conference or by phone/Skype or invited to campus. The Director of Institutional Diversity may ask the department or program to add a candidate to the interview list if she feels that a well-qualified minority candidate has been overlooked. The on-campus interview schedule for each candidate should include a meeting with the Associate Provost, and the candidates’ CVs and letters of recommendation should be sent to the Associate Provost prior to the interviews. All faculty searches must be conducted using People Admin. (Please see “Searches and Appointments” at <http://www.smith.edu/deanoffaculty/searches.php>.) Replacement faculty will typically teach a five-course load. **There is no expectation of reappointment for these positions, and candidates must be informed of this in advance.**

Faculty on a leave of **one year or less** may be replaced either by a single individual or by more than one individual on a course-by-course basis,

depending upon the needs of the department, the available pool of candidates, and the burden on the Faculty Salary Pool. **Where individual courses are to be covered, Five-College borrowing is preferred.** Before hiring a UMass graduate student you **must** consult with the Associate Provost, and the candidate status must be confirmed by the Graduate School of the University.

- b. The procedures for hiring part-time faculty do not normally require a national search, although departments and programs are strongly encouraged to cast a wide net in seeking candidates. This is especially so if there is a possibility that the person hired might be hired again for an additional year. A rigorous search at this stage may obviate the need for another search in the year to come. When in doubt, consult with the Associate Provost. Candidate interviews with the Associate Provost are **not** normally required for part-time hires, but the Associate Provost must be consulted before an informal offer is made. Before approving the informal offer, the Associate Provost will need the chosen candidate's CV.

Occasionally, the Associate Provost may authorize the multiple-year appointment of a single individual to replace the upcoming leaves of more than one member of the department.

NTT faculty teaching less than full time will be paid according to the following schedule.

<u>Number of Courses</u>	<u>Prorated Salary</u>	<u>Benefits</u>
1	0.125	None
2	0.250	None
3	0.500	75% of the normal rate
4	0.750	Full benefits
5	1.000	Full benefits

For the 2011-12 academic year, the full-time, entry-level salary for visiting assistant professors with Ph.D. in hand is \$62,000.

The Five-College borrowing rates for 2011-12 are

Assistant Professor	\$6,500
Associate Professor	\$7,000
Professor	\$7,500

- 2. When a department or program wishes to offer more courses than can be covered by its authorized staffing level, its chair or director should confer with the Associate Provost before November 15<sup>th</sup>. The Associate Provost will then consult with the Committee on Academic Priorities. That committee may require additional material from the department or program and will consider the request in the light of the overall staffing of the department or program. If the Deans authorize the position, the procedures for filling it are the same as those for filling a replacement position; the individual will normally be appointed as a Lecturer. Departments and programs should recognize that legislation covering Lecturers,

Section VI of the *Policy of Appointment, Reappointment, Promotion, and Tenure at Smith College*, guarantees a number of rights to lecturers teaching half time or more, and places a number of responsibilities on the department or program in which they are lodged. Moreover, lecturer slots are not permanent, but must be reapplied for prior to the end of each incumbent's appointment. As specified in the *Policy*, "Appointment to the position of Lecturer or Senior Lecturer is appropriate when someone is primarily needed to teach (1) without being assigned the range of other commitments incumbent upon regular faculty members, or (2) where the long-term need is uncertain."

#### Applying for Course Support Staff Positions

Course support staff include Laboratory Instructors and Teaching Assistants. Requests for new positions should be discussed with the Associate Provost, who will typically consult with the Committee on Academic Priorities. That committee will consider the request in light of the overall staffing of the department or program. If the Deans authorize a position, it will normally be filled initially on a one- or two-year basis, even if the position is authorized for a longer period of time. Recruitment will typically involve a local search, and an interview with the Associate Provost is not required. The salary for Laboratory Instructors is based on the responsibilities and FTE of the position. Before hiring a UMass graduate student you **must** consult with the Associate Provost, and the candidate status must be confirmed by the Graduate School of the University.

