

# **Policies and Procedures for Non Tenure-track Faculty**

**Arts, Sciences and Engineering  
Tufts University**

**Last Updated: September 2005**

***Disclaimer:*** The information contained in this document addresses policy and procedures for Full-time Non Tenure-track Faculty and Full-time and Part-time Lecturers/Senior Lecturers. While the document is subject to change, it is intended to be accurate and helpful, but should not be considered exhaustive.

This document covers issues of titles, hiring, contract lengths, contract renewal, evaluation and promotion. It is intended as a guide for non tenure-track faculty, deans, department chairs/program directors, search committees, and administrators concerned with hiring, contracts, evaluation and promotion.

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## 1. GENERAL INFORMATION

### 1.1 TYPES OF NON TENURE-TRACK APPOINTMENTS:

The information in Section 1 is general. The following sections should be consulted for details of terms of appointments, contract lengths, and faculty evaluations.

**(A.) Full-time.**

**(B.) Part-time.** Part-time faculty normally teach a maximum of 4 courses within an academic year, although exceptions are possible.

Part-time appointments may be:

B.1 fractional (a specified portion of full-time).

B.2 per-course.

### 1.2 TITLES

#### **Permissible titles for full-time, non tenure-track faculty**

- Lecturer, Senior Lecturer.
- Assistant/Associate/Full Professor, only when modified by Visiting, Adjunct or Research, if qualified by definitions below, and if approved by a faculty dean, or in some cases, by the Provost, President, and Trustees.
- Visiting Scholar, Scientist, Artist titles may also be used (see section 5).

#### **Permissible titles for part-time, non tenure-track faculty**

- Lecturer, Senior Lecturer.
- Assistant/Associate/Full Professor, only when modified by Visiting, Adjunct or Research, if qualified by definitions below, and if approved by a faculty dean.
- Visiting Scholar, Scientist, Artist titles may also be used (see section 5).

**NOTE:** Part-time Assistant/Associate/Professor titles are not recognized titles in the College of Liberal Arts and Jackson College or the School of Engineering bylaws. These titles have not been awarded in recent years. The few people currently holding these titles as of August 31, 2000 will retain the titles.

#### **“Visiting”:**

The title “Visiting Lecturer,” “Visiting Instructor,” “Visiting Assistant Professor,” “Visiting Associate Professor,” or “Visiting Professor” shall be used to designate a faculty member who holds an appointment at another institution, but who is on leave to be at Tufts for a specified period of time. Faculty members holding such “visiting” positions

are not eligible for tenure on the Faculty of the College of Liberal Arts and Jackson College or the School of Engineering.

*(LA&J Bylaws, Article I, Section 2, Paragraph 1; Engineering Bylaws, Article I, Section 2, Paragraph 1)*

**"Adjunct" (Secondary Appointment):**

A title containing the word "Adjunct" may be held by a faculty member whose primary appointment is outside the Faculty of the College of Liberal Arts and Jackson College or the Faculty of the School of Engineering. Those whose titles include the word "Adjunct" are not eligible for tenure on the Faculty of the College of Liberal Arts and Jackson College or the Faculty of the School of Engineering.

*(LA&J Bylaws, Article I, Section 2, Paragraph 2; Engineering Bylaws, Article I, Section 2, Paragraph 2)*

**"Research":**

The title "Research Assistant Professor," "Research Associate Professor," or "Research Professor" shall be held by a person whose responsibilities are predominantly in the area of scholarly research, whose position is supported by external funding, and whose appointment is made subject to the availability of such funds. Individuals holding "Research" appointments are not eligible for tenure on the Faculty of the College of Liberal Arts and Jackson College or the Faculty of the School of Engineering.

*(LA&J Bylaws, Article I, Section 2, Paragraph 3; Engineering Bylaws Article I, Section 2, Paragraph 3)*

**NOTE:** Members of the Faculty of College of Liberal Arts and Jackson College and/or the Faculty of the School of Engineering whose titles include the words "Visiting," "Adjunct", or "Research" may not vote in deliberations of these Faculties.

### **1.3 WINDOW-OF-OPPORTUNITY HIRES**

A **window-of-opportunity** hire includes situations where

(a) A department becomes aware -- through conferences, professional contacts, etc. -- that a promising candidate might be interested in a position at Tufts. With the approval of a faculty dean, this window-of-opportunity candidate may be pursued for hire. In view of the university's long-standing commitment to diversifying its faculty, this is a procedure that should be kept in mind particularly with respect to attractive candidates from underrepresented groups.

(b) A department is doing a regular search in Field A, and finds an attractive candidate in Field B. A proposal may be made to hire the window-of-opportunity candidate in Field B, as well as the one in Field A. In view of the university's long-standing commitment to diversifying its faculty, this is a procedure that

should be kept in mind particularly with respect to attractive candidates from underrepresented groups.

## **2. FULL-TIME NON TENURE-TRACK FACULTY:**

### **FULL-TIME LECTURER/SENIOR LECTURER**

A full-time Lecturer is a member of the Faculty who is committed to engage in teaching, advising, and other departmental and university service and administration. Full-time Lecturers are not eligible for tenure nor does any time spent as a full-time Lecturer contribute to any eventual probationary period towards tenure. A faculty member who holds a tenure-track position on the Faculty of the College of Liberal Arts and Jackson College and/or the School of Engineering is not eligible for subsequent appointment to a full-time Lecturer position under the following circumstances:

- (1) after a negative re-appointment decision at the second-year review.
- (2) after a negative re-appointment decision at the fourth-year review.
- (3) in the tenure-review year, no later than one week after the date that the Tenure and Promotion Committee informs the candidate in writing of its decision.

The distinction between part-time and full-time faculty status of any rank is not solely a function of the number of courses taught. Full-time faculty Lecturer status commits individuals at that rank to engage in teaching, advising, and other University service. Full-time Lecturers are subject to University rules concerning supplemental salary and outside activities for remuneration.

