



SMITH COLLEGE

**Policy of Appointment, Reappointment,
Promotion, and Tenure**

2022–2023

***POLICY OF APPOINTMENT, REAPPOINTMENT,
PROMOTION, AND TENURE AT SMITH COLLEGE***

July 1, 2022

In all matters concerning appointment, reappointment, promotion, and tenure, the provisions of this *Policy* take precedence over any of those in the *Code of Faculty Governance*. The membership and mandates of the standing committees of the faculty that are associated with matters of appointment, reappointment, promotion, and tenure are in the *Code of Faculty Governance*.

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PREAMBLE AND DEFINITIONS USED IN THE *POLICY OF APPOINTMENT, REAPPOINTMENT, PROMOTION, AND TENURE AT SMITH COLLEGE*

Preamble

All specific procedures for evaluation are governed by the overall purposes of these regulations, which are threefold: to provide a system for making informed, fair decisions; to assist new colleagues in developing their abilities; and to protect faculty from excessive scrutiny, abusive, or arbitrary treatment and disruption of their teaching.

Eligibility to vote on matters of appointment, reappointment, promotion, and tenure are governed by section V.C of the *Code of Faculty Governance*.

Definitions

Throughout this *Policy*:

Members of the *tenure-track faculty* are those individuals on appointment leading toward consideration for tenure. Members of the *permanent faculty* are those holding tenure of office. Together, these constitute the *ladder faculty*.

Members of the *non-tenure-track faculty* are senior lecturers, lecturers, senior laboratory instructors, laboratory instructors, visitors, professors in residence, and lecturers and professors of practice. (These appointments are addressed in sections VI, VII, and VIII.)

All members of the tenure-track and non-tenure-track faculty enjoy the same academic freedom as do those who hold tenure of office.

academic freedom refers to Smith College's understanding of the term as expressed in its Statement of Academic Freedom and Freedom of Expression in section I of the *Code of Faculty Governance*.

chair denotes a chair of a department or a program that has faculty staffing and/or offers a major.

conflict of interest refers to a case in which an individual eligible to vote on appointment, reappointment, promotion, or tenure (*a*) is a relative or a current or former spouse, domestic partner, or household member of a candidate or (*b*) shares a financial interest with a candidate. In all cases of conflict of interest, voting members will be recused from all discussion of a candidate's case and have no vote.

provost denotes the provost and dean of the faculty.

unit refers to an academic department or program that has faculty staffing and/or offers a major.

SECTION I

APPOINTMENT TO THE LADDER FACULTY

I.A

A. TERMS OF APPOINTMENT

1. **Faculty ranks.** Initial appointments to the ladder faculty are normally made at the rank of assistant professor but may be made at the rank of instructor, assistant professor, associate professor, or professor.
2. **Initial appointment as instructor.** Candidates for initial appointment to the ladder faculty who do not yet hold a doctorate or a comparable terminal degree specified in the appointment letter may be appointed at the rank of instructor for no more than three years. The criteria and procedures for promotion from instructor to assistant professor are detailed in III.B.
3. **Term.** Normally, the term of appointment to the ladder faculty is from two to four years.
4. **Appointment in writing.** The precise terms of every appointment and reappointment must be stated in writing and copies will be in the possession of the administration, the unit, and the appointee.
5. **Copies of this *Policy*.** A copy of this *Policy* will be furnished to all individuals offered initial appointment to the ladder faculty.
6. **Notice of institutional considerations affecting appointment, reappointment, promotion, or tenure.** At the time of appointment of an individual to a tenure-track position, the provost, in consultation with the chair of the hiring unit, will apprise the individual in writing of any existing circumstances at the level of the college or of the unit that could affect future decisions with respect to reappointment, promotion, and tenure, such as budget limitations, future college staffing, curricular and other needs as foreseen by the college, and unit staffing and curricular needs identified in decennial and midterm reviews as called for in section VI.C.2 of the *Code of Faculty Governance*. The institutional considerations pertaining to the curriculum of the unit that are contained in the provost's letter to the candidate will have the express consent of the majority of those members of the unit eligible to vote on the appointment under consideration.

B. PROCEDURES FOR APPOINTMENT

1. An initial appointment to the ladder faculty ordinarily originates in the unit(s) concerned, which, in consultation with the provost and the Committee on Academic Priorities, will define the position to be filled.
2. On recommendation of a position by the provost and authorization by the president, there will be a public search for candidates in a form and manner consistent with the college's policies as an equal opportunity/affirmative-action employer.
3. The unit will examine the qualifications of each candidate and interview, either in person or by electronic means, those deemed most promising. If the appointment contemplated is at the rank of assistant professor or higher, each candidate will also be interviewed by the provost or the associate provost.

I.B.4

4. Before the search for an associate professor or professor is initiated, the provost will seek the advice of the Committee on Academic Priorities as to the desirability of an appointment at that rank. Before an appointment with tenure is recommended to the board of trustees, the provost will present the case to the Committee on Tenure and Promotion, which then follows regular procedures.
5. A recommendation for appointment to the faculty requires the approval of a majority of all present and voting members at a meeting of the hiring unit for which reasonable notice has been given to those members eligible to vote on the appointment, as well as the approval of the provost.
6. If a member of a hiring unit has a conflict of interest regarding a candidate for appointment, that individual must abstain from all discussion of the candidate's case and has no vote.
7. With respect to any recommendation for appointment in which the chair of the unit is ineligible to participate, a senior member of the unit eligible to vote in the matter will carry out the responsibilities of the chair.
8. Under special circumstances, an appointment to the tenure-track faculty may be initiated by the president with a view to enhance a particular unit or the college as a whole. Before submitting such an appointment to the board of trustees, the president will seek formal approval from the unit concerned. If there is doubt or disagreement between the president and the unit, the Committee on Tenure and Promotion will be consulted before the appointment is recommended to the board of trustees. An individual so appointed is subject to the same regulations of tenure as those that apply to other members of the faculty.

SECTION II

**CRITERIA AND EVIDENCE TO BE USED IN
REAPPOINTMENT, PROMOTION, AND TENURE OF THE
LADDER FACULTY**

II.A

A. CRITERIA

Qualification for reappointment, promotion to associate or full professor, and tenure is determined by the faculty member's accomplishments as a teacher and a scholar and in service to the college. Institutional considerations, as described in I.A.6, will also be weighed by both the unit and the Committee on Tenure and Promotion. However, no tenure quotas will be set at either the unit or the college level.

1. Teaching

Because Smith College is a community of scholars devoted chiefly to undergraduate education, demonstrated excellence in teaching is an essential qualification for reappointment, promotion, and tenure. An excellent teacher relies on high standards of scholarship and presents students with subject matter in such a way as to stimulate interest, help them develop habits of critical thought, and encourage independent and creative scholarly or artistic work.

2. Scholarship

Because Smith College is a community of scholars, demonstrated excellence in scholarship or artistic work is an essential qualification for reappointment, promotion, and tenure.

- a. **For reappointment.** Decisions with respect to reappointment may rest in part on promise as well as performance and do not imply or guarantee a later recommendation for tenure.
- b. **For tenure and promotion to associate professor.** The college expects evidence of an ability to design and complete a major research project or projects, which reflect significant scholarly growth beyond the dissertation. It also requires evidence of the promise of projects to suggest a continuing research trajectory.
- c. **For promotion to professor.** The college looks for evidence of continuing scholarly growth in carrying out a significant post-tenure research project or projects. When a member of the faculty has been asked to carry an extraordinary load of service duties, that circumstance will be taken into account, to a limited extent, when judging the candidate's scholarly achievements.

3. Service to the College

A faculty member's accomplishments as a teacher and scholar are the primary criteria for advancement. Service to the college cannot substitute for excellence in teaching and scholarship. Such service, however, is important to the college and is therefore part of the normal and expected duties of a member of Smith's faculty. Faculty members should carry their share, as appropriate to rank, of advising students, serving on committees, assuming administrative responsibilities, and building intellectual community in other ways both formal and informal.

- a. In the probationary period before tenure, a candidate should have performed service primarily within the unit.
- b. To be considered for promotion to professor, a candidate should also demonstrate substantial commitment to and involvement in institutional service beyond the unit.

II.B

B. EVIDENCE

1. Teaching

Excellence in teaching may be manifested through lecturing, guiding discussion, supervising laboratory or studio work, directing seminars, and working with individual students. It may also be shown through course preparation, structure and organization of courses, assignments, and care taken in assessing student performance. It may be demonstrated, too, by continuing interest and work in new areas of study and in new approaches to familiar subjects, the development of new courses or new pedagogies, significant participation in the curriculum design and development of interdisciplinary programs and departments, leadership roles in curricular initiatives at Smith or within the Five College Consortium, and participation in professional development and other activities related to teaching.