#### Reappointment of NTT Faculty

All NTT faculty are appointed to a fixed term. Normally, for those in replacement positions there can be no reappointment unless the leave of the faculty member being replaced is extended. In these cases, the department or program should convey to the Associate Provost its recommendation for reappointment in as timely a manner as possible, stating the criteria used in making the recommendation. If the incumbent is reappointed it will be only for the length of time needed to fill out the leave of the faculty member being replaced.

Occasionally departments or programs may wish to consider a replacement faculty member whose term is expiring as a candidate for another replacement position within the department. There are two issues here. First, the college can encounter legal issues if it keeps rehiring a single individual over an extended period. Second, each replacement position is a new position, and college policy requires that we spread our net as widely as practicable in filling it. This is particularly true for full-time and multi-year positions. In general then, the Associate Provost will consider rehiring a replacement faculty member without engaging in a search **only** if the individual was originally hired through an appropriate search and **only** for a second appointment.

The procedure for reappointing Lecturers teaching half time or more is a two-step process, specified in Section VI of the *Policy*. First, the department or program must request the continuation of the position itself. This request is made to the Associate Provost who will then consult with the Committee on Academic Priorities. The deadline for this application is November 15<sup>th</sup> of the final year of the incumbent's appointment, except in the case of an incumbent who has taught at the college for more than five years. In this latter case the deadline is November 15<sup>th</sup> of the penultimate year of the incumbent's appointment. If the department or program does not request the

continuation of the position or if the Deans do not approve its continuation, the position will lapse and the incumbent will not be reappointed.

If the Deans do approve the continuation, the department or program may recommend the reappointment or non-reappointment of the incumbent. The procedures to be followed and the criteria to be applied are listed in Section VI.A.3 of the *Policy* for Lecturers, and in Section VI.B.3 of the *Policy* for Senior Lecturers. Form H4, *Departmental Procedures Record: Reappointment of Lecturers*, should accompany the recommendation. The deadline for submitting the recommendation depends upon the type of appointment held by the incumbent and her/his length of service. Note that in some cases the recommendation for reappointment is due on November 15<sup>th</sup>, the same date as the request for the continuation of the position.

A request to reappoint a Lecturer teaching less than half time should typically be discussed with the DAD in the last year of the appointment. The request to reappoint should include the justification for continuing the position and the criteria used to evaluate the teaching of the incumbent. The Deans may consult with the Committee on Academic Priorities in the decision to continue the position.

#### Reappointment of Course Support Staff

The reappointment of Laboratory Instructors and Teaching Fellows in fixed-term, continuing positions should typically be requested in a letter to the DAD by November 15<sup>th</sup>. The request should include a brief evaluation of the incumbent's work. Where the position is continuing but the incumbent is not reappointed for whatever reason, the department or program should seek a replacement using the procedures for filling a new course support position, above.

Laboratory Instructors and Teaching Fellows in replacement or other *ad hoc* positions are not normally eligible for reappointment as their positions expire at the end of each year. The need for replacement staffing for the coming year should be discussed with the Associate Provost in the context of other replacement staffing for the department or program.

## **Important Visa Matters for Chairs and Directors**

### What You Need to Know about Visa Matters for Tenure-Track Faculty Hires

- Ascertain the nationality of the new hire **once the offer of employment has been accepted.**
- Ask if the person has an unrestricted right to work in the U.S.
- Ask the new hire to arrange an appointment to discuss their visa and immigration options with Hrayr C. Tamzarian, Office for International Students and Scholars, ext. 4943.
- Advise that tenure-track faculty are eligible for \$3,000 in direct support of visa applications and additional options of a \$3,000 interest-free college loan if they should need one.
- Advise the faculty member that if the required visa or visa extension is not obtained on a timely basis, employment and compensation may be terminated.