An appointment to the position of full-time Lecturer allows the individual to participate in and vote on curricular issues and other appropriate departmental matters, in accordance with the policy established by the department/program, except that Lecturers may not participate in deliberations or votes on second- or fourth-year reviews, or on tenure or promotion cases. Full-time Lecturers may serve on university-wide committees, and may vote in deliberations of the Faculty of the College of Liberal Arts and Jackson College and the School of Engineering and in the appropriate individual Faculties of the associated schools.

Full-time Lecturers are expected to carry out teaching, advising and service responsibilities equivalent to a full-time work-load, as established by the department/program. They will demonstrate their excellence according to the requirements of their departments/programs.

### **2.1 HIRING**

Hiring of all full-time faculty follow the procedures outlined in the Faculty Search Manual (*Appendix A*), available from the Affirmative Action Officer for Arts and Sciences and Engineering.

## 2.2 CONTRACT LENGTHS

Sequences of possible contract lengths for full-time, non tenure-track faculty are:

### **Initial one-year contract:**

First contract:	One year
Second contract:	One year
Third contract:	Maximum of two years
Fourth and subsequent contracts:	Maximum of three years

### **Initial two-year contract:**

First contract:	Two years
Second contract:	Maximum of two years
Third and subsequent contracts:	Maximum of three years

These contract lengths are not automatic. They must be recommended in writing by the department chair/program director, to be reviewed and approved by the dean. See Section 2.5 Evaluation of Full-time Lecturers. After the first three-year contract, subsequent contracts (maximum three years) are possible.

## 2.3 NEW FACULTY FEEDBACK POLICY

In order to provide feedback to both new faculty members and their departments/programs, first-time faculty are expected to distribute a mid-semester evaluation form to their students. The results are reviewed by the department chair/program director and feedback is provided to the new faculty member. A sample evaluation form is attached (*Appendix C*). Departments/programs are welcome to design, or to continue to use, their own form if they so choose.

## 2.4 CONTRACT RENEWAL DEADLINES

Current policy on contract non-renewal notification deadlines for full-time faculty:

In the first year of employment:	By March 1
In the second year of employment:	By December 15
In the third year of employment, and thereafter:	By August 31 of previous year

## 2.5 EVALUATION OF FULL-TIME LECTURERS

### Procedures for Contract Reviews for Non Tenure-Track Faculty

1. In the fall the dean's office, in collaboration with the Academic Affairs Coordinator, sends a memo to the department chair/program director, informing him or her that a contract review and recommendation must be sent to the dean's office for non tenure-track faculty whose contract termination date and terms require a recommendation during the current academic year. (A review and recommendation are not required if the faculty member has a non-renewable contract.)
2. Members of the department/program (or a designated committee) meet formally to review the faculty member's activities and the department chair/program director sends a written report to the dean **signed** by the faculty members who participated in the discussion. This is not intended to be a lengthy report, but it should contain a brief evaluation of the faculty member's accomplishments in the areas of teaching, advising, and service, and should be accompanied by a current *curriculum vitae*. If the department/program wants to increase the contract length for a lecturer, a recommendation should be made at this time following the guidelines in section 2.2 on Contract Lengths.

Additional documentation should be assembled by the department chair/program director or his/her designate and should include:

- a list of courses taught and enrollments in these courses.
  - a numerical summary of student course evaluations (Questions 8, 15 and 18).
  - a summary of qualitative student course evaluations.
  - any available information on advising performance.
3. The dean informs the department chair/program director, usually one month before the notification deadline, of his or her recommendation. (If the dean's recommendation is contrary to that of the department/program, the dean will consult with the department chair/program director before making his/her own recommendation.)
  4. When the above procedures are completed, the department chair/program director will inform the candidate of the decision.
  5. A new contract will be sent to the faculty member at the appropriate time (i.e. Spring of 2006 if the new contract begins September 1, 2006; Spring of 2007 if the new contract begins the following academic year).

**NOTE:** The department's/program's written evaluation is a confidential document and should not be shown to the candidate.

## 2.6 PROMOTION OF LECTURER TO SENIOR LECTURER

1. The department chair/program director contacts the dean expressing the department's/program's proposal to consider a candidate for promotion to Senior Lecturer. Such a promotion is not based primarily on length of service, but it is unusual to promote a Lecturer to Senior Lecturer with fewer than five years of service. Assuming the dean concurs with this proposal, the procedure is as follows.
2. The department chair/program director or his/her designate establishes a dossier, including:
  - a. Teaching and advising:
    - a list of courses taught and enrollments in these courses.
    - a numerical summary of student course evaluations (Questions 8, 15 and 18).
    - a summary of qualitative student course evaluations.
    - any available information on advising performance.
  - b. Service to the department and university.
  - c. Other professional activities that support the Lecturer's teaching and service.
  - d. Current *curriculum vitae*.
3. An *ad hoc* committee composed of two tenure-track and/or tenured faculty is created in the department by departmental vote or appointment by the chair. The department proposes an additional member of the *ad hoc* committee from outside the department, but within the university, subject to the approval of the dean.
4. The *ad hoc* committee meets, reviews the dossier, and makes a recommendation to the department.
5. All tenure-track and tenured faculty in the department vote on the recommendation. A written recommendation is then forwarded to the dean for consideration, along with the dossier.
6. The dean notifies the department of the decision in writing. A favorable decision is reflected in a new contract letter indicating the new title and length of contract.

### **3. PART-TIME, NON TENURE-TRACK FACULTY:**

#### **FRACTIONAL APPOINTMENTS**

Fractional faculty appointments (a specific portion of a full-time position) are possible for individuals who are responsible for departmental duties in addition to teaching. Contract and review policies are the same as those for full-time non tenure-track appointments, with the following exceptions:

- (1.) Faculty with fractional appointments are not eligible to vote in deliberations of the Faculty of the College of Liberal Arts and Jackson College and the School of Engineering and in the individual Faculties of the associated schools.
- (2.) The university is not obligated to adhere to the contract renewal deadlines that pertain to full-time faculty.

#### **3.1 HIRING**

Permission to offer a fractional faculty appointment at a specific salary must be requested from the relevant faculty dean. Upon approval from the dean, the department/program must submit a position description for advertising. This position description must be approved by the dean and the Affirmative Action Officer. (*See Appendix B for procedures for part-time searches.*)

A part-time person hired after a regular search may be rehired (with proper evaluation of past performance). The maximum amount of time between the last time a part-time person was employed and the time they are re-employed without a search is three years. e.g., A person who taught a course in Fall 2005 could be hired without a search to teach the same or a different course in the same department/program, up to and including Fall of 2008.