The unit and the Committee on Tenure and Promotion will in their evaluation of classroom work consider student opinions of a candidate's teaching as reflected in formal, college-wide course evaluations. Assessments by majors at the end of senior year or by alumnae may also be used, and these may be made available to the Committee on Tenure and Promotion. Additional methods of teaching evaluation, such as classroom visits, reviews of syllabi, and teaching prizes or nominations, will also be employed.

Should a majority of the members of the Committee on Tenure and Promotion conclude that it is not in possession of adequate information about a candidate's teaching, the committee will consult with the candidate and the candidate's unit about appropriate steps to be taken to collect the necessary evidence before promotion or tenure can occur.

2. Scholarship

Published work is usually the best guide to a faculty member's scholarly achievement, as publication enables peers in the profession to judge the quality of the work or research. However, publication is not the sole evidence of scholarly achievement; it may also be judged on papers read at meetings of learned societies, grants, lectures presented to knowledgeable public groups, participation in colloquia or panel discussions, and works not yet published. Artistic works, whether exhibited or performed such that peers in the profession can judge their quality, also constitute evidence of scholarly achievement.

3. Service

Service includes, but is not limited to: academic unit service for departments and programs (e.g., chairing, writing decennial reviews and other self-studies, work on sub-committees, including search committees, and organizing unit-based series and events); mentoring untenured faculty; serving on elected and appointed committees; Five College boards and councils; etc.

SECTION III

**REAPPOINTMENT, PROMOTION, AND TENURE OF THE
LADDER FACULTY**

III.A

A. RESPONSIBILITY AND PROCEDURES FOR EVALUATION

Decisions on reappointment, promotion, and tenure should be based on appropriate evidence carefully assembled in a manner consistent with maintaining high morale and high standards. The following regulations concerning responsibility and procedures for evaluation involve ongoing record keeping and appropriate consultations, as described in section IV. Attention is called to the shared responsibility for assessments, the various options by which firsthand knowledge of teaching may be gained, and the development of some uniformity among units.

1. General

- a. Throughout section III, the *unit* is understood to mean those members of the unit eligible to vote on a recommendation.
- b. Unless there is a compelling reason, such as a medical leave or imminent retirement, all members of the unit eligible to vote on a recommendation for reappointment, promotion, or tenure, including those on leave or sabbatical, will participate. Any member not planning to participate must obtain permission from the provost.
- c. No elected member of the Committee on Tenure and Promotion may participate in the committee's vote or discussion regarding a member of the individual's unit.
- d. All individuals eligible to vote in the unit or in the Committee on Tenure and Promotion who have a conflict of interest regarding a candidate for reappointment, promotion, or tenure must absent themselves from all discussion of the candidate's case and will have no vote.
- e. With respect to any recommendation for reappointment, promotion, or tenure in which the chair of the unit is ineligible to participate, a senior member of the unit eligible to vote in the matter will carry out the responsibilities of the chair.
- f. With respect to any recommendation for promotion or tenure, if the decision of the Committee on Tenure and Promotion is not in agreement with the recommendation of the unit, the committee will provide a written statement of the reasons for its decision to both the chair of the unit and the candidate.
- g. With respect to any recommendation for promotion or tenure, if the decision of the board of trustees is not in agreement with the recommendation of the Committee on Tenure and Promotion, the president will provide a written statement of the reasons for the board's decision to the Committee on Tenure and Promotion, the chair of the unit, and the candidate.
- h. The deliberations and communications in any case involving reappointment, promotion, and tenure will be kept confidential among those units, committees, and individuals participating in the process according to the provisions of this *Policy*. In particular:

III.A.1.h.i

- i. The outside evaluations are kept confidential. They will be made available to the Committee on Tenure and Promotion and to the eligible members of the unit or units involved but will not be released to the candidate. All outside evaluators will be informed of these procedures.
 - ii. The letter from the chair of the unit—to the provost in the case of reappointment or to the Committee on Tenure and Promotion in the case of promotion or tenure—reporting the vote taken in the meeting of the unit, summarizing the evidence considered, and the reasons offered by unit members for their votes must preserve the anonymity of the opinions and arguments of outside evaluators and the members of the unit.
 - iii. The letter from the chair summarizing the reasons for the unit’s recommendation will not be released outside the college by anyone except the candidate.
 - iv. In the case of consideration for tenure, the candidate has the right to see a copy of the letter of each individual voting member to the Committee on Tenure and Promotion with the exclusion of the name of the writer, which will remain confidential.
 - v. In the case of promotion, when a divided vote requires letters from each voting member of the unit to the Committee on Tenure and Promotion, those letters will remain confidential and will not be released to the candidate.
- i. In a case in which letters from outside evaluators have been solicited, should any letter fail to arrive in time for consideration by the unit or the committee, either body may proceed to its decision without it.
 - j. Those members eligible to vote on any recommendation for reappointment, promotion, or tenure will take into account the statement about institutional considerations contained in the candidate’s most recent appointment letter.

B. PROMOTION TO ASSISTANT PROFESSOR

An appointment at the rank of instructor is limited to three years although it may be for a shorter duration. The terminal degree called for in the candidate’s appointment letter must be conferred by September 1 of the third year; otherwise, that third year will be the final year of the appointment without further notification to the instructor. The promotion to assistant professor of an instructor whose terminal degree is conferred in either the individual’s first or second year will normally take effect for the second or third year of the appointment, respectively.

C. REAPPOINTMENT AS ASSISTANT PROFESSOR

1. During the year preceding the final year of appointment to a tenure-track faculty position, the candidate will be reviewed for reappointment by the unit. The timing of this review will be determined solely by the candidate’s appointment end date and is not influenced by adjustments to the probationary period as provided for in III.D.1.c–f.

III.C.2

2. Recommendation for reappointment of a tenure-track faculty member will be made by a majority vote at a meeting for which reasonable notice has been given to those members of the unit eligible to vote on the matter and requires approval of the president. The chair will provide to both the candidate for reappointment and the provost a letter that records the unit's recommendation, the vote taken in the meeting, and a summary of the reasons offered by the members of the unit for their votes. However, the individuals will remain anonymous. A unit's recommendation must be communicated in sufficient time for the provost and the president to consider it and for notification to reach the candidate no later than June 1 preceding the final year of appointment.
3. The review of the teaching of a candidate for reappointment incorporates class visits, as called for in the unit's own procedures on file in the provost's office. (*See also* II.A.1 and II.B.1.)
4. Both the candidate for reappointment and the unit will have the right to require evaluation of the scholarly and/or artistic work of the candidate from sources outside the college.
5. At the time of reappointment, the provost, in consultation with the chair of the unit, will apprise the candidate in writing of any circumstances in the college or the unit that could affect decisions with respect to subsequent reappointment, promotion, and tenure. Among such institutional considerations are budget limitations, future college staffing, curricular and other needs as foreseen by the college, and unit staffing and curricular needs identified in decennial and midterm reviews as well as in the candidate's most recent appointment letter.

D. PROMOTION TO ASSOCIATE PROFESSOR WITH TENURE

The provisions of this section apply to a member of the faculty under consideration by the Committee on Tenure and Promotion for tenure of office on the permanent faculty. The award of tenure to an assistant professor carries with it promotion to associate professor. In exceptional cases, an assistant professor not yet awarded tenure may be recommended for promotion to associate professor before the end of the individual's probationary period. The promotion of an assistant professor separate from the award of tenure is outlined in section III.E.

A member of the faculty having tenure will hold the position as long as the individual fulfills the relevant duties as defined by the *Code of Faculty Governance* and the *Policy of Appointment, Reappointment, Promotion, and Tenure*. An individual who enjoys tenure of office may be removed for cause, as outlined in section X.

Transfer of a member of the faculty on the permanent staff from one unit to another, transfer to or from an administrative position within the college, or promotion from one rank to another does not deprive the individual of tenure.

1. Recommendations: Timing
 - a. A member of the faculty with an initial tenure-track appointment at the rank of instructor must complete fourteen (14) semesters of service at Smith College before joining the permanent faculty. The recommendations of the unit and the Committee on Tenure and Promotion must be made during the academic year in which the candidate's fourteenth (14th) semester of service is completed.

III.D.1.b

- b. A member of the faculty with an initial tenure-track appointment at the rank of assistant professor or associate professor or whose rank was changed to assistant professor during the first year of a tenure-track appointment must complete twelve (12) semesters of service at Smith College before joining the permanent faculty. (However, see paragraph 1.f, below.) The recommendations of the unit and the Committee on Tenure and Promotion will be made during the academic year in which the candidate's twelfth (12th) semester of service is completed.
- c. Each semester of service prior to the tenure recommendation will be counted as part of the probationary period. In addition, any of the following absences may, *upon request*, be counted toward the probationary period.
 - i. A semester or year spent on sabbatical or a leave of absence
 - ii. A semester or year spent directing a Smith study-abroad program or serving in a full-time administrative capacity at the college
 - iii. A semester or year spent on medical leave

A request for any of these absences to be counted as part of the probationary period must be received by the provost by March 1 of the semester before which the individual would be considered for tenure if the absence were counted toward the probationary period.

