Chapter 2
Faculty Appointments

The faculty personnel policies and practices of the School of Arts and Sciences and the School of Engineering derive from a variety of sources, including bylaws and policies of the trustees and of the Faculty of Arts, Sciences and Engineering and of the College of Liberal Arts and Jackson College.

More information can be found on the website of the Office of the Secretary of the Faculty.

Academic Ranks and Titles

The university recognizes various professorial ranks, which have significance in regard to benefits, rights, and obligations. These ranks are professor, associate professor, and assistant professor. The professorial ranks may be modified by the use of words such as “research,” “emeritus” or “emerita,” “visiting,” “practice,” and/or “adjunct.” All such modified professorial appointments and all appointments to lecturer are nontenure-track. Time spent in such an appointment does not accrue toward the probationary period of any eventual tenure-track appointment.

Professorial Ranks

Assistant professor, associate professor, and professor are ranks given usually to faculty who have earned the Ph.D. or its equivalent. (The university reserves the sole right to determine the measure of degree equivalencies.) Full-time faculty members in the unmodified professorial ranks are expected to participate in all three broad areas of activity—teaching and advising, scholarship, and service to the university and to one’s discipline—in accord with various faculty, administrative, and trustee statements on tenure and promotion. (See Chapter 3, Faculty Responsibilities and Chapter 4, Tenure and Promotion.)

Endowed Professorships

Appointment to one of the numerous endowed professorships at Tufts University is an honor. The dean of the school recommends such appointment to the provost and president; subsequently the trustees’ Academic Affairs Committee votes. The names of all faculty members holding endowed professorships are reported annually to the Academic Affairs Committee. An appointment to an endowed professorship may be made from the ranks of Tufts faculty or an individual may be recruited from outside the institution and appointed to an endowed professorship.

Modified Professorial Ranks

As stated, the ranks of professor, associate professor, and assistant professor may be modified by “research,” “emeritus” or “emerita,” “visiting,” “practice,” or “adjunct.” Faculty members with such modified titles are not eligible for tenure. Faculty members with modified titles, with the exception of full-time professors of the practice in the School of Engineering, are not voting members of the faculty.

Research Faculty. Research faculty members are normally expected to dedicate their full professional commitment to research and associated educational activities, but may teach one course per semester. A research faculty appointment requires independent external support. The faculty member is expected to obtain his or her full compensation and associated indirect costs.
through external grant or contract sources. In the School of Arts and Sciences and the Graduate
School of Arts and Sciences, this research appointment terminates at any time the full external
support terminates or is reduced to a level that is insufficient to provide full compensation and
associated indirect costs. (However, the dean of the school may, with the concurrence of the
provost and the availability of budgeted school funds for this purpose, carry the individual whose
support is reduced or terminated at full salary for an additional period of up to twelve months, to
allow time to reestablish funding. The school in which the individual is appointed is responsible for
the unsupported salary during the additional period.) The School of Engineering allows for part-
time research faculty members. At no time may an untenured faculty member appointed to a
tenure-track position switch to a research position. If a person is considered for tenure and tenure
is not granted, he or she will not be eligible for subsequent employment at the university as a
research professor. The names of all full-time research faculty members are reported annually to
the Trustee Academic Affairs Committee. Please visit the provost office's website for more
information about the Policy on Research Faculty Appointments, available here.

Faculty Emeriti. The department chair and the dean of the school may recommend that faculty
members who have served Tufts University for at least ten years in a full-time capacity and in good
standing prior to retirement be awarded emeritus/emerita status upon their retirement. (Contact
the Secretary of the Faculty for information on how to request emeritus/emerita status.) This
recommendation is sent from the dean to the provost for approval. If the provost, as the president’s
designate, approves the recommendation, the emeritus/emerita appointment is reported to the
Academic Affairs Committee of the trustees. More information on opportunities for faculty emeriti
is available here.

Visiting Faculty. The title “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. The rank for visiting
faculty members must correspond to the rank that is held at the home institution. For example, if
the faculty member is an associate professor at another institution, he/she would be a visiting
associate professor at Tufts University. Faculty members holding such “visiting” positions are not
eligible for tenure. It is standard practice in Arts and Sciences and in Engineering to limit paid
visiting appointments to three years. The “visiting” title may be used for both unpaid courtesy
appointments and paid teaching appointments.

Adjunct Faculty. A title containing the word “adjunct” may be held by a Tufts faculty member whose
primary appointment is outside the School of Arts and Sciences or the School of Engineering.

Practice Faculty (School of Arts and Sciences). “Professors of the practice” are individuals whose
accomplishments are principally in the nonacademic venues and whose expertise complements the
educational and scholarly work of the tenure-track faculty. Professors of the practice are not
eligible for tenure. A full-time appointment to this position may not continue beyond five years.
Such a professor may not be reappointed to any faculty position at the end of his/her five-year
term. The expectation is that these faculty members will have a significant on-campus presence.
The extent to which these faculty members participate in departmental or program affairs will be
left to the discretion of the departments.