Normally, searches must be conducted to fill fractional faculty positions. The dean may grant permission to waive a search if a position becomes available too late to conduct a reasonable search. While such a late hire may be approved for up to one year, the department/program must do a search for subsequent semesters and may not rehire the late hire without a search.

The number of courses a part-time faculty member may teach can expand or contract from semester to semester. However, if a full-time lectureship becomes available in a department/program (e.g., if several part-time positions are “bundled” into one full-time position), a search must be conducted.

### **3.2 CONTRACT LENGTHS**

Initial contracts for part-time faculty are for either one semester or one year. After two years of employment, a department/program may request the approval of the dean to offer a two-year contract to a part-time faculty member.

### **3.3 NEW FACULTY FEEDBACK POLICY**

In order to provide feedback to both new faculty members and their departments/programs, first-time faculty are expected to distribute a mid-semester evaluation form to their students. The results are reviewed by the department chair/program director and feedback is provided to the new faculty member. A sample evaluation form is attached. (*Appendix C*). Departments/programs are welcome to design, or to continue to use, their own form if they so choose.

### **3.4 EVALUATION**

The department chair/program director is responsible for reviewing the performance of part-time faculty. The department chair/program director may delegate these supervisory duties to another faculty member. At a minimum, course evaluations should be reviewed every semester and any problems discussed with the part-time faculty. If a decision is reached that the part-time faculty member should not continue to teach in the department/program, he or she will not be offered a new contract.

### **3.5 PROMOTION**

#### **Promotion of Lecturer to Senior Lecturer**

1. The department chair contacts the dean expressing the department's proposal to consider a candidate for promotion to Senior Lecturer. Such a promotion is not based primarily on length of service, but it is unusual to promote a Lecturer to Senior Lecturer with fewer than five years of service. Assuming the dean concurs with this proposal, the procedure is as follows.
2. The department chair or his/her designate establishes a dossier, including:
  - a. Teaching and advising:
    - a list of courses taught and enrollments in these courses.
    - a numerical summary of student course evaluations (Questions 8, 15 and 18).
    - a summary of qualitative student course evaluations.
    - any available information on advising performance.

- b. Service to the department and university.
  - c. Other professional activities that support the Lecturer's teaching and service.
  - d. Current *curriculum vitae*.
3. An *ad hoc* committee composed of two tenure-track and/or tenured faculty is created in the department by departmental vote or appointment by the chair. The department proposes an additional member of the *ad hoc* committee from outside the department, but within the university, subject to the approval of the dean.
4. The *ad hoc* committee meets, reviews the dossier, and makes a recommendation to the department.
5. All tenure-track and tenured faculty in the department vote on the recommendation. A written recommendation is then forwarded to the dean for consideration, along with the dossier.
6. The dean notifies the department of the decision in writing. A favorable decision is reflected in a new contract letter indicating the new title and length of contract.

## **4. PART-TIME, NON TENURE-TRACK FACULTY:**

### **PER-COURSE APPOINTMENTS**

The primary responsibilities of part-time lecturers who are appointed per-course are directly related to the course(s), such as teaching, review sessions, grading, and office hours. Additional duties should be discussed and agreed upon by the department chair/program director and the candidate at the time of hire.

#### **4.1 HIRING**

Permission to offer a per-course faculty appointment at a specific salary must be requested from the relevant faculty dean. Upon approval from the dean, the department/program must submit a position description for advertising. This position description must be approved by the dean and the Affirmative Action Officer. (*See Appendix B for procedures for part-time searches.*)

A part-time person hired after a regular search may be rehired (with proper evaluation of past performance). The maximum amount of time between the last time a part-time person was employed and the time they are re-employed without a search is three years. e.g., A person who taught a course in Fall 2002 could be hired without a search to teach the same or a different course in the same department/program, up to and including Fall of 2008.

Normally, searches must be conducted to fill fractional faculty positions. The dean may grant permission to waive a search if a position becomes available too late to conduct a reasonable search. While such a late hire may be approved for up to one year, the department/program must do a search for subsequent semesters and may not rehire the late hire without a search.

The number of courses a part-time faculty member may teach can expand or contract from semester to semester. However, if a full-time lectureship becomes available in a department/program (e.g., if several part-time positions are “bundled” into one full-time position), a search must be conducted. If a new fractional part-time position is created, it is possible that a search may be waived, but this would be decided on a case by case basis and would require the permission of the dean and the Affirmative Action Officer.

#### **4.2 CONTRACT LENGTHS**

Initial contracts for part-time faculty are for either one semester or one year. After two years of employment, a department/program may request the approval of the dean to offer a two-year contract to a part-time faculty member.

### **4.3 NEW FACULTY FEEDBACK POLICY**

In order to provide feedback to both new faculty members and their departments/programs, first-time faculty are expected to distribute a mid-semester evaluation form to their students. The results are reviewed by the department chair/program director and feedback is provided to the new faculty member. A sample evaluation form is attached. (*Appendix C*). Departments/programs are welcome to design, or to continue to use, their own form if they so choose.

### **4.4 EVALUATION**

The department chair/program director is responsible for reviewing the performance of part-time faculty. The department chair/program director may delegate these supervisory duties to another faculty member. At a minimum, course evaluations should be reviewed every semester and any problems discussed with the part-time faculty. If a decision is reached that the part-time faculty member should not continue to teach in the department/program, he or she will not be offered a new contract.

### **4.5 PROMOTION**

#### **Promotion of Lecturer to Senior Lecturer**

1. The department chair contacts the dean expressing the department's proposal to consider a candidate for promotion to Senior Lecturer. Such a promotion is not based primarily on length of service, but it is unusual to promote a Lecturer to Senior Lecturer with fewer than five years of service. Assuming the dean concurs with this proposal, the procedure is as follows.
2. The department chair or his/her designate establishes a dossier, including:
  - a. Teaching and advising:
    - a list of courses taught and enrollments in these courses.
    - a numerical summary of student course evaluations (Questions 8, 15 and 18).
    - a summary of qualitative student course evaluations.
    - any available information on advising performance.
  - b. Other professional activities that support the lecturer's teaching.
  - c. Current *curriculum vitae*.
3. An *ad hoc* committee composed of two tenure-track and/or tenured faculty is created in the department by departmental vote or appointment by the chair. The department proposes an additional member of the *ad hoc* committee from outside the department, but within the university, subject to the approval of the dean.