- d. A tenure-track member of the faculty who becomes a parent during the probationary period will automatically receive a one-year extension of the probationary period. A tenure-track faculty member who would like to decline the extension must notify the provost by March 1 of the semester before which the individual would be considered for tenure without the extension. The policy of a one-year extension is applied for every child born or adopted during the probationary period.
- e. A member of the faculty may petition for a one-year extension of the probationary period prior to the tenure decision for one of the following reasons: serious illness, unusual personal responsibilities, or academic or administrative responsibilities during a substantial part of the probationary period that are considerably beyond the normal load for the unit or the college or that undergo substantial change during the probationary period. Such a petition must have the approval of the unit, include explicit waivers of paragraphs 1.a and 1.b above, and be submitted no later than September 15 of the academic year of the normal tenure decision to the Committee on Tenure and Promotion, which will approve or deny it.
- f. A candidate for initial tenure-track appointment to the faculty at the rank of assistant professor with at least two years of full-time teaching experience at or above the rank of instructor (at Smith or another academic institution) may request that one or two years of prior teaching be counted in the probationary period leading toward tenure. The time to be counted toward tenure will be determined by the provost in consultation with the unit and the Committee on Tenure and Promotion at the time of the initial appointment to the tenure-track faculty.

III.D.1.g

- g. A candidate for initial tenure-track appointment to the faculty at the rank of associate professor with at least three years of full-time teaching experience at or above the rank of assistant professor (at Smith or another academic institution) may request that up to three years of prior teaching be counted in the probationary period leading toward tenure. The time to be counted toward tenure will be determined by the provost in consultation with the unit and the Committee on Tenure and Promotion at the time of the initial appointment to the tenure-track faculty.
2. A candidate under consideration for permanent appointment will be notified in writing of the nature of the unit's recommendation no later than December 8 of the academic year during which the recommendation is made.
3. If the decision of the Committee on Tenure and Promotion is against tenure, a candidate whose existing appointment extends only to the end of the academic year in which the decision is made will receive a terminal appointment for one additional year.
4. Recommendations: Unit Procedures
 - a. All permanent members of the unit eligible to vote on the recommendation will meet to determine whether a candidate is to be recommended for appointment to the permanent staff. *Note:* No ex officio member of the Committee on Tenure and Promotion may participate or vote at this meeting. As called for in III.A.1.b, all eligible members of the unit are expected to participate and will receive notices of all meetings at which a recommendation for tenure is to be discussed. All participating members will review the full dossier, must attend all meetings (in person or electronically), and may vote only if they are present (in person or electronically) at the meeting when the final discussion and vote occur.
 - b. During the three-semester period consisting of the semester of any recommendation for tenure and the two preceding it, each member of a unit eligible to vote must acquire firsthand knowledge of the teaching of the candidate 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* II.A.1 and II.B.1.)
 - c. Outside evaluations of the scholarly and/or artistic work of a candidate for tenure is required as part of the review by the unit and by the Committee on Tenure and Promotion. The relevant procedures are specified in paragraphs 4.d through 4.g, below. (*See also* II.A.2 and II.B.2.) If such outside evaluations of the candidate's work have been secured within the two years preceding the review for tenure, the candidate, the unit, and the Committee on Tenure and Promotion may agree to dispense with additional outside evaluations.
 - d. The candidate and the unit, in separate memoranda, must each submit to the Committee on Tenure and Promotion the names and contact information of at least four outside evaluators, listed in descending order of preference. The committee will solicit evaluations from two on each list, in the indicated order of preference, reserving the others as substitutes for any preferred evaluators who are unable to comment. After consultation with the candidate and the unit, the committee may solicit additional evaluators. The names of those who have agreed to comment will be communicated by the committee to the candidate and to those members of the unit eligible to vote on the individual's tenure.

III.D.4.e

- e. The material to be reviewed by outside evaluators will include a copy of the candidate's curriculum vitae, prepared by the candidate. The scope of the materials in the dossier will be at the discretion of each candidate.
- f. By December 8, the chair of the unit will provide to the candidate for tenure and the Committee on Tenure and Promotion a letter that states the unit's recommendation on tenure, records the vote taken at the meeting of the unit, and summarizes the reasons offered by the members of the unit for their votes or abstentions. However, the names of these individuals will remain confidential. In addition, members of the unit who voted or abstained must write separate letters to the Committee on Tenure and Promotion stating their vote and explaining the reasons for it. An individual under consideration for tenure has the right to see a copy of each such letter, with the exclusion of the name of the writer, which will remain confidential.
- g. If, after the unit vote but before the Committee on Tenure and Promotion has made its recommendation to the board of trustees, the unit should discover any new evidence—apart from dossier updates that a candidate or a unit provides within the established time frame—that in the judgment of the unit would change the voting outcome from positive to negative or vice versa or from unanimous to divided or vice versa, the unit will communicate this to the Committee on Tenure and Promotion in writing and the committee will consider a new vote. Should the chair of the Committee on Tenure and Promotion receive such a communication before the committee makes its recommendation to the board of trustees, the chair will send a letter to the candidate summarizing the new evidence. The candidate then has reasonable opportunity to respond in person and/or in writing to the committee.

5. Recommendations: Committee on Tenure and Promotion Procedures

- a. A candidate who is being considered for tenure has the right to communicate in writing with the committee and, on request, to meet with the Committee on Tenure and Promotion at a regular meeting.
- b. In the case of a divided unit vote, the Committee on Tenure and Promotion will meet with the members of the unit who voted or abstained and are available.
- c. The president will communicate the committee's recommendation for granting tenure to the board of trustees for their vote. The president will communicate any negative tenure decisions by the committee to the board of trustees for their information.
- d. The candidate will be notified by the president of whether or not they are granted tenure in writing at the earliest possible moment but no later than June 1 of the year in which the decision is made.
 - i. If the decision is for appointment to the permanent staff, the candidate will enjoy tenure of office as of the date that the board of trustees approved the appointment.
 - ii. When a candidate is not granted tenure, notice to the candidate will be accompanied by a written statement of the reasons for the denial.

III.D.6

6. Exceptions

- a. Under extraordinary circumstances, when it is in the best interests of the candidate, unit, and of the college, a unit may request that the tenure decision regarding an assistant or associate professor be made prior to completion of the normal probationary period. In such a case, the candidate must have exceptionally strong credentials in both teaching and scholarship. In the case of early consideration for tenure, the Committee on Tenure and Promotion retains the right to defer the decision if the evidence is not sufficient. Should the committee not defer and the candidate not be granted tenure, the result is final. In all cases, a tenure decision must be made by the spring of the last year of a candidate's probationary period.
- b. Under special circumstances (when it is in the best interests of a unit and of the college as a whole), an initial tenure-track appointment to the rank of associate professor or professor with tenure may, at the request of the unit, be recommended to the Committee on Tenure and Promotion for an expedited process. This recommendation must have the support of a majority of all the voting members of the unit concerned.
- c. For an individual recommended for an initial tenure-track appointment to the rank of professor without tenure, a decision by the Committee on Tenure and Promotion may be made in the first year of service but must be made no later than the spring of the third year.
- d. In any case involving tenure, the president has the discretion to determine if and when a joint meeting of the Committee on Tenure and Promotion and the executive committee of the board of trustees is in order.
- e. When a faculty member on the tenure track is in a unit with fewer than three members eligible to vote, procedures for making a tenure recommendation will be determined by the provost, the unit, and the candidate, with the approval of the Committee on Tenure and Promotion. The procedures will be recorded in a written memorandum of understanding to be distributed to all three and should closely follow the terms of this *Policy*.

E. PROMOTION TO ASSOCIATE PROFESSOR WITHOUT TENURE

In general, the promotion from assistant professor to associate professor comes with the award of tenure and follows the procedures outlined in section III.D. However, under exceptional circumstances, the promotion to associate professor may occur before the consideration for tenure.

1. The procedures for promotion to associate professor before the consideration for tenure are the same as those for promotion to professor as described in section III.F.
2. The outcome of any consideration for promotion to associate professor before the consideration for tenure in no way guarantees the outcome of a subsequent consideration for tenure.
3. Promotion to associate professor before consideration for tenure does not extend or shorten the probationary period.
4. A recommendation by the unit for promotion to associate professor without tenure may not be used in the context of a negative tenure recommendation by the unit to allow a reconsideration for tenure.

III.F

F. PROMOTION TO PROFESSOR

1. Recommendations: Timing

The initiation of a recommendation concerning promotion to professor normally originates in a unit. All permanent members whose rank is higher than that of the person being proposed will meet to determine whether or not to initiate a recommendation. Whenever a unit makes the decision to consider a candidate for promotion, the individual must be informed in ample time for outside evaluations to be secured for use in the unit's deliberations. (*See* 2.c through 2.e below.)