- Advise the faculty member that if s/he wishes to apply for permanent residency, the application must normally be completed within 18 months of the date of the appointment letter.

#### What you Need to Know about Visa Matters for Non-Tenure Track Faculty Hires

- Ascertain the nationality of the new hire **once the offer of employment has been accepted**.
- Ask the new hire to arrange an appointment to discuss their visa and immigration options with Hrayr C. Tamzarian, Office for International Students and Scholars, ext 4943.
- Advise that full-time non-tenure-track faculty are eligible for \$1,500 in direct support of visa applications with an additional option of a \$1,500 interest-free college loan should they need one.
- Advise the faculty member that if the required visa or visa extension is not obtained on a timely basis, employment and compensation may be terminated.

#### What You Need to Know about Visa Matters for Visiting Scholars and Guest Lecturers

- Allow as much time as possible for visa processing.
- Include the administrative assistant for your department in the early stages of your planning process. As liaisons, they can help make arrangements to secure honorariums, SS#s, insurance coverage, and the visa applications. However, please remember that they will need a reasonable time to do this.
- Ask your guest to contact Danielle Ramdath, Associate Dean of the Faculty, ext 3017, or Hrayr C. Tamzarian, ext. 4943 as early as possible in the process, to discuss visa options and other details necessary for their arrival in the U.S.
- Work visas must be in place **before** guests arrive.
- Insufficient information relating to visas or other details will delay payment of honoraria or stipends.

Please visit <http://www.smith.edu/deanoffaculty/Visa%20Assistance%20Policy.pdf> for information on the “Immigration and Visa Assistance Policy for Faculty”.

#### **Policies and Procedures for Payments to Nonresident Aliens**

Please visit web page:

<http://www.smith.edu/controller/NRAPolicies.htm>

## Sabbatical Information

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### Sabbatical Procedures

There are several important features of the college's sabbatical policy. The first item concerns applying for sabbatical leave; the second addresses an important requirement for the post-sabbatical report.

- ***When you apply***, please attach a substantive description (1-2 pages) of your plans for the sabbatical semester or year, to the sabbatical/leave without pay form. The ***Faculty Code*** stipulates (Appendix C, 7, a) that “every request for [sabbatical] leave must be accompanied by a precise description of the member’s projected research, study, writing, or other creative work.” The extent of this rule is to encourage careful planning for the proposed sabbatical leave to help insure that the leave will serve its stated purpose of “increasing the usefulness to the college of the individual faculty member as a teacher and scholar, and to contribute to the faculty member’s effectiveness as a member of the academic profession” (ibid., foreword). Although it is often hard to be completely precise about one’s scholarly plans for eighteen months hence, faculty are encouraged to produce a one- to two-page description of their proposed sabbatical projects. Please note that the form used for such requests requires the department’s approval. Incomplete forms will be returned without processing.
- ***After your sabbatical***, you must complete a post-sabbatical report. Please note ***Code***, Appendix C, 2, d: “A semester following a sabbatical leave or leave without pay **will not count** as teaching time for the accrual of credit toward a future sabbatical unless the leave report required in Section 7 (c) is filed prior to the last day of class for that semester.” (emphasis added). Section 7 (c) calls for “full reports on the work . . . accomplished” during the leave, which can be interpreted as a minimum of 1-2 pages. This kind of report is useful as an official “summing up” of the sabbatical activities.

Please see Appendix C of the *Faculty Code* (<http://www.smith.edu/deanoffaculty/code/CODENEW.pdf>) for additional information on sabbatical procedures.