Practice Faculty (School of Engineering). “Professors of the practice” are individuals with an eminent
background in the practice of engineering. The duration of an individual’s appointment at this rank
may not exceed eight years. Under exceptional circumstances, this limit on the length of
appointment may be extended, subject to provost approval. An individual holding a “practice”
appointment for a total period exceeding three consecutive years is expected to maintain active
involvement in the profession.

Nonprofessorial Ranks

Instructor

Instructors are faculty members who have been appointed to tenure-track positions, but who have
not yet attained the Ph.D. or its equivalent. Upon certification of the completion of the degree and
approval of the dean, they may attain professorial rank. Time spent in the rank of instructor does
not count toward the probationary period for tenure. Like full-time faculty members in the
unmodified professorial ranks, instructors are expected to participate in all three broad areas of
activity—teaching and advising, scholarship, and university service. Instructors may vote in
meetings of the Faculty of Arts, Sciences and Engineering and Arts and Sciences. This appointment
can be for three years but usually it is held for one or two years. This title is not currently in use by
the School of Engineering.

Lecturer

The position of lecturer can be either full- or part-time or be modified by “senior.” Full-time
lecturers are committed to engage in teaching, advising, and other departmental and university
service. Therefore, status as a full-time lecturer is not distinguished from part-time solely on the
basis of the number of courses taught. Scholarly work is not a condition of employment for
lecturers, which is why their normal teaching load is the equivalent of six courses per academic
year. Lecturers designated full-time are eligible to vote at faculty meetings. Participation of full-time
lecturers in department meetings and service activities is at the discretion of the department,
except where expressly prohibited.

Lecturers who are designated as part-time are invited to attend faculty meetings without vote.
Lecturers who teach three or more courses during the academic year are eligible for benefits. They
shall not be assigned formal advisees.

Lecturers are not eligible for tenure nor does any time spent as a lecturer contribute to any
eventual probationary period for tenure. Lecturers are not eligible for sabbatical or other research
leaves. A lecturer (either part- or full-time) with a record of particular distinction may be promoted
to the rank of senior lecturer. This procedure is described later in the chapter.

Other Appointments

Visiting Artist, Visiting Scientist, and Visiting Scholar

The policies described in this handbook are not applicable to visiting artists, visiting scientists, or
visiting scholars. Their terms of appointment are set forth in their contracts. These appointments
are granted by the dean on the recommendation of a department chair, and are typically used for
courtesy, nonteaching appointments. In some cases, individuals holding such appointments may be
paid to teach. This requires written approval of the dean. These appointments may last from a few
weeks up to one year, with the possibility of renewal.
Coach Lecturer

The policies described in this handbook are not applicable to coach lecturers in the Department of Athletics. The terms of appointment for coach lecturers are set forth in their contracts. They are ineligible for tenure and ineligible for sabbatical or other research leaves.

Joint and Secondary Appointments

An individual may hold only one primary faculty appointment at Tufts, but may have more than one additional faculty appointment (traditionally referred to as a secondary appointment).

To clarify the meaning of titles, a university-wide Joint Appointments Committee has recommended the following definitions to be used by all colleges, schools, departments, and centers of Tufts University.

A joint appointment reflects a major fiscal and time commitment in more than one school, college, department, or center at Tufts University. If the faculty member is eligible for tenure, such tenure may be earned only where the faculty member holds the primary faculty appointment.

A secondary appointment reflects a meaningful research, teaching, or graduate student supervisory commitment in another school, college, department, or center at Tufts University that does not involve a major fiscal or time commitment; it may or may not involve a salary commitment.

Recruitment and Hiring Procedures for Faculty Members

Criteria for Hiring

Tenured or Tenure-Track Faculty. Scholarly excellence, teaching and advising effectiveness, capacity for leadership and service within the school and university

Lecturer (Full-Time). Teaching and advising effectiveness, capacity for leadership and service within the school and university

Professor of the Practice. Capacity for teaching and mentoring effectiveness and established credentials as a leading practitioner in a field that complements the educational and scholarly work of the faculty

Lecturer (Part-Time). Teaching effectiveness

Research Faculty. Established research excellence, and in the case of Arts and Sciences, sufficient independent external grant or contract support to cover full compensation and associated indirect costs

Visiting Faculty. Appointment at another institution at a comparable rank. Visiting titles may be used for interim appointments preceding primary appointments that result from an approved search.

All appointment letters, including those for adjunct faculty, full-time and part-time lecturers, and all visiting appointments, shall be generated and administered by the offices of the deans.

Spring 2012.
Search Procedures

Tenured; Tenure-Track; and Full-Time, Nontenure-Track Appointments

Procedures are published here.

Part-Time, Nontenure-Track Appointments

Procedures are published here.

Normally, these procedures must be followed to fill part-time faculty positions such as lecturers and professors of the practice. 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 or program must do a search for subsequent semesters and may not rehire the late hire without a search.

Part-time faculty may be rehired without a search if they have taught at Tufts within the prior three academic years.