4. The *ad hoc* committee meets, reviews the dossier, and makes a recommendation to the department.
5. All tenure-track and tenured faculty in the department vote on the recommendation. A written recommendation is then forwarded to the dean for consideration, along with the dossier.
6. The dean notifies the department of the decision in writing. A favorable decision is reflected in a new contract letter indicating the new title and length of contract.

#### **4.6 SUMMER-SESSION FACULTY**

The Arts & Sciences Committee on the Summer School passed the following policy statement concerning the qualifications and hiring of Summer-session faculty who are not part of the regular Tufts academic-year faculty.

Qualifications for teaching a Summer-session course in regard to professional experience and degrees earned should be the same as those required during the academic year. Courses routinely taught by holders of a doctorate must also be taught in the Summer by holders of that degree. If a course, or a comparable course, is routinely taught by a person with only a master's degree, a similar qualification is acceptable for the Summer course. Hiring for Summer-session faculty should follow the same professional guidelines and affirmative action procedures as those employed during the Fall and Spring semesters. (*From the Annual Report of the A&S Committee on the Summer School for 1999-2000.*)

## 5. VISITING FACULTY

The “Visiting” title may be used for both non-paid courtesy appointments and paid teaching appointments.

The title Visiting Scholar (or Visiting Scientist, Visiting Artist, etc.) is used for courtesy, non-teaching appointments. These appointments are recommended by the department chair, and require approval by the dean. The chair should send a letter recommending the appointment and a letter from a faculty member who is “sponsoring” the visit, describing the value to his or her research or scholarship, and describing the relationship with the visitor. A copy of the visitor’s C.V. should also be included. Visiting Scholar appointments may last from a few weeks up to one year, with the possibility of renewal. In some cases, a Visiting Scholar, Scientist, Artist, etc. may be paid to teach. This requires written approval of the dean.

The approving authorities for appointment to full-time Visiting professors (Visiting Assistant Professor, Visiting Associate Professor, and Visiting Professor) are the chair and the dean. The hiring and evaluation procedures below apply to paid teaching appointments.

The title “Visiting Lecturer”, “Visiting Instructor”, “Visiting Assistant Professor”, “Visiting Associate Professor”, or “Visiting Professor” shall be used to designate a faculty member who holds an appointment at another institution, but who is on leave to be at Tufts for a specified period of time. Faculty members holding such “visiting” positions are not eligible for tenure on the Faculty of the College of Liberal Arts and Jackson College or on the Faculty of the School of Engineering.

*(LA&J Bylaws, Article I, Section 2, Paragraph 1; Engineering Bylaws, Article I, Section 2, Paragraph 1)*

It is standard practice in Arts and Sciences to limit paid Visiting appointments to three years.

**NOTE:** Members of the Faculty of the College of Liberal Arts and Jackson College and/or the Faculty of the School of Engineering whose titles include the word “Visiting” may not vote in deliberations of these Faculties.

### 5.1 HIRING

Hiring of all full-time Visiting faculty follows the procedures outlined in the Faculty Search Manual, available from the Affirmative Action Officer for Arts and Sciences and Engineering. *(See Appendix A.)* Hiring of all part-time Visiting faculty follows the procedures outlined for part-time, non tenure-track faculty. *(See Appendix B.)*

## 5.2 CONTRACT LENGTHS

For full-time Visiting appointments:

**Initial one-year appointment:**

First contract:	One year
Second contract:	One or two years
Third contract, if applicable:	One or two years

**Initial two-year appointment:**

First contract:	Two years
Second contract:	One or two years
Third contract, if applicable:	One or two years

For part-time Visiting appointments:

Initial contracts for part-time Visiting faculty are for either one semester or one year. After two years of employment, a department/program may request the approval of the dean to offer a two-year contract to a part-time Visiting faculty member.

## 5.3 NEW FACULTY FEEDBACK POLICY

In order to provide feedback to both new faculty members and their departments/programs, first-time faculty are expected to distribute a mid-semester evaluation form to their students. The results are reviewed by the department chair/program director and feedback is provided to the new faculty member. A sample evaluation form is attached. (*Appendix C*). Departments/programs are welcome to design, or to continue to use, their own form if they so choose.

## 5.4 CONTRACT RENEWAL DEADLINES

For Visiting faculty to be employed for more than two years, the faculty member must provide certification of his/her continuing eligibility for Visiting status.

**Contract renewal deadlines for full-time Visiting faculty:**

Current policy on contract non-renewal notification deadlines for full-time faculty:

In the first year of employment:	By March 1
In the second year of employment:	By December 15
In the third year of employment, and thereafter:	By August 31 of previous year

## 5.5 EVALUATION

### **Visiting faculty to be employed for a maximum of two years:**

The department chair/program director is responsible for reviewing the performance of Visiting faculty employed for a maximum of two years. The department chair/program director may delegate these supervisory duties to another faculty member. At a minimum, course evaluations should be reviewed every semester and any problems discussed with the Visiting faculty. If a decision is reached that the Visiting faculty member should not continue to teach in the department/program, he or she will not be offered a new contract.

### **Visiting faculty to be employed for more than two years:**

#### **Procedures for Contract Reviews for Non Tenure-Track Faculty**

1. In the fall the dean's office, in collaboration with the Academic Affairs Coordinator, sends a memo to the department chair/program director, informing him or her that a contract review and recommendation must be sent to the dean's office for non tenure-track faculty whose contract termination date and terms require a recommendation during the current academic year. (A review and recommendation are not required if the faculty member has a non-renewable contract.)
2. Members of the department/program (or a designated committee) meet formally to review the faculty member's activities and the department chair/program director sends a written report to the dean **signed** by the faculty members who participated in the discussion. This is not intended to be a lengthy report, but it should contain an evaluation of the faculty member's accomplishments in the areas of teaching, advising, and service, and should be accompanied by a current *curriculum vitae*.