### Sabbatical/Leave Without Pay Request Form

Please visit web page:

<http://www.smith.edu/deanoffaculty/sableaveintro.html>

## Faculty Offices and Computers

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### Information Regarding Faculty Offices and Computers

#### Overview

The Provost's Office assigns faculty office space in academic buildings other than the Clark Science Center, Hillyer Hall, the Mendenhall Center for the Performing Arts, Sage Hall, Morgan Hall, and Ainsworth and Scott Gyms. At this time, office space is very tight, and we must be as efficient as possible with every space. Thus, shared space is regularly utilized for part-time faculty, we urgently need to use the office space of those who go on sabbatical or are away for other reasons, and we are coordinating closely with emeriti on their plans in accordance with our policies on their space (one year in their original space, then up to 10 years in a less central and/or shared space).

Within the Provost's Office, assignments are made by Associate Dean of the Faculty, Danielle Ramdath (ext. 3017) with detailed support assistance provided by Susan Kulig (ext. 3008).

#### Notification of Office Assignments and Moving In/Out of Offices

Once the Provost's Office has assigned office space, chairs/directors and academic assistants will be notified of the assignment. This information is also posted on our website. Once notification of the assignment is made, all other arrangements connected with faculty offices must be coordinated through the department or program. Chairs/directors and academic assistants should work together to ensure that faculty members have relevant information, are clear on procedures, and know whom to contact if additional assistance is needed. The most productive, efficient, and timesaving way to handle Facilities Management, Purchasing, or Telecommunications issues is to contact the departments responsible for such services directly (see below).

As many details related to offices take place in the summer, it is critical for chairs and directors to coordinate with their academic assistants on plans for this work in the spring. If the academic assistant does not work in the summer, the chair/director should designate someone else to assist in any office matters that may arise over the summer. This may be another academic assistant or a faculty member.

Faculty members starting in the fall should not expect to move into their offices before the 3rd week of August (in spring, the occupancy date is mid-January). We are obliged to provide office space for faculty teaching in several summer programs and therefore cannot provide new faculty with office space until these occupants have left and Facilities Management has had sufficient time to clean the offices. We appreciate your assistance in making sure that new faculty members understand this policy.

In general, individuals who have held multi-year appointments and are departing from Smith are expected to vacate their offices no later than June 30. For those who have held one-year appointments (full or part-time), the expected departure date is June 1. One-year appointees who are reappointed typically receive a different office assignment for the next year (as their space is needed over the summer to meet summer office needs) so they are asked to adhere to the June 1 departure deadline. Part-time faculty members on

continuing appointments are also asked to make their offices available in the summer and may be assigned a different space in the fall. Chairs and directors are asked to make sure that all faculty members understand these policies.

#### Contacts/Processes for Office Arrangements

- Keys: Key Request Forms must be submitted to Don Saltmarsh (x2416) in the Facilities Management Lock Shop in order to receive keys. Chris Hannon (x2902) must sign key request forms for offices in Neilson.
- Shipping material: New members of the faculty should communicate with academic assistants with regard to shipping their materials to the college before they come to campus. If they ship materials before their office is available, they should make arrangements with the academic assistant to store their materials until the office is vacant. If the academic assistant is not available in the summer, these arrangements should be made in the spring.
- Cleaning: Facilities Management is responsible for cleaning an office once it has been vacated. Any questions regarding cleaning and repair should be directed to Work Control in Facilities Management (x2446). It is fine to contact Facilities Management in advance to schedule an office cleaning.
- Furniture: The college provides basic furniture for faculty offices: a desk and chair, a visitor's chair, a wastebasket, a filing cabinet and bookshelves. If these basics are not available, please contact Purchasing (x2240). If anything more than the above is needed, it should be ordered through the department and included in the departmental budget request. Questions regarding furniture should be directed to Purchasing.
- Telephones: Al Perez (x2081) takes care of phone connections. He issues a specific string of numbers for each department. Therefore, if the department using a particular office changes, the telephone number will be changed. Please contact Al Perez for all issues regarding telephones.
- Offices in Neilson: Chris Hannon (x2902) is the person who signs key request forms for offices in Neilson Library. Faculty members who have been assigned offices in Neilson should contact Chris Hannon for key request forms. Please contact the specific departments mentioned above for all other issues such as cleaning, furniture, repairs, etc., in Neilson.
- Information Systems Accounts: All faculty members must apply for a computer account which brings with it e-mail and Internet access. Faculty members may apply for a computer account at the User Services Center, located in Stoddard Hall 23 (x4487). During the summer, new faculty receive a Computer and Account Information Form to complete and return, allowing Information Technology Services to set up their accounts prior to their arrival on campus.
- The Faculty Computer Access (FCAP) Program: The college provides to all full-time faculty either a Windows-based or a Macintosh microcomputer under the Faculty Computer Access Program (FCAP). Faculty interested in obtaining or upgrading an FCAP computer should begin the process by contacting Kate Etzel in ITS (x4580 or [ketzel@smith.edu](mailto:ketzel@smith.edu)). Kate will have been in touch with new faculty over the summer.
- Moving from one space to another: Faculty members who are moving from one office to another can get help for their move from Facilities Management. However, they need to make prior arrangements with considerable anticipation. Please contact Facilities Management (x2400).