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

Visiting Appointments (Courtesy, Nonteaching)

The department chair shall send the following to the dean: a copy of the candidate’s curriculum vitae and a letter recommending the appointment that details the candidate’s qualifications and delineates any institutional resources necessary to support the appointment. The chair should confer directly with the dean in advance about such resources.

Research Appointments

The department chair shall send the following to the dean: a copy of the candidate’s curriculum vitae; and a letter recommending the appointment that details the candidate’s credentials, the value of research of the candidate to the department’s and university’s goals, the source and extent of the independent external funding, details about the external funding (principal investigator(s), grant number, and length of grant contract), and any institutional resources necessary to support the appointment. The chair should confer directly with the dean in advance about such resources.

Target of Opportunity

In exceptional cases, the deans may appoint an individual without a search, in consultation with the department.

Policy on Appointment of Family Members

Although there is no formal university policy, it is acceptable for spouses or other relatives to hold academic appointments at the same time without regard to these family relationships and with the usual prerequisites of appointment. However, the hiring of one family member does not obligate the university to hire another.

Spring 2012.
Policy on Part-Time Appointment of Full-Time Staff Members

On occasion, a full-time staff member may have the background, expertise, and interest to teach a course. Should a department or program wish to hire a staff member to teach a course, the department chair or program director should secure the permission of the staff member's supervisor, as well as the permission of the dean and the affirmative action officer. As teaching is beyond the regular work assignments of these staff members, their teaching duties cannot interfere with staff responsibilities or commitment levels. In addition, preparation for class, office hours, and grading should not interfere with normal work responsibilities. Staff members should receive compensation commensurate with that paid to other part-time faculty.

Procedures for Approval of Faculty Appointments

Some faculty appointments require final approval by the dean of the school, others by the provost, and still others by the Academic Affairs Committee of the Board of Trustees. The following procedures are in effect for approval of appointments.

Untenured Position of Instructor or Assistant Professor on the Tenure Track

Appointment is recommended by the department, approved by the dean of the school, and reported to the provost.

Untenured Position of Associate Professor or Professor on the Tenure Track

Appointment is recommended by the department and the dean of the school, approved by the provost, and reported to the Academic Affairs Committee of the Board of Trustees.

Tenured Position of Associate Professor or Professor

Appointment is recommended by the department, the faculty Committee on Tenure and Promotion, the dean of the school, the provost, and the president and approved by the Academic Affairs Committee of the Board of Trustees.

Full-Time Position of Research Assistant Professor, Research Associate Professor, or Research Professor (Nontenure-Track)

Appointment to the full-time, nontenured position of research assistant professor, research associate professor, or research professor is recommended by the department and the dean of the school, approved by the provost, and reported to the Academic Affairs Committee of the Board of Trustees.

Full- or Part-Time Position of Professor of the Practice (Nontenure-Track)

Appointment is recommended by the department and the dean of the school and approved by the provost.

Spring 2012.
Other Appointments

Appointments of full-time faculty with modified professorial ranks (other than the categories of research and practice), appointments to the rank of lecturer or senior lecturer, and appointments of part-time faculty at all ranks (other than professors of the practice) are recommended by the department and approved by the dean of the school.

Separation from the School

Notice of Nonrenewal of Contract

In accordance with the trustees’ “Policy on Academic Freedom, Tenure and Retirement,” Tufts University observes certain requirements for the advance notice of nonrenewal to full-time faculty members. The length of advance notice is related to the length of time served at the university and the termination date of the current appointment.

The Board of Trustees has affirmed that in all cases not involving permanent or continuous tenure, if a full-time faculty member is not to be reappointed following one year or more of service, the university shall give written notice to the faculty member that he or she is not to be reappointed, as follows.

Not later than March 1 of the first academic year of service in the university if the appointment terminates at the end of that year; or, if an initial one-year appointment terminates during the academic year, not later than three months prior to the date of its termination.

Not later than December 15 of the second academic year of service in the university if the appointment terminates at the end of that year; or, if an initial two-year appointment terminates during an academic year, not later than six months prior to the date of its termination.

Not later than twelve months prior to the date of termination of an appointment if the appointment terminates subsequent to the completion of more than two years of service in the university.

If an individual requests leave without pay during his/her terminal year at Tufts, the granting of leave will not extend the appointment beyond the year for which the appointment was originally made; that is, the year of the leave will constitute the individual’s terminal year.

Termination

The policy with regard to termination of an appointment for cause prior to the expiration of a contract is contained in the trustees’ “Policy on Academic Freedom, Tenure and Retirement.” In part, that policy states:

“In the case of a termination for cause of appointment with permanent or continuous tenure, or a dismissal for cause prior to expiration of a term appointment, the faculty member concerned will be entitled to a hearing upon request. In such event, the faculty member shall be informed in writing before the hearing of the charges against him/her and shall have the opportunity to be heard in his/her own defense by all bodies that pass judgment upon the case. He/she will be permitted to have with him/her an advisor of his/her own choosing who may act as counsel. There shall be a full stenographic record of the hearing available to both the university and the faculty member unless both the university and the faculty

Spring 2012.
member waive the requirement. In the hearing of charges of incompetence, the testimony should include that of teachers and other scholars, either from his/her own or from other institutions. A faculty member having an appointment with permanent or continuous tenure who is dismissed for reasons not involving moral turpitude shall receive his/her salary for one year from the date of notification of dismissal whether or not he/she is continued in his/her duties at the institution.”