Additional documentation should be assembled by the department chair/program director or his/her designate and should include:

- a list of courses taught and enrollments in these courses.
  - a numerical summary of student course evaluations (Questions 8, 15 and 18).
  - a summary of qualitative student course evaluations.
  - any available information on advising performance.
3. The dean informs the department chair/program director, usually one month before the notification deadline, of his or her recommendation. (If the dean's recommendation is contrary to that of the department/program, the dean will consult with the department chair/program director before making his/her own recommendation.)
  4. When the above procedures are completed, the department chair/program director will inform the candidate of the decision.

5. A new contract will be sent to the faculty member at the appropriate time (i.e. Spring of 2006 if the new contract begins September 1, 2006; Spring of 2007 if the new contract begins the following academic year).

**NOTE:** The department's/program's written evaluation is a confidential document and should not be shown to the candidate.

## 6. RESEARCH FACULTY

### 6.1 HIRING/APPOINTMENT

Appointment to the untenured position of Research Professor is recommended to the Dean, in a letter with accompanying *curriculum vitae*, by the department chair on behalf of the department. The approving authorities are then the Dean of the School, the Provost, and the President, and the appointment is subject to approval by the Academic Affairs Committee of the Board of Trustees. Assistant and Associate Research Professors require the same appointment recommendation to the Dean of the School. If approved, the appointment is reported to the Provost.

Research faculty members are expected to dedicate their full professional commitment to research and associated educational activities. Although research faculty members are not normally expected to teach courses, they may lecture in areas of their specialty, supervise students at various levels in related research projects, and participate in seminars, conferences and similar activities.

A research faculty appointment requires external support. The faculty member is expected to obtain his or her full compensation and associated indirect costs through external grant or contract sources. The appointment terminates at any time the full external support terminates or is reduced to a level which is insufficient to provide full compensation and associated indirect costs.

An untenured faculty member appointed to a tenure-track position may not switch to a research position at any time. If a person is considered for tenure and tenure is not granted, he/she will **not** be eligible for subsequent employment at the University as a research professor. [*Faculty Handbook*]

A faculty member on the research track will be eligible to apply for and be considered for an opening on the tenure track. If selected for that opening, the faculty member would “switch” (i.e., receive a new appointment) to the tenure track. None of the time served at the University on the research track will count toward the tenure probationary period, but the individual could, of course, request consideration for tenure at any time.

### 6.2 CONTRACT LENGTHS

Research Professor	Five-year term maximum
Associate Research Professor	Five-year term maximum
Assistant Research Professor	Three-year term maximum

## **6.3 EVALUATION AND PROMOTION**

It is anticipated that normal professional development might make a research faculty member eligible for promotion to the Associate Research Professor rank at about the same time that tenure-track faculty members are achieving tenured status. If a research faculty member fails to demonstrate such progress, the department chairman, the faculty evaluating committee and the dean should reevaluate the individual's status as a faculty member.

### **PROMOTION OF RESEARCH FACULTY MEMBERS**

#### Procedures for Promotion

#### Research Assistant Professor to Research Associate Professor

The tenured members of the department meet to evaluate the scholarly work of the candidate. They also review the course evaluations (if the research faculty member has been teaching), and assess the candidate's general contributions to the department. The tenured members vote on whether or not to recommend promotion.

Following the department meeting, the department chair sends to the school dean, a summary of the department meeting, including the department's recommendation for promotion. A current CV and, if relevant, a summary of the candidate's teaching evaluations is included with the material sent to the dean.

The dean reviews the material and then informs the department chair, in writing, of the decision.

#### Procedures for Promotion

#### Research Associate Professor to Research Professor

The tenured members of the department recommend two outside experts whose objective evaluations will be sought about the quality of the candidate's scholarly work. The tenured members meet to review the letters from the outside people; to evaluate the scholarly work of the candidate; to review the course evaluations (if the research faculty member has been teaching); and to assess the candidate's general contributions to the department. The tenured members vote on whether or not to recommend promotion.

Following the department meeting, the department chair sends a summary of the department meeting, including the department's recommendation for promotion, to the school dean. The letters of the outside reviewers, a current CV, and, if relevant, a summary of the candidate's teaching evaluations is included with the material sent to the dean.

The dean reviews the material and, if he or she agrees with the department recommendation to promote, makes a recommendation, in writing, which is sent with the

current CV and other material to the Trustees via the Provost. The dean informs the department chair, in writing, as soon as the Trustees make a decision.

If the dean does not agree with the department recommendation to promote, the material is not forwarded to the Trustees, and the dean informs the department chair, in writing, of the decision not to promote.

# FACULTY SEARCH PROCEDURES

School of Arts and Sciences  
School of Engineering  
Tufts University  
August 2005

## **DEFINING THE POSITION**

When a department submits a request for a full-time position, the position must be defined in terms of the department's curricular and research goals. In department discussions, the following should be considered.

**The department's programmatic and research needs and how these needs can be linked to recruiting faculty.**

**How the position description can be written to attract the widest possible range of candidates.**

**Possible biases within the department and how those biases affect one's judgment of quality and excellence.** In discussing standards of excellence in teaching, research, and service, raise questions such as: Are there unique contributions a faculty member of color or a woman can contribute to the department? Is there a bias, spoken or unspoken, against individuals from lesser-known institutions? Is scholarship within the discipline on racial/ethnic, women's, or sexual orientation issues consciously or unconsciously devalued?

## **AUTHORIZATION OF POSITION**

In the Spring semester, the Deans of the Faculty send a memo to department chairs outlining the guidelines for submitting proposals for new full-time faculty positions. After the department has discussed the position, the chair should send to the appropriate Dean the definition of and justification for the position, and should include a plan for increasing the number of applicants from underrepresented groups.

The justification for the position should include information on:

Area(s) of specialization in research (for tenure-track positions) and in teaching (for all positions).

Long-range research/teaching goals of the department as they relate to this position.