- Emeriti moves: The Provost's Office will notify and coordinate with emeriti who need to vacate spaces assigned by this office. Emeriti may use Facilities Management to assist with their moves.

We appreciate your assistance in the variety of details that are connected to office assignments, and, especially, in helping new faculty members feel welcome as they move in.

## **Phased Retirement Plan**

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The Board of Trustees approved a Phased Retirement Plan in 2009-10. It can be found at:  
<http://www.smith.edu/deanoffaculty/Phased%20Retirement%20Plan.pdf>

Faculty members interested in discussing retirement options should make an appointment with the Provost.

## Policy and Code Sections of Note

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### References to “Department Chair” and “Program Director” in the *Code Of Faculty Legislation and Administrative Practice*

References to “Department Chairs” are contained within the following sections of the *Code Of Faculty Legislation and Administrative Practice*. For the full version of the *Code*, please visit the following web page link:

<http://www.smith.edu/deanoffaculty/code/CODENEW.pdf>

- 9.c. A member of the faculty who is unable to meet a class shall notify the Chair of the department or Director of the program.
  
- 13.a. It is not considered advisable for a member of the faculty or staff to receive pay for tutoring a Smith College student in his/her own subject or in any other subject. Exceptions to this rule may be made only with approval of the Provost and Dean of the Faculty on the recommendation of the Chair of a department or Director of a program.
  
- 29.d.8. The Committee may require the presence of a monitor during reconsideration of a decision. The monitor may participate in the discussions leading to the reconsidered decision, but may not vote. Each monitor shall be a tenured faculty member, and shall be chosen by: 1) the Chair of the Committee on Grievance, after consultation with the Committee on Grievance; 2) the petitioner; and, 3) in the case of reconsideration by a department, with the department Chair; in the case of reconsideration by a program, with the program Director; or in the case of reconsideration by the Committee on Tenure and Promotion with the Chair of the Committee on Tenure and Promotion. Persons serving as monitors may consult with the College's General Counsel regarding his or her role or any other aspect of the reconsideration. After a reconsideration is completed, the monitor shall meet with the Committee on Grievance to provide the monitor's opinion as to whether and in what respect, if any, the decision upon reconsideration was affected by the same concerns that created the original petition.
  
- 48.a. A Chair of the department shall be elected by ballot by the duly qualified voting members.
  
- 48.b. The Chair shall ordinarily be selected from those holding permanent positions on the faculty.
  
- 48.c. The election of a Chair shall take place at least once in three years. The Chair shall be elected not later than February and take office after the spring recess or on July 1st, according to Department custom.
  
- 49.a. The Chair shall be the official representative of the department: the Chair shall call and preside at meetings of the department, shall have charge of the correspondence, shall act as executive officer in case of emergency, and shall

appoint those committees not elected by the department. The procedure followed in the establishment of committees may vary considerably according to the size of the department.