Under this trustee policy, the services of a faculty member may also be terminated because of extraordinary circumstances, such as financial exigencies or program discontinuance.

Contract Reviews and Renewals for Faculty Members  
(School of Arts and Sciences)

See related section which follows on contract appointments, reviews, and renewals for faculty members in the School of Engineering.

Contract Renewal Sequence

**Tenure-Track Appointments**

The Office of the Dean of Arts and Sciences issues contracts or confirmation letters for tenure-track appointments to faculty members on the following occasions.

- Initial appointment
- Appointment renewal
- Award of tenure
- Change in rank

The usual sequence of contracts for tenure-track faculty who begin at the assistant professor level is as follows.

- First contract: for years one and two (review in year two)
- Second contract: for years three, four, and five (review in year four)
- Third contract: for years six and seven (tenure review in year six)

Departmental reviews of tenure-track faculty members must be completed in advance of the applicable date of notification of contract nonrenewal.

**Nontenure-Track Appointments**

The Office of the Dean of Arts and Sciences issues contracts for nontenure-track appointments to faculty members on the following occasions.

- Initial appointment
- Appointment renewal
- Change in employment status (full-time/part-time)
- Change in rank (for example, lecturer to senior lecturer)
Full-Time Appointments. Possible contract lengths for full-time lecturers are as follows.

- First contract: one to two years
- Second contract: one to two years
- Third contract: one to two years
- Fourth and subsequent contracts: one to a maximum of three years

Possible contract lengths for full-time visiting appointments are as follows.

- First contract: one to two years
- Second contract: one to two years
- Third contract: one to two years
- Total time of employment in the school not to exceed three years

Possible contract lengths for full-time professor of the practice appointments are as follows.

- First contract: one to two years
- Second and subsequent contracts: one or two years, as appropriate
- Total time of employment in the school not to exceed five years

Departmental and programmatic reviews of full-time nontenure-track faculty members must be completed in advance of the applicable date of notification of contract nonrenewal.

Part-Time Appointments. Initial contracts for part-time faculty members are for either one semester or one year (this could equate to four one-semester contracts). After two consecutive years of employment, a department or program may request the approval of the dean to offer a two-year contract to a part-time faculty member.

Contract Review and Renewal Procedures for Tenure-Track Faculty Members

Procedure for Second-Year Review of Tenure-Track Faculty Members

1. In the fall, the dean’s office informs the department chair via memorandum that a review must be conducted during the current academic year. The department chair contacts the dean with any questions about the procedures or if an unusual situation requires special arrangements (for example, if there are very few tenured members in the department or if the candidate has a joint appointment).

2. Only the tenured members of the department meet to review the candidate’s activities and to vote on whether to recommend renewal of the contract. The discussion within the department is confidential and is not shared with the candidate. The chair sends the dean a confidential letter, signed by all of the faculty members who voted, recording the vote and detailing the discussion. The letter and the candidate’s CV are due to the dean’s office no later than December 1 of that year. The letter is not shared with the faculty member, and it should include the following information.
a. **Scholarship:** areas of research, collaborations, publications, works in progress, grant proposals, and any other material deemed appropriate by the department

b. **Teaching:** a complete list of courses taught with both enrollment figures and the numerical averages from student evaluations for questions 8, 15, and 18. The letter also summarizes the written comments students provide on the evaluations.

c. **Advising:** a summary of advising activities and a description of any supervision of undergraduate or graduate research

d. **Service:** department, school, and university activities; professional offices, responsibilities, and activities

3. When the above procedures have been completed, the following takes place.

   a. The dean consults with the department chair before meeting with the candidate to discuss the contents of the review. (If the dean is considering an action that does not reflect the recommendation of the majority of the voting faculty members, the dean will inform the chair during this consultation.)

   b. The dean meets with the candidate to discuss the contents of the review.

4. After meeting with the candidate, the dean conveys the final determination to the department chair.

5. In consultation with the department chair, the dean drafts a written evaluation to be transmitted to the candidate. This is a separate and distinct document from the confidential letter summarizing the department’s discussion. This written evaluation is intended to identify areas in which the faculty member is meeting the institution’s expectations for the granting of tenure, as well as areas in which the department and the dean believe the faculty member needs to improve his or her performance in light of the tenure expectations. The written evaluation is not intended to predict whether the faculty member will earn tenure, nor should positive statements in the letter be interpreted as the administration’s support for a positive tenure decision. Both the dean and the chair then sign this written evaluation. The department’s evaluation remains confidential.