Proposed actions to recruit people from underrepresented groups and women applicants.

Proposed rank and tenure status.

The department chair will be notified by the Dean as soon as the position has been approved. A memo from the Affirmative Action Officer will confirm the approval; attached to that memo will be a packet of materials about searches, including, among other items, Authorization and Placement of Ad Forms, relevant pages from directories which list doctoral candidates and recipients who are women or are from underrepresented groups, search material from the Office of Equal Opportunity, and guidelines regarding the budget for recruitment. At this point, the department should set up a search committee.

## **ADVERTISEMENT OF POSITION**

The Authorization Form and the Placement of Ad Form should be returned to the AS&E Affirmative Action Officer. **The ad may not be placed until the wording has been approved.**

The qualifications listed in the advertisement should be explicit, objective, and job-related. The ad should clearly indicate whether something is required or preferred. Bear in mind that if something is **required**, the candidate must have that requirement **by the date that his/her employment begins**. (e.g., If a department advertises that a Ph.D. is required, the person hired must have the Ph.D. by the date that his/her employment begins – in many cases, September 1 of the upcoming academic year.) An advertisement for a full-time position must include statements about the following:

Discipline/sub-field. Rank. Start date. Tenure status.

Educational background (what is required? what is preferred?).  
Teaching experience required/preferred.  
Research experience and/or potential required/preferred (usually only for tenure-track positions).  
Beginning date for review of applications.  
Name/address to which application should be submitted.  
Material to be submitted (e.g., CV, letters of reference, teaching experience/philosophy; future research plans, etc.).  
Affirmative action/equal opportunity statement.

The following language should appear in all advertisements:

**Review of applications will begin [date] and will continue until the position is filled. Tufts University is an Affirmative Action/Equal Opportunity employer. We are committed to increasing the diversity of our faculty. Members of underrepresented groups are strongly encouraged to apply.**

If the department is conducting more than one search at the same time, the advertisements for the positions should be consistent in terms of material that is requested from the applicants; that is, if one ad requires that transcripts be submitted, the other ads from the department should have the same requirement. Advertisements may, however, vary from one department to another.

In terms of where to advertise, the department should consider which professional journal(s) are appropriate, including journals aimed at people from underrepresented groups and women. Postings to Internet lists are also often an inexpensive and effective way to reach people. (After the wording of the advertisement has been approved by the Dean and the Affirmative Action Officer, all arrangements for ads in professional journals/lists are handled by the department. All advertising expenditures ultimately are paid by the AS&E Faculty Recruitment budget. Departments that pay for advertising up front are reimbursed.) Departments that want their advertisements to appear also in the Boston Globe, New York Times, Chronicle of Higher Education, Black Issues in Higher Education, or The Hispanic Outlook in Higher Education should include that request on the Placement of Ad form. Since advertisements in these more general publications can be extremely expensive and will only be approved in special circumstances, departments should provide a concrete explanation for why they are making this request.

Because of expense (an ad in some professional journals/listings can cost as much as \$2000!), departments should plan on placing position announcements in professional journals/listings **ONE TIME ONLY**. **If a department wants to place an ad more than once, they must get permission from the Dean beforehand in order to do so.**

In addition to the advertisement, most departments send position descriptions to graduate schools. The letter sent to graduate schools is usually longer than the advertisement. **Be sure the letter is consistent with what was written in the advertisement regarding qualifications, deadlines, etc.**

### **ACTING AFFIRMATIVELY**

#### **The Affirmative Action Officer will:**

Be available to consult with the Chair regarding search committee composition.

Attend a meeting of the search committee to discuss recruitment procedures.

Send the department chair information on doctoral candidates in the field who are women or are from underrepresented groups.

Send a memo to Tufts faculty and staff announcing faculty openings and requesting help in locating applicants from underrepresented groups. A list of all faculty searches, and full-text position announcements, can also be found at <http://ase.tufts.edu/facultypositions>.

Place an advertisement listing all openings for full-time faculty positions in publications such as The Chronicle of Higher Education, Black Issues in Higher Education, The Hispanic Outlook in Higher Education, the Affirmative Action Register; full-text position announcements are also posted on-line on *HigherEdJobs.com*.

Maintain files, organized by discipline, of people who are potential contacts for outreach/networking to help to build as diverse as possible a pool of applicants.

Distribute information on professional organizations that could serve as resources for building as diverse as possible a pool of applicants, e.g., Selected List of Lesbian, Gay, and Bisexual Caucuses of Scholarly Organizations.

Solicit feedback from the Director of the Office of Equal Opportunity.

**The department chair should:**

Keep an up-to-date list of Tufts current and former graduate students from underrepresented groups and send them a copy of the advertisement.

Monitor the process to ensure that the search committee is actively soliciting and locating a pool of underrepresented applicants.

Appoint women and/or people from underrepresented groups to the search committee whenever possible.

**The search committee should:**

Read all material in the search materials packet thoroughly.

Establish and use personal and professional networks to try to identify potential applicants from underrepresented groups.

Check with Tufts faculty, administrators, and staff from underrepresented groups to see if they have any connections with the historically black colleges and/or universities and institutions that have high percentages of Hispanic or Native American students.

When appropriate to the discipline, also search outside of academe.

Advertise in professional publications aimed at women and people from underrepresented groups.

***Review the files maintained by the Affirmative Action Officer of people in the field who are potential contacts for outreach/networking to advertise the position and build as diverse as possible a pool of applicants. At least one member of the search committee should go to the Affirmative Action Officer's office to review the files. Then the search committee should get in touch with these contact people as appropriate.***

Look thoroughly through the lists of doctoral candidates and recipients provided by the Affirmative Action Officer and, when appropriate, write to people in the appropriate field(s).

Make special efforts to seek out women and people from underrepresented groups at professional meetings at which recruitment activities take place. (The Deans' Office will help defray expenses

for one member of the search committee (or possibly more) to attend the meeting. **It is necessary to discuss this with the Dean in advance.**)

Look at CVs of applicants carefully to try to identify candidates from underrepresented groups; look particularly at where applicants went to undergraduate college, what professional associations they belong to, from which organizations awards were received, memberships in fraternities/sororities. (National Black Greek Fraternities are Alpha Phi Alpha, Kappa Alpha Psi, Omega Psi Phi, Iota Phi Theta, and Phi Beta Sigma. National Black Greek Sororities are Alpha Kappa Alpha, Delta Sigma Theta, Sigma Gamma Rho, and Zeta Phi Beta.)