- 49.b. The Chair is entitled to a vote in the department, and in the case of a tie in the election for the Chair, he or she may cast a second deciding vote.
- 49.c. The Chair, or a committee established by the Chair for this purpose, is responsible for informing the visiting or new members of the faculty about the particular teaching practices of the department and the general customs of the College.
- 49.d. The Chair of each department or a deputy should be present before the opening of college for consultation with reentering students and students entering with advanced standing.
- 52.a. A director of a program shall be appointed by the Provost and Dean of the Faculty on the recommendation of the voting members of the program committee [see Section 54 (a)], and may be reappointed for subsequent terms.
- 52.b. The director shall ordinarily be selected from those holding permanent positions on the faculty, and preferably from the ranks of full professors.
- 52.c. The selection of a director shall normally take place every three years. The director shall be selected not later than February and take office after the spring recess or on July 1st, according to program custom.
- 53.a. The director shall be the official representative of the program: the director shall call and preside at meetings of the program committee, shall have charge of the correspondence, shall act as executive officer in case of emergency, shall appoint those sub-committees not elected by the program, and shall appoint a secretary to keep program committee minutes. The procedure followed in the establishment of sub-committees may vary according to the size of the program.
- 53.b. The program director, or a sub-committee established by the director for this purpose, is responsible for informing the visiting or new members of the faculty about the particular teaching practices of the program and the general customs of the College.
- 53.c. The program director or a deputy should be present before the opening of College for consultation with reentering students and students entering with advanced standing.
- 59. Seminars are limited to 12 students and are open to juniors, seniors, and graduate students only, by permission of the instructor. At the discretion of the instructor and with the approval of the department chair or the program director, 15 students may enroll.

- 80.c. Chairs of departments and Chairs of committees awarding prizes shall notify the Office of the Dean of the College in writing of all prize awards.

### **References to Duties of the Department Chair and Program Director in the *Policy of Appointment, Reappointment, Promotion, and Tenure at Smith College***

References to “Department Chairs” are contained within the following sections of the *Policy of Appointment, Reappointment, Promotion, and Tenure at Smith College*. For the full version of the *Policy*, please visit the following web page link:

<http://www.smith.edu/deanoffaculty/policy/index.html>

#### *Appointment and Reappointment to the Temporary Instructional Staff*

- I.A.2.e. At the time of appointment or reappointment of individuals appointed to tenure track positions, the department Chair, after consultation with the President, shall apprise each individual in writing of the then existing circumstances in the College or the department that could affect future decisions with respect to reappointment and tenure, including institutional considerations identified at the meeting specified in II.B.1.a. The Chair's statement of these circumstances shall have the express consent of the majority of those members of the department present and eligible to vote on the appointment or reappointment in question. For candidates appointed in tenure track positions after 1982 but before 1985, institutional considerations specified in II.A. will not apply to decisions regarding reappointment or tenure.
- I.B.1.j. With respect to any recommendation for appointment in which the Chair of the department is ineligible to participate, the senior member of the department eligible to vote in the matter shall carry out the responsibilities of the Chair.
- I.B.2.h. With respect to any recommendation for reappointment in which the Chair of the department is ineligible to participate, the senior member of the department eligible to vote in the matter shall carry out the responsibilities of the Chair.

#### *Criteria and Evidence to be Used in Applying the Criteria: Responsibility and General Procedures for the Provision of Continuous or Periodic Evaluation of Members of the Faculty*

##### II.B. Preamble:

Decisions on reappointment, promotion, and tenure should be based on appropriate evidence carefully gathered in a manner consistent with maintaining high morale and high standards. The following regulations concerning responsibility and procedures for evaluation involve on-going record keeping and appropriate consultations. Attention is called to the shared responsibility for assessments, to the various options by which first-hand knowledge of teaching may be gained, and to the development of some uniformity among departments. All specific procedures for evaluation should be governed by the over-all purpose of these regulations which is to provide a

system for making informed, fair decisions that will also assist new colleagues to develop their abilities and will protect them from excessive scrutiny, abusive or arbitrary treatment, or disruption of their teaching.