- a. Consideration of the promotion of any permanent member of the faculty may also be initiated by the president of the college, the Committee on Tenure and Promotion, or the faculty member.
- b. Promotion from associate professor without tenure to professor carries with it the award of tenure.
- c. The Committee on Tenure and Promotion will annually review the status of each member of the permanent faculty who holds the rank of associate professor for at least eight years.

2. Recommendations: Unit Procedures

- a. All permanent members of the unit eligible to vote on the recommendation will meet to determine whether a candidate should be recommended for promotion, except that no ex officio member of the Committee on Tenure and Promotion may participate or vote at this meeting. As called for in III.A.1.b, all eligible members of the unit are expected to participate and will receive notices of all meetings at which a recommendation for promotion is to be discussed. All participating members will review the full dossier, must attend all meetings (in person or electronically), and may vote only if they are present (in person or electronically) at the meeting when the final discussion and the vote occur.
- b. The review of the teaching of the candidate for promotion will incorporate class visits as called for in the unit's own procedures on file in the provost's office. (*See also* II.A.1 and II.B.1.)
- c. Outside evaluations of the scholarly and/or artistic work of a candidate for promotion is required as part of the review by the unit and by the Committee on Tenure and Promotion. The relevant procedures are specified in paragraphs 2.d and 2.e, below. (*See also* II.A.2 and II.B.2.) If such outside evaluations of the candidate's work have been secured within two years preceding the review for promotion, the candidate, the unit, and the Committee on Tenure and Promotion may agree to dispense with additional outside evaluations.

III.F.2.d

- d. The candidate and the unit, in separate memoranda, must each submit to the Committee on Tenure and Promotion the names and contact information of at least four outside evaluators, listed in descending order of preference. The committee will then solicit evaluations from two on each list, in the indicated order of preference, reserving the others as substitutes for any preferred evaluators who are unable to comment. After consultation with the candidate and the unit, the committee may solicit additional evaluators. The names of those who have agreed to comment will be communicated by the committee to the candidate and to those members of the unit eligible to vote on the individual's tenure.
 - e. The material to be reviewed by outside evaluators must include a copy of the candidate's curriculum vitae, prepared by the individual. The scope of the materials in the dossier is at the discretion of the candidate.
 - f. The unit's recommendation and vote will be transmitted by the chair to the Committee on Tenure and Promotion no later than December 8 of the academic year during which the recommendation is made.
 - i. If the vote is unanimous, the recommendation will be communicated by the chair in a letter containing a full statement of the reasons and a summary of the evidence for or against promotion. The letter will preserve the anonymity of the opinions and arguments of outside evaluators and of the members of the unit. The chair will provide the candidate with a copy of the letter.
 - ii. If the vote is not unanimous, the members of the unit who voted or abstained must write separate confidential letters to the Committee on Tenure and Promotion stating their vote and explaining the reasons for it. In addition, the chair will provide both the candidate and the Committee on Tenure and Promotion with a letter summarizing the reasons offered by various members of the unit for their votes or abstentions. However, their names will remain confidential.
 - g. If after the unit vote but before the Committee on Tenure and Promotion has made its recommendation to the board of trustees the unit should discover any new evidence—apart from dossier updates that a candidate or a unit provides within the established time frame—that in the judgment of the unit would change the voting outcome from positive to negative or vice versa or from unanimous to divided or vice versa, the unit will communicate this to the Committee on Tenure and Promotion in writing and the committee will consider a new vote. Should the chair of the Committee on Tenure and Promotion receive such a communication before the committee makes its recommendation to the board of trustees, the chair will send a letter to the candidate summarizing the new evidence. The candidate has reasonable opportunity to respond in person and/or in writing to the committee.
3. Recommendations: Committee on Tenure and Promotion Procedures
- a. A candidate who is being considered for promotion has the right to communicate in writing with the committee and, on request, to meet with the Committee on Tenure and Promotion at a regular meeting.
 - b. In the case of a divided unit vote, the Committee on Tenure and Promotion will meet with the members of the unit who voted or abstained and are available at that time.

III.F.3.c

- c. The president will communicate the committee's recommendation for granting promotion to the board of trustees for their vote. The president will communicate any negative promotion decisions by the committee to the board of trustees for their information.
4. In any case involving promotion, the president has the discretion to determine if and when a joint meeting of the Committee on Tenure and Promotion and the executive committee of the board of trustees is in order.
5. When a member of the faculty is in a unit with fewer than three members eligible to vote, procedures for making a promotion recommendation will be determined by the provost, the unit, and the candidate, with the approval of the Committee on Tenure and Promotion. The procedures will be recorded in a written memorandum of understanding to be distributed to all three and should closely follow the terms of this *Policy*.
6. Exceptions: If, under an extraordinary circumstance (when it is in the best interests of the unit and of the college) a decision concerning the promotion to professor must be made at a time when it is impossible for the unit and the Committee on Tenure and Promotion to meet, the president will obtain such opinions of the eligible members of the unit and of the committee as may be consulted within a feasible time frame.

SECTION IV

**PROCEDURES FOR THE PERIODIC REVIEW OF THE
LADDER FACULTY**

IV

All members of the faculty must participate in a system of periodic review appropriate to their rank and the type of appointment held.

A. GENERAL

1. A record of every faculty member's professional activities is kept in the provost's office and in the unit's files. That record, to be updated annually by each individual on a form provided by the provost's office, will contain lists of (a) courses taught and other teaching activities; (b) publications, scholarly lectures and papers, works in progress, and professional activities such as editorial work, participation in professional organizations, and consulting; (c) committee memberships or administrative and other duties in the unit and the college; and (d) any other activities that are part of the individual's scholarly and academic performance.
2. Faculty are responsible for keeping their records of scholarly or other professional activities, teaching, and service up-to-date in accordance with the provisions of paragraph 1.a, above.
3. Each unit will establish the procedures it considers effective in evaluating the teaching of its members consistent with both the provisions of B.1 below and the requirements for evaluation for reappointment, promotion, and tenure. A new member of the faculty will be informed of these procedures on appointment. A statement of these procedures will be on file with the provost, who will encourage a reasonable degree of uniformity among units.
4. Members of the permanent faculty below the rank of professor are entitled to a review of their status by the unit at least every third year.
5. Those members of a unit who are eligible to vote on the reappointment, promotion, or tenure of a member of that unit are responsible for their role in the periodic evaluation of the teaching, scholarship, and service of that individual.

B. TENURE-TRACK FACULTY

1. Responsibility for reviewing the teaching of every tenure-track member of a unit will be shared by the tenure-track individual and the chair of the unit or a senior faculty member designated by the chair. A mutually agreeable plan for this purpose should be developed, subject to the approval of a majority of the unit. If this plan calls for class visits, a timetable for these visits should be agreed on, and a schedule for the individual conferences that follow 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 a large unit, the appointment of a class-visitation committee is recommended. Whatever method is adopted, at least one such review must take place during a candidate's third or fourth semester at the college.
2. Responsibility for an annual review of the teaching, scholarship, and service of every tenure-track member of the unit will be shared by the tenure-track individual and the chair of the unit or a senior faculty member designated by the chair. The review should include a discussion of the candidate's progress toward reappointment, promotion, and tenure and identify any concerns regarding teaching, scholarship, and service. Each year, the chair will notify the provost's office that the annual review has taken place.

SECTION V

PART-TIME APPOINTMENT TO THE LADDER FACULTY

V.A

A. APPOINTMENT

1. An appointment may be made in the same rank as that for the full-time ladder faculty and will follow the terms and procedures contained in section I of this *Policy*.
2. An appointment to the part-time ladder faculty will be for a specified proportion of the normal full-time teaching load, usually at least half time.

B. REAPPOINTMENT, PROMOTION, AND TENURE

The criteria, evidence, responsibilities, procedures, and timing for the reappointment, promotion, and tenure of the part-time ladder faculty are the same as those for the full-time ladder faculty as specified in sections II and III of this *Policy*.

C. CHANGE OF STATUS TO OR FROM PART-TIME AND FULL-TIME

1. From Part-time to Full-time Status
 - a. A member of the faculty appointed to a part-time position may request a transition to a full-time appointment. The creation of such a full-time position must be approved by the unit, the Committee on Academic Priorities, and the provost. The transition of the individual to full-time status must be approved by a majority of the members of the unit eligible to vote on a full-time appointment at the candidate's rank, the provost, and the president.
 - b. A faculty member appointed to a part-time position may apply for an open full-time position according to the same procedures as any other candidate.
2. From Full-time to Part-time Status
 - a. A faculty member appointed to a tenure-track or permanent, full-time position may request a transition to a part-time position for a specific period of time. If a person is tenured, the request may be for a transfer to the permanent part-time faculty.
 - b. Request for such a transition must be approved by the chair of the unit and the provost, with notice to the Committee on Academic Priorities. The procedures governing part-time appointments in sections V.A and V.B apply.
 - c. A request for an early return to a full-time position, not agreed on in writing when the transition to part-time status was made, will be evaluated based on institutional resource allocations as determined by the provost and the Committee on Academic Priorities in accordance with the provisions of section V.C.1.a. *Note:* Section V.C.1.b will *not* apply.