6. The dean and the chair determine who will convey the outcome to the candidate. The written evaluation is transmitted to the candidate. It also becomes part of the departmental record and is consulted during the fourth-year review and again during the tenure review.

7. The chair has a follow-up discussion with the candidate.

8. The procedures for renewal and nonrenewal, respectively, are as follows.

   a. In the event of renewal, the dean’s office sends a reappointment contract to the candidate at the appropriate time.

   b. In the event of nonrenewal, the candidate must be given written notice in accord with university nonrenewal deadlines (i.e., not later than December 15 of the second academic year of service in the university if the appointment terminates at the end of that academic year or, if an initial two-year appointment terminates during an academic year, not later than six months prior to the date of its termination.)
Procedure for Fourth-Year Review of Tenure-Track Faculty Members

1. In the fall, the dean's office informs the department chair via memorandum that a review must be conducted during the current academic year. The department chair contacts the dean with any questions about the procedures or if an unusual situation requires special arrangements (for example, if there are very few tenured members in the department or if the candidate has a joint appointment).

2. Only the tenured members of the department meet to review the candidate's activities and to vote whether to recommend renewal of the contract. The discussion within the department is confidential and is not shared with the candidate. The chair sends the dean a confidential letter, signed by all of the faculty members who voted, recording the vote and detailing the discussion. The letter and the candidate's CV are due to the dean's office no later than December 1 of that year. The letter is not shared with the faculty member, and it should include the following information.
   
a. Scholarship: areas of research, collaborations, publications, works in progress, grant proposals, and any other material deemed appropriate by the department
   
b. Teaching: a complete list of courses taught with both enrollment figures and the numerical averages from student evaluations for questions 8, 15, and 18. The letter should also summarize the written comments students provide on the evaluations and provide information on teaching innovations, introduction of new courses, and courses taught in the various programs and/or centers.
   
c. Advising: a summary of advising activities, including first-year advising duties, and a description of any supervision of undergraduate or graduate research
   
d. Service: department, school, and university activities; professional offices, responsibilities, and activities

When the above procedures have been completed, the following takes place.

3. The dean consults with the department chair before meeting with the candidate to discuss the contents of the review. (If the dean is considering an action that does not reflect the recommendation of the majority of the voting faculty members, the dean informs the chair during this consultation.)

4. The dean meets with the candidate to discuss the contents of the review.

5. After meeting with the candidate, the dean conveys the final decision to the department chair.

6. In consultation with the department chair, the dean drafts a written evaluation to be transmitted to the candidate. This is a separate and distinct document from the confidential letter summarizing the department's discussion. This written evaluation is intended to identify areas in which the faculty member is meeting the institution's expectations for the granting of tenure, as well as areas in which the department and the dean believe the faculty member needs to improve his/her performance in light of the tenure expectations. The written evaluation is not intended to predict whether the faculty member will receive tenure, nor should positive statements in the letter be interpreted as the administration's support for a positive tenure decision. Both the dean and the chair sign this written evaluation. The department's evaluation remains confidential.

Spring 2012.
7. The dean and the chair determine who will convey the outcome to the candidate. The written evaluation is transmitted to the candidate. It also becomes part of the departmental record and is consulted during the tenure review.

8. The chair has a follow-up discussion with the candidate.

9. The procedures for renewal and nonrenewal, respectively, are as follows.
   a. In the event of renewal, the dean’s office sends a reappointment contract to the candidate at the appropriate time.
   b. In the event of nonrenewal, the candidate must be given written notice in accord with university nonrenewal deadlines (i.e., not later than twelve months prior to the date of termination of an appointment if the appointment terminates subsequent to the completion of more than two years of service in the university.)

Contract Review and Renewal Procedures for Nontenure-Track Faculty Members

All nontenure-track faculty members are on renewable or nonrenewable term contracts. If the appointment is renewable, the department or program conducts a review for contract renewal.

Review Procedure for Full-Time, Nontenure-Track Faculty Members

1. In the fall, the dean’s office informs the department chair or program director via memorandum that a contract review and recommendation must be sent to the dean’s office. This is required for all nontenure-track faculty members 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 nonrenewable contract.)

2. The tenured and tenure-track members of the department or program, and full-time lecturers who have direct supervisory oversight of the program, meet formally to review the faculty member’s activities and vote whether to recommend renewal of the contract. The department chair or program director sends the dean a report, signed by all of the faculty members who voted, conveying the recommendation and detailing 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 or program wants to increase the contract length for a lecturer, a recommendation should be made at this time. The department’s or program’s written evaluation is a confidential document and should not be shown to the candidate.

   The department chair or program director should assemble the following additional documentation.
   a. A list of courses taught and enrollments in these courses
   b. A numerical summary of student course evaluations (questions 8, 15, and 18)
   c. A summary of written comments on student course evaluations
   d. Any available information on advising performance
3. The dean informs the department chair or program director, usually one month before the notification deadline, of his/her recommendation. (If the dean’s recommendation is contrary to that of the department or program, the dean consults with the department chair or program director before making a recommendation.)

4. When the above procedures are completed, the department chair or program director informs the candidate of the decision.