- II.B.1.b. A record shall be kept in both the President's Office, the Office of the Dean of the Faculty, and the departmental files of all professional activities of each member of the Faculty. That record, to be brought up-to-date each year by the individual on a form provided by the Office of the Dean of the Faculty, shall include (a) courses taught, other teaching activities, committee memberships or administrative and other duties in the department and the College; (b) publications, scholarly lectures and papers, work in progress, professional activities such as editorial work, participation in professional organizations, consulting, and any other activities that are part of the individual's scholarly and academic performance.
  
- II.B.2.a. Responsibility for reviewing the teaching of every non-tenured member of the department shall be shared jointly by such member and the Chair of the department or a senior Faculty member designated by the Chair. A mutually agreeable plan for this purpose should be set up [subject to the approval of a majority of the department]. If this plan includes class visits, an acceptable time-table for whatever class visits may be agreed upon and the individual conferences that follow them should be established. Limits should be placed on the number of class visits, the number of visitors per class, and the extent of participation by visitors. For large departments, the appointment of a class visitation committee is recommended. Whatever the method adopted, at least one such review shall take place during a candidate's third or fourth semester at the College.
  
- II.B.2.d. During the three-semester period consisting of the semester of any recommendation for tenure and the two semesters preceding it, each member of a department eligible to vote is required to acquire first-hand knowledge of the teaching of each Faculty member under consideration. A variety of methods may provide such knowledge; the most common among these are class visits, attendance at lectures appropriate for a student audience, and team-teaching. (See also Policy, Section IV.B.2.b.).
  
- II.B.2.e. Each department shall establish the procedures that it considers effective in evaluating the teaching of its members consistent with the previous paragraphs. New members of the Faculty shall be informed of these procedures upon appointment. A statement of these procedures shall be filed with the Dean, who shall encourage a reasonable degree of uniformity among departments.
  
- II.B.3.a. Responsibility for an annual review of the scholarship of every non-tenured member of the department shall be shared jointly by such member and the Chair of the department or a senior Faculty member designated by the Chair. When a non-tenured member of the Faculty is reappointed, he or she may request the department's written assessment of his or her scholarship, artistic achievement, or other professional activity.

- II.B.4.a. Responsibility for an annual review of the service to the College of every non-tenured member of the department shall be shared jointly by such member and the Chair of the department or a senior Faculty member designated by the Chair. When a non-tenured member of the Faculty is reappointed, he or she may request the department's written assessment of her or his service to the College.
- II.B.5.a. The Chair of the department, after consultation with the President, shall apprise each individual in writing at the time of appointment or reappointment of circumstances in the College or the department that could affect decisions with respect to reappointment, promotion, and tenure, including institutional considerations identified at the meetings specified in II.B.1.a. The Chair's letter to the individual shall have the express consent of the majority of those members of the department eligible to vote on the appointment or reappointment in question.

*Promotion*

- III.A.1.b. The vote shall be transmitted in writing to the Committee on Tenure and Promotion. If it is unanimous it shall be communicated by the Chair in a letter containing a full statement of the reasons and a summary of the evidence for the recommendation for or against promotion.
- III.A.1.c. After a unanimous recommendation concerning promotion has been made by the department to the Committee on Tenure and Promotion, the Chair shall provide the candidate with a copy of the letter stating the reasons for the recommendation.
- III.A.2.a. When a vote is not unanimous, each member of the department who voted or abstained shall write a confidential letter to the Committee on Tenure and Promotion stating his or her judgment. Each letter shall include reasons and evidence explaining the particular recommendation. In addition, the Chair shall provide the candidate and the Committee on Tenure and Promotion with a letter summarizing the reasons offered by various members of the department for their votes or abstentions. However, the names of these persons shall remain confidential. A person being considered for promotion shall also have the right to communicate in writing with the Committee on Tenure and Promotion.
- III.A.3. The letters from the Chair summarizing the reasons for the department's recommendation, whether unanimous or divided, shall not be released outside the College, except by the candidate.
- III.A.4. If, after the procedures described above have been completed, the department or any member who has voted on the promotion should communicate to the Committee on Tenure and Promotion, orally or in writing, any opinion or evidence that differs substantially from those accompanying the original recommendation, then the Chair of the Committee shall send a letter to the Chair of the department and the candidate and to all members of the