SECTION VI

APPOINTMENT AND REAPPOINTMENT TO THE

NON-TENURE-TRACK FACULTY

VI

The college may hire teaching faculty and others with faculty rank on fixed-term contracts outside the tenure track. In general, these positions are created to fulfill the temporary teaching needs of departments and programs and carry the title of lecturer or laboratory instructor, but they may be visiting writers, artists, and others who enrich the life of the college. Most of these positions are nonrenewable, and many are part time.

An appointment as a lecturer, laboratory instructor, or visitor is not renewable unless the appointment letter expressly states that it is. The appointment letter of a faculty member who is eligible for reappointment will state clearly the term of the appointment, that the appointment is renewable, and that the provisions of this section of the *Policy of Appointment, Reappointment, Promotion, and Tenure* apply. The appointment letter of a member of the faculty whose appointment is not renewable must state clearly that the provisions of the *Policy of Appointment, Reappointment, Promotion, and Tenure* regarding reappointment do not apply.

Whether on a renewable or a nonrenewable appointment, a non-tenure-track member of the faculty enjoys the same academic freedom as do other members of the faculty; and, where appropriate, a unit should evaluate and encourage the individual's professional development.

A. GENERAL PROCEDURES

1. Members of the unit with a conflict of interest regarding a candidate for appointment, reappointment, or promotion must recuse themselves from all discussion of the candidate's case and will have no vote.
2. With respect to any recommendation for appointment, reappointment, or promotion in which the chair of the unit is ineligible to participate, a senior member of the unit eligible to vote on the matter will carry out the responsibilities of the chair.

B. LECTURERS

1. Definition
 - a. Appointment to the position of lecturer is appropriate when a member of the faculty is needed primarily to teach without being assigned the range of scholarly and administrative commitments incumbent on tenure-track faculty or when the long-term need is uncertain.
 - b. Normally, for the provisions of this section to apply, the teaching component of the appointment must be at least half time and the appointment must be renewable.
 - c. Within this *Policy*, only those procedures and criteria outlined in this section and in section X apply to a lecturer.
 - d. A lecturer is not a member of the tenure-track faculty and is not eligible for tenure.
 - e. A lecturer enjoys full academic freedom.

VI.B.2

2. Appointment

- a. A lecturer is normally appointed for a period of one to three years. An appointment will not extend beyond the term for which the position is authorized.
- b. At the time of appointment or reappointment, the provost, after consultation with the chair of the unit, will in writing apprise the candidate of any circumstances at the college that could affect the reappointment decision. In particular, recommendations of the Committee on Academic Priorities and subsequent actions by the provost, either in connection with decennial or midterm reviews of the unit or as part of the committee's annual reviews of faculty staffing, could identify institutional considerations that might affect the reauthorization of a lecturer position.
- c. An individual who has at any time been appointed to the faculty as a lecturer may become a member of the tenure-track faculty in accordance with the procedures prescribed in section I; however, time spent in the position of lecturer will not be counted as part of the probationary period toward tenure except as provided for in III.D.1.f and III.D.1.g.

3. Reappointment

a. Reauthorization of the Position

- i. A unit seeking reauthorization of a lecturer position must apply to the provost by November 15 of the final year of the position's authorization. However, if the position is for three years or longer, the unit must seek reauthorization by November 15 of the penultimate year of the position's term. The provost, with the advice of the Committee on Academic Priorities, will consider such a request in light of the overall staffing needs of the unit, budget limitations, and the appropriateness of continuing the position outside the tenure track.
- ii. Should the unit not request the reauthorization of the lecturer position or should the provost not approve the reauthorization, the position will lapse at the end of the incumbent's appointment.

b. Reappointment to the Position

- i. If the provost approves the reauthorization of the position, the unit may either recommend the reappointment of the incumbent or propose a public search for a new appointee.
- ii. Recommendation for reappointment of a lecturer must be made by majority vote at a meeting of which reasonable notice has been given to those members of the unit eligible to vote on the matter. The unit recommendation must be communicated in sufficient time for the provost to come to a decision and for this decision to reach the incumbent by the dates specified in VI.B.4.

VI.B.3.b.iii

- iii. The granting of a reappointment requires evidence of teaching excellence. A unit must support its recommendation for reappointment with a formal review of the candidate's teaching. The means used to arrive at the recommendation will include classroom visits within the previous year by a committee made up of members of the unit eligible to participate in the reappointment process, as well as consideration of the official course evaluations for the candidate.
 - iv. When appropriate, service to the unit will be taken into account when making the recommendation for reappointment.
4. Timing of Reappointment
- a. A candidate on a one- or two-year appointment will be notified in writing no later than June 1 of the final year of the term whether reappointment will be offered.
 - b. A candidate on an appointment of three years or longer will be notified in writing no later than June 1 of the penultimate year of the term whether reappointment will be offered.
5. Participation and Responsibilities
- a. A unit should encourage professional activities from a lecturer and also provide opportunities to teach and otherwise participate in the individual's areas of specialization.
 - b. A lecturer is eligible to carry a share of faculty responsibilities. However, service for a lecturer will normally be within the unit, rather than at the level of the college. It may constitute such duties as advising students, serving on a committee, and directing a thesis.

C. SENIOR LECTURERS

1. Definition
- a. The provost, after consultation with the Committee on Academic Priorities, may authorize the creation of a position of senior lecturer. Normally, a faculty member becomes a senior lecturer through promotion from the position of lecturer, following the procedures outlined in paragraphs 2.a–h, below. Under special circumstances, after an appropriate public search and the approval of both the Committee on Tenure and Promotion and the president, an initial appointment may be made at the rank of senior lecturer.
 - b. The primary responsibility of a senior lecturer will be teaching.
 - c. Normally, service for a senior lecturer will be at the level of the college as well as within the unit. A senior lecturer is thus eligible to serve on both elected and appointed college committees and will serve as a liberal arts adviser.
 - d. A senior lecturer is normally appointed or reappointed for a period of five years to a position that has been authorized for at least five years.

VI.C.1.e

- e. A senior lecturer is not a member of the tenure-track faculty and is not eligible for tenure.
- f. An individual who has at any time been appointed to the faculty as a senior lecturer may become a member of the tenure-track faculty in accordance with the procedures prescribed in section I; however, time spent as a senior lecturer will not be counted as part of the probationary period toward tenure except as provided for in III.D.1.f and III.D.1.g.
- g. Within this *Policy*, only the procedures and criteria outlined in this section and in section X apply to a senior lecturer.
- h. A senior lecturer enjoys full academic freedom.

2. Promotion to Senior Lecturer

- a. A unit seeking authorization of a senior lecturer position must apply to the provost by November 15 of the year preceding a recommendation for an appointment to that position. The provost, with the advice of the Committee on Academic Priorities, will consider such a request in light of the overall staffing needs of the unit, budget limitations, and the appropriateness of establishing the position outside the tenure track.
- b. Anyone who has served as a lecturer for the equivalent of six years full time may be recommended by the unit for promotion to the position of senior lecturer. Normally, the teaching component of the appointment must have been at least half time and must have included teaching in each academic year, unless consecutive years of service have been broken by a leave authorized by the unit and the provost.
- c. Recommendation to the Committee on Tenure and Promotion for a promotion to senior lecturer is normally made by majority vote at a meeting of which reasonable notice has been given to those members eligible to vote on the appointment. The unit's recommendation must be communicated to the Committee on Tenure and Promotion by December 8 of the penultimate year of the lecturer's current appointment. The committee may elect to meet with the unit to discuss the recommendation.
- d. A unit must support a recommendation for promotion to senior lecturer with a written evaluation. The formal assessment of the candidate, normally carried out by the tenured members of the unit, must provide evidence of the following.
 - i. Excellence in teaching, as evaluated by classroom visits within the previous year by members of the unit eligible to participate, consideration of the official course evaluations for the candidate, as well as demonstrated pedagogical development and innovation
 - ii. A positive record of professional achievement, as established by presentations at meetings or workshops, consulting, publications (for scholarly or non-scholarly audiences), or any other indications that the candidate's knowledge of the field (including pedagogy in the field) is recognized by peers (awards received, for example)
 - iii. Service to the unit

VI.C.2.e

- e. If the promotion to senior lecturer is not successful, the unit may recommend promotion during a subsequent academic year.
- f. No elected members of the Committee on Tenure and Promotion may participate in the committee's vote or discussion regarding a member of their unit.
- g. When a lecturer is in a unit with fewer than three members eligible to vote, the procedure for promotion to senior lecturer will be determined by the provost, the unit, and the lecturer, with the approval of the Committee on Tenure and Promotion. The procedure will be recorded in a written memorandum of understanding to be distributed to all three and should closely follow the terms of this *Policy*.
- h. At the time of promotion or reappointment, the provost, after consultation with the chair of the unit, will apprise the candidate in writing of any circumstances at the college that could affect the reappointment decision. In particular, recommendations of the Committee on Academic Priorities and subsequent actions by the provost, either in connection with decennial or midterm reviews of the unit or as part of the committee's annual review of faculty staffing, could identify institutional considerations that might affect the reauthorization of a senior-lecturer position.