5. The procedures for renewal and nonrenewal, respectively, are as follows.
   a. In the event of renewal, the dean’s office sends a reappointment contract to the candidate at the appropriate time.
   b. In the event of nonrenewal, the candidate must be given written notice in accord with university nonrenewal deadlines.
      i. Not later than March 1 of the first academic year of service in the university if the appointment terminates at the end of that year; or, if an initial one-year appointment terminates during the academic year, not later than three months prior to the date of its termination.
      ii. Not later than December 15 of the second academic year of service in the university if the appointment terminates at the end of that year; or, if an initial two-year appointment terminates during an academic year, not later than six months prior to the date of its termination.
      iii. Not later than twelve months prior to the date of termination of an appointment if it terminates subsequent to the completion of more than two years of service in the university.

The dean and chair or program director determine who will convey the outcome to the candidate.

Review Procedure for Part-Time, Nontenure-Track Faculty Members

The department chair or program director is responsible for reviewing the performance of part-time faculty members. Course evaluations are reviewed every semester. The department chair or program director should discuss particular problems with the dean. In addition, the numerical summary of student course evaluations (questions 8, 15, and 18) for all courses taught by part-time faculty members must be transmitted to the dean’s office as part of the annual merit review process. If a decision is reached by the department chair and/or dean that the part-time faculty member should not continue to teach in the department or program, he or she is not offered a new contract.

Promotion Procedures for Nontenure-Track Faculty Members

Promotion to Senior Lecturer (Full- or Part-Time)

1. The department chair or program director conveys to the dean the department’s or 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 to the university. Assuming the dean concurs with this proposal, the procedure is as follows.
2. The department chair or program director prepares a dossier that includes the following.
   a. Documentation pertaining to teaching and advising
      i. A list of courses taught and enrollments in these courses
      ii. A numerical summary of student course evaluations (questions 8, 15, and 18i)
      iii. A summary of written comments on student course evaluations
      iv. Any available information on advising performance
   b. Service to the department or program and the university
   c. Other professional activities that support the lecturer’s teaching and service
   d. The candidate’s current curriculum vitae

3. The chair or program director by appointment or the department or program by vote creates an ad hoc committee composed of two tenure-track and/or tenured faculty members. The department or program proposes an additional member of the ad hoc committee from outside the department or program, but within the school, subject to the approval of the dean.

4. The ad hoc committee meets, reviews the dossier, and makes a recommendation to the department or program.

5. All tenure-track and tenured faculty in the department or program 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 or program of the decision in writing. A favorable decision is reflected in a new contract letter indicating the new title and length of contract.

**Promotion from Research Assistant Professor to Research Associate Professor (Full- or Part-Time)**

1. The department chair conveys to the dean the department’s proposal to consider a candidate for promotion to research associate professor. If the dean concurs with this proposal, the procedure is as follows.

2. The department chair prepares a dossier that includes the candidate’s current curriculum vitae and relevant publications and papers. If the candidate has been teaching, the chair provides the following information.
   a. A list of courses taught and enrollments in these courses
   b. A numerical summary of student course evaluations (questions 8, 15, and 18i)
   c. A summary of written comments on student course evaluations
   d. Any available information on advising and mentoring performance

3. The tenured members of the department meet to evaluate the candidate’s dossier and to vote on whether to recommend promotion.

4. Following the department meeting, the department chair sends the dean a report signed by all of the faculty members who voted, conveying the recommendation and summarizing the
discussion. In the material sent to the dean, the chair includes the candidate’s current curriculum vitae and, if relevant, a summary of the candidate’s teaching and advising record.

5. The dean reviews the material and then informs the department chair, in writing, of the decision. A favorable decision is reflected in a new contract letter indicating the new title and length of contract.

6. The appointment to research associate professor must be approved by the provost; approved appointments are reported to the Academic Affairs Committee of the Board of Trustees.

Promotion from Research Associate Professor to Research Professor (Full- or Part-Time)

1. The department chair conveys to the dean the department’s proposal to consider a candidate for promotion to research professor. If the dean concurs with this proposal, the procedure is as follows.

2. The department chair prepares a dossier that includes the candidate’s current curriculum vitae and relevant publications and papers. If the candidate has been teaching, the chair provides the following information.
   a. A list of courses taught and enrollments in these courses
   b. A numerical summary of student course evaluations (questions 8, 15, and 18i)
   c. A summary of written comments on student course evaluations
   d. Any available information on advising and mentoring performance

3. The tenured members of the department recommend two outside experts to seek objective evaluations about the quality of the candidate’s scholarly work.

4. The department chair contacts the experts to request their written evaluation of the candidate’s scholarly work.

5. After securing the outside experts’ agreement, the department chair sends them copies of the dossier, including the candidate’s current curriculum vitae and relevant publications and papers.

6. The tenured members meet to review the letters from the outside experts; 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 whether to recommend promotion.