department who had voted summarizing the new opinion or evidence. The names of the persons who have presented such new opinion or evidence shall remain confidential. The candidate shall have reasonable opportunity to respond in writing to the Committee.

- III.A.5.b. When the decision of the Committee is not in agreement with the recommendation of the department, a written statement of the reasons for the decision shall be given to the department Chair.
- III.B.6. With respect to any decisions in which the Chair of the department is ineligible to participate by virtue of his or her rank or tenure status, the senior member of the department eligible to vote in the matter shall carry out the responsibilities assigned herein to the Chair.

*Tenure of Office: Appointment to Permanent Instructional Staff*

- IV.B.2.g. By December 1, the Chair of the department will provide the candidate for tenure and the Committee on Tenure and Promotion with a letter that records the department's recommendation on tenure and the vote taken in the department meeting, and summarizes the reasons offered by various members of the department for their votes or abstentions. However, the names of these persons shall remain confidential. In addition, each member of the department who voted or abstained shall write a letter to the Committee on Tenure and Promotion stating the reasons for his or her vote or abstention. A person being considered for tenure shall have the right to see a copy of each such letter, except for the name of the writer, which shall remain confidential. The candidate shall also have the right to communicate in writing and/or in person with the Committee on Tenure and Promotion.
- IV.B.3.a. If, after the procedures described above have been completed, the department or any member who has voted on the tenure recommendation in question should communicate to the Committee on Tenure and Promotion, orally or in writing, any opinion or evidence that differs substantially from those accompanying the original recommendation on tenure, then the Chair of the Committee shall send a letter to both the Chair of the department and the candidate and to all members of the department who had voted summarizing the new opinion or evidence. The names of the persons who have presented such new opinion or evidence shall remain confidential. The candidate shall have reasonable opportunity to respond in person and/or in writing to the Committee.
- IV.B.4.b. Recommendations of the Committee on Tenure and Promotion concerning tenure shall be communicated to the individual concerned at the earliest feasible moment and no later than June 1 of the year in which the decision is made. If the Committee's recommendation is negative it shall be accompanied by a written statement of the reasons for the Committee's decision. If the recommendation is not in agreement with that of the department, a written statement of the reasons for the Committee's decision shall be sent to the department Chair.

- IV.C.1.h. With respect to any decisions in which the Chair of the department is ineligible to participate by virtue of his or her rank or tenure status, the senior member of the department eligible to vote in the matter shall carry out the responsibilities assigned herein to the Chair.

*Part-Time Appointments*

- V.A.2.d. Before a part-time appointment (for one or more academic years) at the rank of Associate Professor or Professor is initiated, the desirability of such an appointment shall be confirmed by the Committee on Tenure and Promotion, after consultation with the Chair of the department concerned.
- V.A.3.b. Initial part-time appointments for one semester may be recommended to the Dean of the Faculty by the department Chair after consultation with the members available in the department.

*Removal from the Faculty*

- VII.2.a. A charge or complaint against a member of the Faculty which could result in removal before the end of the period of appointment may be brought by the President of the College, the Dean, the department through its Chair, or a member of the Board of Trustees. Such complaints shall be presented in writing to the Committee on Tenure and Promotion.