3. Reappointment

- a. Reauthorization of the Position
 - i. A unit seeking reauthorization of a senior-lecturer position must apply to the provost by November 15 of the penultimate year of the position's authorization. The provost, with the advice of the Committee on Academic Priorities, will consider such a request in light of the overall staffing needs of the unit, budget limitations, and the appropriateness of continuing the position outside the tenure track.
 - ii. Should the unit not request the reauthorization of the senior-lecturer position or should the provost not approve the reauthorization, the position will lapse at the end of the incumbent's appointment.
- b. Reappointment to the Position
 - i. If a senior lecturer position is reauthorized, the unit may recommend to the provost that the incumbent continue in it. The recommendation for reappointment is normally made by majority vote at a meeting of which reasonable notice has been given to those members of the unit eligible to vote on the matter. The recommendation must be supported by a formal review of the incumbent's performance following the procedures and criteria for promotion to senior lecturer, above, except that VI.C.2.g will not apply and college-level service may be expected.
 - ii. The unit recommendation must be communicated in sufficient time for the provost to come to a decision and for this decision to reach the candidate by June 1 of the penultimate year of the individual's appointment.
 - iii. Reappointment of a senior lecturer is normally for a term of five years.

VI.C.III.b.iv

- iv. A senior lecturer who is not reappointed is not eligible for a sabbatical in the final year of the appointment.

D. LABORATORY INSTRUCTORS

1. Definition

- a. Appointment to the position of laboratory instructor is appropriate when a member of the faculty is needed primarily to teach laboratory courses without being assigned the range of scholarly and administrative commitments incumbent on tenure-track faculty or when the long-term need is uncertain.
- b. Normally, for the provisions of this section to apply, the teaching component of the appointment must be at least half time and the appointment must be renewable.
- c. Within this *Policy*, only those procedures and criteria outlined in this section and in section X apply to a laboratory instructor.
- d. A laboratory instructor is not a member of the tenure-track faculty and is not eligible for tenure.
- e. A laboratory instructor enjoys full academic freedom.

2. Appointment

- a. A laboratory instructor is normally appointed for a period of one to three years. An appointment will not extend beyond the term for which the position is authorized.
- b. At the time of appointment or reappointment, the provost, after consultation with the chair of the unit, will in writing apprise the candidate of any circumstances at the college that could affect the reappointment decision.
- c. An individual who has at any time been appointed to the faculty as a laboratory instructor may become a member of the tenure-track faculty in accordance with the procedures prescribed in section I; however, time spent in the position of laboratory instructor will not be counted as part of the probationary period toward tenure except as provided for in III.D.1.f and III.D.1.g.

3. Reappointment

- a. Reauthorization of the Position
 - i. A unit seeking reauthorization of a laboratory instructor position must apply to the provost by November 15 of the final year of the position's authorization. However, if the position is for three years or longer, the unit must seek reauthorization by November 15 of the penultimate year of the position's term.

VI.D.3.a.ii

- ii. Should the unit not request the reauthorization of the laboratory instructor position or should the provost not approve the reauthorization, the position will lapse at the end of the incumbent's appointment.
- b. Reappointment to the Position
- i. If the provost approves the reauthorization of the position, the unit may either recommend the reappointment of the incumbent or propose a public search for a new appointee.
 - ii. Recommendation for reappointment of a laboratory instructor must be made by majority vote at a meeting of which reasonable notice has been given to those members of the unit eligible to vote on the matter. The unit recommendation must be communicated in sufficient time for the provost to come to a decision and for this decision to reach the incumbent by the dates specified in VI.D.4.
 - iii. The granting of a reappointment requires evidence of teaching excellence. A unit must support its recommendation for reappointment with a formal review of the candidate's teaching. The means used to arrive at the recommendation will include classroom visits within the previous year by a committee made up of members of the unit eligible to participate in the reappointment process, as well as consideration of the official course evaluations for the candidate.
 - iv. When appropriate, service to the unit will be taken into account when making the recommendation for reappointment.
4. Timing of Reappointment
- a. A candidate on a one- or two-year appointment will be notified in writing no later than June 1 of the final year of the term whether reappointment will be offered.
 - b. A candidate on an appointment of three years or longer will be notified in writing no later than June 1 of the penultimate year of the term whether reappointment will be offered.
5. Participation and Responsibilities
- a. A unit should encourage professional activities from a laboratory instructor and also provide opportunities to teach and otherwise participate in the individual's areas of specialization.
 - b. A laboratory instructor is eligible to carry a share of faculty responsibilities. However, service for a laboratory instructor will normally be within the unit, rather than at the level of the college. It may constitute such duties as advising students, serving on a committee, and directing a thesis.

VI.E

E. SENIOR LABORATORY INSTRUCTORS

1. Definition

- a. The provost may authorize the creation of a position of senior laboratory instructor. Normally, a faculty member becomes a senior laboratory instructor through promotion from the position of laboratory instructor, following the procedures outlined in paragraphs 2.a–h, below. Under special circumstances, after an appropriate public search and the approval of both the Committee on Tenure and Promotion and the president, an initial appointment may be made at the rank of senior laboratory instructor.
- b. The primary responsibility of a senior laboratory instructor will be teaching.
- c. Normally, service for a senior laboratory instructor will be at the level of the college as well as within the unit. A senior laboratory instructor is thus eligible to serve on both elected and appointed college committees and will serve as a liberal arts adviser.
- d. A senior laboratory instructor is normally appointed or reappointed for a period of five years to a position that has been authorized for at least five years.
- e. A senior laboratory instructor is not a member of the tenure-track faculty and is not eligible for tenure.
- f. An individual who has at any time been appointed to the faculty as a senior laboratory instructor may become a member of the tenure-track faculty in accordance with the procedures prescribed in section I; however, time spent as a senior laboratory instructor will not be counted as part of the probationary period toward tenure except as provided for in III.D.1.f and III.D.1.g.
- g. Within this *Policy*, only the procedures and criteria outlined in this section and in section X apply to a senior laboratory instructor.
- h. A senior laboratory instructor enjoys full academic freedom.

2. Promotion to Senior Laboratory Instructor

- a. A unit seeking authorization of a senior laboratory instructor position must apply to the provost by November 15 of the year preceding a recommendation for an appointment to that position.
- b. Anyone who has served as a laboratory instructor for the equivalent of six years full time may be recommended by the unit for promotion to the position of senior laboratory instructor. Normally, the teaching component of the appointment must have been at least half time and must have included teaching in each academic year, unless consecutive years of service have been broken by a leave authorized by the unit and the provost.

VI.E.2.c

- c. Recommendation to the Committee on Tenure and Promotion for a promotion to senior laboratory instructor is normally made by majority vote at a meeting of which reasonable notice has been given to those members eligible to vote on the appointment. The unit's recommendation must be communicated to the Committee on Tenure and Promotion by December 8 of the penultimate year of the laboratory instructor's current appointment. The committee may elect to meet with the unit to discuss the recommendation.
 - d. A unit must support a recommendation for promotion to senior laboratory instructor with a written evaluation. The formal assessment of the candidate must provide evidence of the following.
 - i. Excellence in teaching, as evaluated by classroom visits within the previous year by members of the unit eligible to participate, consideration of the official course evaluations for the candidate, as well as demonstrated pedagogical development and innovation
 - ii. A positive record of professional achievement, as established by presentations at meetings or workshops, consulting, publications (for scholarly or non-scholarly audiences), or any other indications that the candidate's knowledge of the field (including pedagogy in the field) is recognized by peers (awards received, for example)
 - iii. Service to the unit
 - e. If the promotion to senior laboratory instructor is not successful, the unit may recommend promotion during a subsequent academic year.
 - f. No elected members of the Committee on Tenure and Promotion may participate in the committee's vote or discussion regarding a member of their unit.
 - g. When a laboratory instructor is in a unit with fewer than three members eligible to vote, the procedure for promotion to senior laboratory instructor will be determined by the provost, the unit, and the laboratory instructor, with the approval of the Committee on Tenure and Promotion. The procedure will be recorded in a written memorandum of understanding to be distributed to all three and should closely follow the terms of this *Policy*.
 - h. At the time of promotion or reappointment, the provost, after consultation with the chair of the unit, will apprise the candidate in writing of any circumstances at the college that could affect the reappointment decision.
3. Reappointment
 - a. Reauthorization of the Position
 - i. A unit seeking reauthorization of a senior laboratory instructor position must apply to the provost by November 15 of the penultimate year of the position's authorization.