7. Following the department meeting, the department chair sends the dean a report signed by all of the faculty members who voted, conveying the recommendation and summarizing the discussion. In the material sent to the dean, the chair includes the letters of the outside reviewers, the candidate’s current curriculum vitae, and, if relevant, a summary of the candidate’s teaching and advising record.

8. The dean reviews the material and then informs the department chair, in writing, of the decision. A favorable decision is reflected in a new contract letter indicating the new title and length of contract.

9. The appointment to research professor must be approved by the provost; approved appointments are reported to the Academic Affairs Committee of the Board of Trustees.

Spring 2012.
Contract Reviews and Renewals for Faculty Members (School of Engineering)

See related section above on contract appointments, reviews, and renewals for faculty members in the School of Arts and Sciences.

Contract Renewal Sequence

**Tenure-Track Appointments**

The Office of the Dean issues contracts for tenure-track appointments to faculty members on the following occasions.

- Initial appointment
- Appointment renewal
- Award of tenure
- Change in rank

The usual sequence of contracts for tenure-track faculty is as follows.

- First contract: for years one and two (review in year two)
- Second contract: for years three, four, and five (review in year four)
- Third contract: for years six and seven (tenure review in year six)

Departmental reviews of tenure-track faculty members must be completed in advance of the applicable date of notification of contract nonrenewal.

**Nontenure-Track Appointments**

The Office of the Dean issues contracts for nontenure-track appointments to faculty members on the following occasions.

- Initial appointment
- Appointment renewal
- Change in time status (i.e., from full- to part-time or vice-versa), with the exception of research faculty members

**Full-time Lecturers.** Possible contract lengths for *full-time or fractional lecturers* with an initial one-year contract are as follows.

- First contract: one year
- Second contract: one year
- Third contract: maximum of two years
- Fourth and subsequent contracts: maximum of three years

Spring 2012.
Possible contract lengths for *full-time or fractional lecturers* with an initial two-year contract are as follows.

- First contract: two years
- Second contract: maximum of two years
- Third contract and subsequent contracts: maximum of three years

**Part-time Lecturers.** Initial contracts for part-time instructional faculty hired on a per-course basis are for either one semester or one year. After two consecutive years of employment, a department or program may request the dean’s approval to offer a two-year contract to a part-time faculty member.

**Research Faculty.** Possible contract lengths for *research appointments*, regardless of level of appointment, are as follows.

- First contract: two years
- Second and subsequent contracts: two or three years, as appropriate

**Professors of the Practice.** Possible contract lengths for *professor of the practice appointments*, regardless of level of appointment, are as follows.

- First contract: two years
- Second and subsequent contracts: two or three years, as appropriate
- Total time of employment in the school not to exceed eight years

**Visiting Faculty.** Possible contract lengths for *visiting appointments*, regardless of level of appointment, with an initial one-year contract are as follows.

- First contract: one year
- Second contract: one year
- Third contract: one year
- Total time of employment in the school not to exceed three years

Possible contract lengths for *visiting appointments*, regardless of level of appointment, with an initial two-year contract are as follows.

- First contract: two years
- Second contract: one year
- Total time of employment in the school not to exceed three years

**Adjunct Faculty.** Contract lengths for either *adjunct or secondary appointments* are as follows.

- For engineering faculty: without limit of time
- For nonengineering faculty: three years

Departmental and programmatic reviews of nontenure-track faculty members must be completed in advance of the applicable date of notification of contract nonrenewal.
Contract Review and Renewal Procedures
for Tenure-Track Faculty Members

Procedure for Second-Year Review of Tenure-Track Faculty Members

1. In the fall, the dean’s office informs the department chair via memorandum that a review must be conducted that semester. The department chair contacts the dean with questions about the procedures or if an unusual situation requires special arrangements (for example, if there are very few tenured members in the department or if the candidate has a joint appointment).

2. Only the tenured members of the department meet to review the candidate’s activities and to vote on whether to recommend renewal of the contract. The discussion within the department is confidential and is not shared with the candidate. The chair writes the dean a letter, signed by all of the faculty members who voted, recording the vote and summarizing the discussion. The letter includes the following information.
   a. **Scholarship**: areas of research, collaborations, publications, patents, works in progress, grant proposals, and any other material the department deems appropriate
   b. **Teaching**: a complete list of courses taught with both enrollment figures and the numerical averages from student evaluations for questions 8, 15, and 18. The letter also summarizes the written comments students provide on the evaluations.
   c. **Advising**: a summary of advising activities and a description of any supervision of undergraduate and graduate research
   d. **Service**: department, school, and university activities; professional offices, responsibilities, and activities

The chair sends the dean the confidential letter, together with the candidate’s current curriculum vitae, no later than November 20 of that year (or the Friday before the Thanksgiving holiday). The confidential letter is not shared with the candidate.

3. The dean meets with the department chair to discuss the contents of the department review. (If the dean is considering an action that does not reflect the recommendation of the majority of the voting faculty members, the dean informs the chair during this consultation.)