While looking at CVs to decide whom to invite for interviews, consider **potential for scholarly work**, as well as actual publications.

### **PRELIMINARY-LIST STAGE**

The term "Preliminary List" refers to the group of applicants in a search who are considered to be the serious contenders. In most full-time searches, this group usually includes approximately 10-20 people. It is from this group that the candidates invited for interviews are drawn. After the review of applications has begun, and the department has decided on its preliminary list, two copies of the Preliminary-List Statistics form should be submitted to the Affirmative Action Officer. This form is designed to provide a demographic breakdown of both the total pool of applicants and the Preliminary List. (See footnote 2 below.)

At the same time as the department submits the Preliminary-List Statistics form, the department should submit (a) the Outreach Questionnaire, which documents the outreach efforts the department has made in the search (See footnote 1 below.); and (b) a list of the names of the people who are on the Preliminary List.

After the Affirmative Action Officer and the Dean have signed off on the Preliminary-List Statistics form (within 72 hours), the department may proceed to the Pre-Interview Stage.

**Note:** Departments do not have to submit a Preliminary-List Statistics form in searches for **part-time faculty**. They may proceed directly to the Pre-Interview Stage.

### **PRE-INTERVIEW STAGE**

(For brevity, the word "applicant" below refers to ALL people who applied for the position; "candidate" refers to those invited for an interview.) When the "review of applications begins" date has passed, the Preliminary-List Statistics form has been approved, and the department has selected the candidates it wishes to interview, two copies of the following material should be sent to the Affirmative Action Officer **BEFORE** the candidates are invited to campus:

The list of applicants<sup>1</sup> (including the reasons for not selecting people for interviews).

The list of interview candidates, their cover letters, CVs, and letters of reference.

**The materials on the candidates that the department proposes to interview must be submitted to the Affirmative Action Officer A MINIMUM OF TWO WEEKS before the first interview date.** As in the past, the Dean/Affirmative Action Officer will make every effort to respond to departments within 72 hours.

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<sup>1</sup>Computer files for the Outreach Questionnaire and the Preliminary-List Statistics Form can be obtained from the Affirmative Action Officer. Computer files for the Affirmative Action Report, which includes the List of Applicants form and the final form indicating which candidate has been selected, can be obtained from the University Office of Equal Opportunity website, Forms and Brochures page (<http://www.tufts.edu/oeo/forms.html>).

However, the two-week time period will allow time for discussions (if needed) among the Dean, the department, and the Affirmative Action Officer, as well as time to make travel arrangements far enough in advance so that expenses can be kept as low as possible.

At this stage the affirmative actions of the department can be monitored, and any potential problems can be identified. The Affirmative Action Officer will forward the material to the Dean, and will also look through the lists of applicants to verify that the reason for **not** selecting someone for an interview is related to the requirements given in the advertisement. S/he will also look at the CVs of people **selected** for interview to make sure that they do, in fact, have the requirements as stated in the advertisement. (For instance, if teaching experience is required in the ad and the candidate has no teaching experience, the person may not be interviewed.) The department will be called if there is a question about why a particular applicant was **not** selected for an interview, or conversely why someone without the qualifications **was** selected for an interview.

The reasons for not interviewing an applicant must be specific and related to the advertisement; e.g., if teaching experience is required, a legitimate reason for not interviewing is, "No teaching experience" or "Teaching experience limited" or "Teaching experience not in the required field." An unacceptable reason for not interviewing is "Not as qualified as others." That is too general. The reason must explain **WHY** the person is not as qualified as others. Examples of acceptable reasons include, but are not limited to: weak letters of reference, not far enough advanced in doctoral studies, scholarly publications do not seem to offer sufficient potential for growth, research record not strong.

**Note:** It is recognized that time is a factor in the interview process. Therefore, search forms have high priority status in the Deans' office; usually, departments will be called within 48 hours after the material is received. It would be helpful, however, if the department allowed at least 72 hours for a response. This allows time for the Affirmative Action Officer to review the material and report to the appropriate Dean. If an **immediate** response is needed, please call the Affirmative Action Officer and have the material hand carried to the office. If it is sent by campus mail, the sense of urgency is missing.

**Candidates should not be called and invited to campus for an interview until the department has received approval from the Dean.**

### **INTERVIEW STAGE**

The department chair should consult with the Dean before the interviews with the candidates take place in order to discuss any outstanding issues such as salary. In addition, the Dean's office staff should be consulted **in advance of scheduling interviews** in order to insure that the appropriate Dean will be available to meet with interviewees.

Some candidates need start-up equipment or other research funds to enable them to begin their research at Tufts. When candidates are invited for campus interviews, they should be told to bring a list of these needs.

Regarding the interviews themselves, the search committee may establish its own set of procedures (e.g., whether candidates will give a seminar, whether students will be involved in the process), but **once those procedures are in place, they must be consistently applied for every candidate in a given search (including internal candidates)**.

When interviewing, keep in mind that questions related to sex, age, race, religion, sexual orientation, national origin, etc. are inappropriate, as are questions that are unrelated to the requirements of the position (e.g., what kind of day care arrangements would you make for your child).

### **CONCLUSION OF SEARCH**

When the interviews are over, the department chair discusses the candidates with the Dean **before** (and after) the department meets to discuss and rank candidates. **Before an offer can be made to the candidate, two copies of the completed search form must be submitted to the Affirmative Action Officer.** When the search procedures and candidate selection have been approved, the department chair will be called. S/he can then inform the candidate that the department is **recommending** to the Dean that an offer be made and ask if the candidate intends to accept the offer. This can be done in writing or on the telephone. In either case, when the candidate accepts the preliminary offer, the department chair informs the Dean and a formal contract is sent from the Dean's office. **(Note that chairs should not write letters that sound like contracts.)**

## SEARCH PROCEDURES FOR PART-TIME FACULTY

### Arts, Sciences, and Engineering

Tufts University  
September 2005

#### AUTHORIZATION OF SEARCH

Permission to offer a part-time faculty appointment at a specific salary must be requested from the relevant faculty dean. All new part-time faculty must be hired through a regular search process.