VI.E.3.a.ii

- ii. Should the unit not request the reauthorization of the senior laboratory instructor position or should the provost not approve the reauthorization, the position will lapse at the end of the incumbent's appointment.
- b. Reappointment to the Position
- i. If a senior laboratory instructor position is reauthorized, the unit may recommend to the provost that the incumbent continue in it. The recommendation for reappointment is normally made by majority vote at a meeting of which reasonable notice has been given to those members of the unit eligible to vote on the matter. The recommendation must be supported by a formal review of the incumbent's performance following the procedures and criteria for promotion to senior laboratory instructor, above, except that VI.E.2.g will not apply and college-level service may be expected.
 - ii. The unit recommendation must be communicated in sufficient time for the provost to come to a decision and for this decision to reach the candidate by June 1 of the penultimate year of the individual's appointment.
 - iii. Reappointment of a senior laboratory instructor is normally for a term of five years.

SECTION VII

PROFESSOR IN RESIDENCE

VII.A

A. DEFINITION

1. The title of professor in residence is used for an academically distinguished individual who engages in research or other artistic work at Smith College to the same extent and at the same level of accomplishment as those holding corresponding titles in the professorial series. *Note:* This is not an appointment to the tenure track or to the ranks of tenured faculty as defined in the preamble to the *Policy*. Appointment to this title is appropriate when the continuing association of the incumbent's research program with an academic unit is beneficial to the college.
2. Appointment may be to any of the ranks of the equivalent professorial series: assistant professor in residence, associate professor in residence, or professor in residence. The rank reflects the incumbent's experience and qualifications.
3. The appointment does not carry tenure or a continuing salary commitment from the college, nor does it convey voting rights in the unit or the faculty, access to funds of the unit, or the right to attend meetings of the unit or the faculty.
4. A professor in residence is not eligible for a sabbatical.
5. With the exception of those contained in this section, the procedures and policies specified in this *Policy* do not apply to a professor in residence.
6. A professor in residence enjoys full academic freedom.

B. APPOINTMENT

1. Normally, the title of professor in residence is held for a five-year, renewable term.
2. A unit will recommend the appointment (and renewal) of a candidate to the title of professor in residence, at the appropriate rank, to the Committee on Tenure and Promotion and the provost after a vote of the ladder faculty in the unit.
3. Although this is a non-salaried position, the provost will set a salary rate for the appointee, and that rate will be used as a basis for grant compensation.
4. A candidate recommended for the title must meet the standard of accomplishment in research or artistic work equivalent to that established for the professorial series.
5. A candidate appointed to the title must make a contribution to the academic program of the college.
6. A candidate holding the title may be appointed to teach in the college on an ad hoc basis, to be compensated at the individual's salary rate. Such teaching does not accrue sabbatical credit.

SECTION VIII

LECTURER OF PRACTICE AND

PROFESSOR OF PRACTICE

VIII.A

A. DEFINITION

1. The titles of lecturer of practice and professor of practice are used for distinguished individuals (including professional staff or administrators) who, by virtue of their professional accomplishments, may engage in ad hoc, part-time or full-time teaching relevant to their professional domain. This is not an appointment to the tenure track or to the ranks of tenured faculty as defined in the preamble to the *Policy*. Appointment to this title is appropriate when the continuing association of the incumbent with the curriculum of an academic unit is beneficial to the college.
2. Appointment may be either to lecturer or professor. The rank reflects the individual's experience and qualifications. The term "professor" is reserved for leaders in their field.
3. The appointment does not carry tenure or a continuing salary commitment from the college, nor does it convey voting rights in the unit or the faculty, access to faculty research funds, or the right to attend meetings of the unit or the faculty.
4. Lecturers and professors of practice are not eligible for sabbaticals.
5. With the exception of those contained in this section, the procedures and policies specified in this *Policy* do not apply to lecturers and professors of practice.
6. A lecturer or professor of practice enjoys full academic freedom.

B. APPOINTMENT

1. Normally, the appointment of a lecturer or professor of practice is held for a three-to-five-year term.
2. A unit will recommend the appointment (and renewal) of a candidate, at the appropriate rank, to the associate provost after a vote of the eligible members in the unit.
3. A candidate holding the title may be appointed to teach in the college on a part-time or full-time basis. Such teaching does not accrue sabbatical credit.
4. These are not salaried positions unless the incumbent already draws salary by virtue of another appointment (such as a staff or administrative appointment) at the college.

SECTION IX

JOINT APPOINTMENTS AND AFFILIATION WITH UNITS

BEYOND THE HOME UNIT

IX.A

A. JOINT APPOINTMENT

1. Definition

A *joint appointment* is an appointment divided between units (between departments, between programs, or between a department and a program) either within Smith or between Smith and another institution. A joint appointment may be either permanent or temporary for a fixed, possibly renewable term. In a joint appointment, a portion of the faculty member's FTE is allocated to each unit.

2. Permanent Joint Appointments

a. Definition and Eligibility

A permanent joint appointment is normally established at the time of the initial tenure-track appointment, but may be established subsequent to it.

b. Procedures for Establishing and Codifying a Permanent Joint Appointment

The ordinary procedures for appointment, reappointment, promotion, and tenure apply to a candidate who is a member of more than one unit at Smith, or in the Five Colleges when Smith is the host institution with a 0.5 share or larger of the position. These procedures will be codified in a memorandum of understanding, issued in conjunction with the letter of appointment, and shared with the candidate and all units involved in the joint appointment. The provost's office will provide a standard template to the units, to which judicious adjustments may be made with the full agreement of the units and institutions sharing the joint appointment and the approval of the provost.

c. Participation of Units in Reappointment, Tenure, and Promotion Evaluations

The procedures specified in the memorandum of understanding will be followed during evaluation by both the units and the Committee on Tenure and Promotion, consistent with the requirements of this *Policy*. These procedures will include the formation of a joint personnel committee, consisting of some or all eligible members from the two units, as defined in the memorandum of understanding.

3. Temporary Joint Appointment

a. Definition and Eligibility

i. A temporary joint appointment is normally reserved for tenured members of the faculty.

ii. A temporary joint appointment enables flexibility of staffing to support the curriculum and for a member of the faculty to contribute in a more sustained way to areas of the curriculum in which the individual has expertise. A temporary joint appointment is made for two to five years and may be renewed on approval of the home unit and the second unit.

IX.A.3.a.iii

- iii. A faculty member holding a temporary joint appointment will contribute a specified number of courses over the period of the appointment to a unit outside the individual's home unit. These courses may or may not be cross-listed with the home unit. With the agreement of the units and institutions sharing the joint appointment, a faculty member holding a temporary joint appointment may have voting privileges and participate in policy and personnel decisions.
 - iv. A faculty member holding tenure of office may accept a temporary joint appointment without loss of tenure.
- b. Procedures for Establishing a Joint Appointment
- i. Discussion of a temporary joint appointment may be initiated by the candidate, the unit with which the appointment will be shared, the home unit, or the provost.
 - ii. When the temporary joint appointment is between units at Smith College, the terms of the appointment will be negotiated by the two chairs and the provost in consultation with the faculty member.
 - iii. When the temporary joint appointment is between a unit at Smith College and a unit at another institution, its terms will be negotiated by the chairs and provosts (or equivalents) at the respective institutions in consultation with the faculty member.
 - iv. The parties will sign a memorandum of understanding specifying the agreed-on terms of the temporary joint appointment, which will be filed in the provost's office.
- c. Participation of Units in Reappointment, Tenure, and Promotion Evaluations

The procedures specified in the memorandum of understanding will be followed during evaluation by both the units and the Committee on Tenure and Promotion, consistent with the requirements of this *Policy*. These procedures will include the formation of a joint personnel committee, consisting of some or all eligible members from the two units, as defined in the memorandum of understanding.

B. AFFILIATION WITH A UNIT OR UNITS BEYOND THE HOME UNIT

1. Definitions of and Procedures for Establishing Affiliations

A member of the faculty appointed in one unit (the home unit) may affiliate with other units in one of two ways. In either instance, the faculty member's home unit remains the same and there is no allocation of the faculty member's FTE to the affiliated unit(s).

- a. A program may invite a member of the faculty to affiliate with it via appointment to its program committee. If the faculty member and the unit agree, the provost will appoint the individual to the program committee following section V.D of the *Code of Faculty Governance*. A copy of the letter of appointment to the program committee will be kept in the provost's office.

IX.B.1.b

- b. Alternatively, a faculty member is considered to be affiliated with a unit, whether a department or a program, if either of the following applies.
 - i. A letter of appointment or reappointment to the faculty contains the expectation that the individual will contribute to a unit outside the home unit (for example, contribute to the curriculum by cross-listing courses or offering courses with another unit).
 - ii. A letter of appointment or reappointment specifies that a unit outside the home unit will participate in reviews for reappointment, tenure, and promotion

2. Home and Affiliated Unit Personnel Review Committee

- a. Procedures for Establishing a Personnel Review Committee
 - i. A personnel review committee may be formed when a letter of appointment or reappointment to the faculty contains the expectation that the individual will contribute to a unit outside the home unit (for example, contribute to the curriculum by cross-listing courses or offering courses with another unit).
 - ii. A personnel review committee is normally formed at the time of appointment or reappointment.
 - iii. The personnel review committee will consist of all of the eligible members from the home unit and up to three additional members from the affiliated unit. The number of members from the home unit must be greater than those from the affiliated unit.
 - iv. All members of the personnel review committee are eligible to vote on any recommendation for reappointment, tenure, and promotion consistent with III.A.1.a-e in this *Policy*.
 - v. The formation and membership of a personnel review committee requires the agreement of the candidate, home unit, affiliated unit, and the provost.
 - vi. The parties will sign a memorandum of understanding specifying the agreed-on terms of the personnel review committee, which will be filed in the provost's office.

b. Participation of Personnel Review Committee in Reappointment, Tenure, and Promotion Evaluations

The procedures specified in the memorandum of understanding will be followed during evaluation by the personnel review committee and the Committee on Tenure and Promotion, consistent with the requirements of this *Policy*. *Note:* Section IX.B.3 will not apply.

IX.B.3

3. Participation of Affiliated Units in Reappointment, Tenure, and Promotion Evaluations
 - a. Units will develop and keep on file with the provost's office procedures to be followed in the review of affiliated members. Units may distinguish among different types of affiliation (as noted in IX.B.1), leading to different types of review (for example, from a letter of appreciation of service by the chair to a full review of scholarship, teaching, and service).
 - b. When a member of the faculty is affiliated with a unit or units outside the home unit, the affiliated unit(s) will review the candidate for reappointment, tenure, and promotion if its procedures call for it (*see* 2.a, above). In such cases, the affiliated unit(s) will have access to the letters of outside evaluators, which will remain confidential in accordance with the provisions of section III.
 - c. In order that all involved understand their commitments, a copy of the letter establishing the affiliation will be kept on file in the provost's office and distributed to the candidate and both involved units. For assistant and associate professors, the letter establishing the affiliation will refer to IX.B.2 of this *Policy* and include a copy of the affiliating unit's review procedures called for in IX.B.2.a.
 - d. For a unit that undertakes full reviews, procedures should be modeled on sections II and III to the extent that they apply. In addition, full review of an affiliated member will be undertaken by a committee of no more than three members of the faculty chosen by the affiliated unit from among those eligible to participate according to tenure status and rank. The procedures will be on file in the provost's office and included in the letter of appointment to the affiliated unit. When a candidate is affiliated with more than one unit that has a policy of full review, the units will form a combined review committee of no more than three eligible faculty members in consultation with the provost.
 - e. By November 1, the affiliated unit(s) will provide to the candidate, the home unit, and the Committee on Tenure and Promotion a letter that records that unit's recommendation on tenure and/or promotion and summarizes the reasons for the evaluation. In contrast to joint appointments, the affiliated unit's recommendation will not be counted as a vote but will be given due consideration by the home unit and by the Committee on Tenure and Promotion. The Committee on Tenure and Promotion may require a meeting with the review committee of the affiliated unit(s). By March 15, the affiliated unit(s) will provide to the candidate, the home unit, and the provost a letter that records the unit's recommendation on reappointment and summarizes the reasons for the evaluation.

SECTION X

REMOVAL FROM THE FACULTY

X.A

A. FOR CAUSE

A member of the faculty may be terminated before the end of the period of appointment for cause or for institutional considerations only as specified below.

1. Removal for cause may occur as a result of the commission of a serious crime, acts or threats of violence, other gross misconduct (such as dishonesty to the college, plagiarism, another form of academic dishonesty, sexual harassment, and other forms of prohibited discrimination against members of the college community), gross negligence, repeated or gross violations of applicable college policies, or the unwillingness or inability to perform required faculty duties (through incompetence or a medical condition, for example). Nothing in this provision will preclude a faculty member from taking an authorized leave of absence, seeking a disability accommodation, applying for workers' compensation, or otherwise exercising rights under law or the college's employee policies.
2. A complaint against a member of the faculty that could result in removal before the end of the period of appointment may be brought by the president of the college, the provost, the unit through its chair, or a member of the board of trustees. Such a complaint must be presented in writing to the individual and to the Committee on Tenure and Promotion.
3. The president will first discuss the complaint with the individual concerned. At this point, the matter may be resolved by mutual consent. If the president and the faculty member do not agree on a resolution, the procedures listed below will be followed.
4. The president will submit the case to the Committee on Tenure and Promotion, which will conduct an investigation of the complaint. The chair of the committee then determines the schedule and procedure for the investigation in accordance with this *Policy*. The committee may compel students and employees of the college to present information concerning the allegations in the complaint. The faculty member has an opportunity to present evidence to the committee in response to the complaint. If the committee or the faculty member requests a meeting, the faculty member may be accompanied by an adviser, a support person, and/or legal counsel. The committee will keep records of the information considered in the investigation.
5. If the member of the faculty member chooses to bring legal counsel to any hearing, the college will also have legal counsel present.
6. When the charge is incompetence, the evidence must include the opinions of teachers and scholars of the college or other institutions who have recent experience in the individual's academic subject area.
7. The committee will, by majority vote, determine whether there is cause for removal; the chair must abstain. If the vote is evenly divided, the chair will cast the deciding vote. The decision must be based on evidence that is clear and convincing.

X.A.8

8. If the committee finds no cause for removal, the matter is closed. If the committee determines that there is cause for removal, the faculty member may appeal to the Committee on Grievance. The chair of the Committee on Grievance will determine the procedure for the appeal consistent with this *Policy* and section VI.C.5 of the *Code of Faculty Governance*. Grounds for appeal are limited to (a) improper procedure that likely affected the determination and (b) a determination that unreasonably interferes with the academic freedom of the individual.
9. The Committee on Grievance will by majority vote determine whether to grant the appeal; the chair must abstain. If the vote is evenly divided, the chair will cast the deciding vote. If the appeal is granted, the Committee on Tenure and Promotion will reconsider the complaint in accordance with any express direction from the Committee on Grievance.
10. If the Committee on Grievance denies the faculty member's appeal or if the Committee on Tenure and Promotion determines, after reconsideration, that there is cause for removal, the individual may appeal to the board of trustees.
11. An appeal to the board of trustees will be heard by a trustee committee appointed for that purpose. If the complaint was brought by a trustee, that trustee is disqualified from serving on the committee hearing the case. The trustee committee will review the records of the evidence considered by the Committee on Tenure and Promotion and may, in its discretion, meet with members of that committee. The faculty member has an opportunity to meet with the trustee committee and review the evidence previously presented to the Committee on Tenure and Promotion. The individual may have an adviser, support person, and/or legal counsel present during the meeting with the trustee committee.
12. The trustee committee will make a recommendation to the full board. The board, by majority vote, will render a final decision on whether there is cause for removal.
13. In any case involving removal from the faculty before the end of the period of appointment, the president will decide if and when a joint meeting of the Committee on Tenure and Promotion and the executive committee of the board of trustees is in order.

B. FOR INSTITUTIONAL CONSIDERATIONS

1. If termination of an appointment, whether tenure track or permanent, is based on discontinuance of a unit or a financial exigency, the faculty member will receive notice as soon as is feasible. If it is not feasible to give at least twelve (12) months' notice, the individual will be given severance pay for one academic year.
2. Before terminating an appointment for institutional considerations, the college will attempt to place the affected individual in another suitable position at the college; if this is not feasible, the college will assist the individual in seeking a position elsewhere.
3. If an appointment is terminated before the end of the period of appointment due to discontinuance of a unit or a financial exigency, the released faculty member's position may not be filled by a replacement within two years unless the individual has been offered reappointment and a reasonable time within which to accept or decline it.

Notice of Nondiscrimination

Smith College is committed to maintaining a diverse community in an atmosphere of mutual respect and appreciation of differences.

Smith College does not discriminate in its educational and employment policies on the base of race, color, creed, religion, national/ethnic origin, sex, sexual orientation, gender identity and expression, genetic information, age, disability, or service in the military or other uniformed services.

For more information, please contact the adviser for equity complaints, College Hall 302, 413-585-2141, or visit www.smith.edu/diversity.

See Section 100 of the Employee Handbook for Smith College's Affirmative Action Policy, <https://www.smith.edu/about-smith/hr/employee-handbook/eeo>.