A part-time person hired after a regular search may be rehired (with proper evaluation of past performance). The maximum amount of time between the last time a part-time person was employed and the time they are re-employed without a search is three years. e.g., A person who taught a course in Fall 2002 could be hired without a search to teach the same or a different course in the same department/program, up to and including Fall of 2005.

Normally, searches must be conducted to fill part-time faculty positions. The dean may grant permission to waive a search if a position becomes available too late to conduct a reasonable search. While such a late hire may be approved for up to one year, the department/program must do a search for subsequent semesters and may not rehire the late hire without a search.

#### ADVERTISING A POSITION

Upon approval for a search from the dean, the department/program must submit a position announcement for advertising. This position announcement must be approved by the dean and the Affirmative Action Officer.

A typical position announcement will include:

- title and/or topic of the course.
- course description.
- semester when the course is to be taught.
- other duties of the position, if any.
- required and/or preferred educational background, teaching experience, and other relevant experience.
- material to be submitted (e.g., CV, sample course syllabi, names and/or letters of reference).
- name/address to which application should be submitted.
- beginning date for review of applications.
- Affirmative Action/Equal Opportunity statement.

The following language should appear in all position announcements:

**Review of applications will begin [date] and will continue until the position is filled. Tufts University is an Affirmative Action/Equal Opportunity employer. We are committed to increasing the diversity of our faculty. Members of underrepresented groups are strongly encouraged to apply.**

It is the department's/program's responsibility to advertise the position in disciplinary job listings, newsletters, etc. Subject to approval by the dean, expenses for these advertisements/listings will be covered by the Faculty Recruitment budget, administered by Sarah Suponski (X73468). The department/program should also send the position announcement to colleagues and departments in the discipline, particularly those that are local. Both electronic and regular mail should be used.

The Affirmative Action Officer will place the position announcement on BostonWorks.com, the on-line job listings operated by the *Boston Globe*. The announcement will also be placed in the *Bay State Banner*.

## PERMISSION TO INTERVIEW

When the “review of applications begins” date has passed, and the department/program has selected the candidates it wishes to interview, two copies of the following material should be sent to the Affirmative Action Officer **BEFORE** the candidates are invited for interviews:

- a. The List of Applicants (including the reasons for not selecting people for interviews).
- b. The CVs and letters of reference of the candidates whom you want to interview.

The Affirmative Action Officer and the department’s/program’s dean will review the materials, and then call the department/program with questions and/or approval for the search to proceed. Searches have high priority status in the deans’ office; usually, departments/programs will be called within 72 hours after the material is received.

## APPROVAL OF HIRE

The department/program should then proceed to interview the candidates, and decide which candidate it recommends for hiring. **Before an offer can be made to the candidate, the completed search form (labeled “Affirmative Action Report”) must be submitted to the Affirmative Action Officer.** Again, the Affirmative Action Officer and the department’s/program’s dean will review the materials, and then call the department/program with questions and/or approval of the proposed hire.

After the candidate has accepted the offer of the position, the department/program should fill out a *New Part-time Faculty Hire Form* and submit it to the Academic Affairs Coordinator.

September 2005

Since the new hire PAF will not be processed without the I-9 and TB certification attached, please use the NEW PT FACULTY HIRE FORM and procedure for all new part-time faculty hires.

PROCEDURES:

1. Make the verbal offer and the candidate accepts.
2. Fill out the NEW PT FACULTY HIRE FORM and send it to Inez McCarthy.
3. Inez will do the contract upon receiving the form. The contract will contain I-9 and TB requirement information.
4. The faculty member signs and returns the contract to Inez McCarthy or the Dean's Office.
5. The Faculty member complies with I-9 and TB requirements.
6. The Faculty member gives the I-9, TB documentation, W-4 form, and Direct Deposit Form to the Department Assistant.
7. The Department Assistant fills out the PAF and attaches all necessary information.
8. The Department Assistant sends Inez the PAF with all attachments AND ONE EXTRA COPY OF THE PAF ONLY.

Name:		
Address:		
Email:		
New Hire:	Re-Hire:	Years/Semesters of Previous Employment:
Rank:		PhD Status:
Department:		
Start Date:		Stop Date:
Total Salary:		Per Course Salary:
# Courses:	Course Names (optional):	
Department Chair Approval/Signature:		Date:
Filled out By:		Ext: Date:
Other Notes:		

**Please submit to:**  
 Inez McCarthy  
 Faculty Affairs Officer  
 Ballou Hall, 3<sup>rd</sup> Floor  
 p. 617-627-3708 / f. 617-627-3703  
 email: inez.mccarthy@tufts.edu

### Mid Term Course Feedback

Course \_\_\_\_\_

Term \_\_\_\_\_

Instructor \_\_\_\_\_

**Please take a few minutes to complete this feedback form. Individual forms will not be seen by your instructor but a summary of the results will be provided. All completed forms should be collected by a member of the class and returned to the department or program office.**

**Circle your general response and add any comments that are needed to clarify your answers.**

- |  |               |            |               |
|--|---------------|------------|---------------|
| 1. The organization of the course is:                  | above average | average    | below average |
| 2. The pace of the course is:                          | above average | average    | below average |
| 3. The level of the course is:                         | about right   | too fast   | too low       |
| 4. The clarity of the presentation is:                 | above average | average    | below average |
| 5. Class begins on time:                               | always        | usually    | rarely        |
| 6. The instructor is well prepared for class:          | always        | usually    | rarely        |
| 7. Expectations are clear from the syllabus:           | yes           | somewhat   | no            |
| 8. Assignments are clearly stated:                     | always        | usually    | rarely        |
| 9. The feedback provided to students is:               |               | sufficient | too little    |
| 10. Members of the class are treated with respect:     | always        | usually    | rarely        |
| 11. The instructor's availability outside of class is: |               | sufficient | too limited   |

**Please use the reverse side for any additional comments**

05/18/00