4. The dean and the chair generate and sign a joint review and feedback letter summarizing positive and constructive aspects of the department’s review. Additionally, the letter informs the candidate of the decision regarding reappointment or nonrenewal, as appropriate. The timing of this letter, if it includes a notification of nonrenewal, must comply with university guidelines. In this letter, the candidate is requested to make an appointment with the dean to discuss the review.

This review and feedback letter is a separate and distinct document from the confidential letter from the department summarizing its discussion. It is intended to identify areas in which the faculty member is meeting the institution’s expectations for the granting of tenure, as well as areas in which the department and the dean believe the faculty member needs to improve performance in light of the tenure expectations. The review and feedback letter is not intended to predict whether the faculty member will receive tenure, nor should positive statements in the letter be interpreted as the administration’s support for a positive tenure decision.

Spring 2012.
5. The review and feedback letter is transmitted to the candidate and becomes part of the departmental record. It is consulted during the fourth-year review and again during the tenure review.

6. The dean meets with the candidate to discuss the review and feedback letter.

7. Renewal and nonrenewal procedures are as follows.
   a. In the event of renewal, the dean’s office sends the candidate a reappointment contract at the appropriate time.
   b. In the event of nonrenewal, the candidate must be given written notice in accord with university nonrenewal deadlines (that is, not later than December 15 of the second academic year of service in the university if the appointment terminates at the end of that academic year or, if an initial two-year appointment terminates during an academic year, not later than six months prior to the date of its termination.)

Procedure for Fourth-Year Review of Tenure-Track Faculty

1. In the fall, the dean’s office informs the department chair via memorandum that a review must be conducted during the current academic year. The department chair contacts the dean with any questions about the procedures or if an unusual situation requires special arrangements (for example, if there are very few tenured members in the department or if the candidate has a joint appointment).

2. Only the tenured members of the department meet to review the candidate’s activities and to vote on whether to recommend renewal of the contract. The discussion within the department is confidential and is not shared with the candidate. The chair writes the dean a letter, signed by all of the faculty members who voted, recording the vote and summarizing the discussion. The letter includes the following information.
   a. Scholarship: areas of research, collaborations, publications, patents, works in progress, grant proposals, and any other material the department deems appropriate
   b. Teaching: a complete list of courses taught with both enrollment figures and the numerical averages from student evaluations for questions 8, 15, and 18. The letter also summarizes the written comments students provide on the evaluations and provides information on teaching innovations, introduction of new courses, and courses taught in the various programs and/or centers.
   c. Advising: a summary of advising activities, including first-year advising duties, and a description of any supervision of undergraduate or graduate research
   d. Service: department, school, and university activities; professional offices, responsibilities, and activities

The chair sends the dean the confidential letter, together with the candidate’s current curriculum vitae, no later than March 1 of that academic year. The confidential letter is not shared with the candidate.

3. The dean meets with the department chair to discuss the contents of the department review. (If the dean is considering an action that does not reflect the recommendation of the majority of the voting faculty members, the dean informs the chair during this consultation.)

Spring 2012.
4. The dean and the chair generate and sign a joint review and feedback letter summarizing positive and constructive aspects of the department’s review. Additionally, the letter informs the candidate of the decision regarding reappointment or nonrenewal, as appropriate. The timing of this letter, if it includes a notification of nonrenewal, must comply with university guidelines. In this letter, the candidate is requested to make an appointment with the dean to discuss the review.

This review and feedback letter is a separate and distinct document from the confidential letter from the department summarizing its discussion; it is intended to identify areas in which the faculty member is meeting the institution’s expectations for the granting of tenure, as well as areas in which the department and the dean believe the faculty member needs to improve performance in light of the tenure expectations. The review and feedback letter is not intended to predict whether the faculty member will receive tenure, nor should positive statements in the letter be interpreted as the administrator’s support for a positive tenure decision.

5. The review and feedback letter is transmitted to the candidate and becomes part of the departmental record. It is consulted during the tenure review.

6. The dean meets with the candidate to discuss the review and feedback letter.

7. Renewal and nonrenewal procedures are as follows.
   a. In the event of renewal, the dean’s office sends the candidate a reappointment contract at the appropriate time.
   b. In the event of nonrenewal, the candidate must be given written notice in accord with university nonrenewal deadlines (that is, not later than twelve months prior to the date of termination of an appointment if the appointment terminates subsequent to the completion of more than two years of service in the university).

Contract Review and Renewal Procedures for Nontenure-Track Faculty Members

All nontenure-track faculty members are on term contracts; they are given either a nonrenewable appointment—usually one year—or a renewable appointment. If the appointment is renewable, the department or program conducts a review for contract renewal.

Review Procedure for Professors of the Practice, Research Faculty, and Full-Time Lecturers

1. In the fall, the dean’s office informs the department chair or program director via memorandum that a contract review and recommendation must be sent to the dean’s office. This is required for all nontenure-track faculty members 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 nonrenewable contract.)

2. Tenured and tenure-track members of the department (or a designated committee) meet to review the candidate’s activities and to vote on whether to recommend renewal of the contract. The discussion within the department is confidential and, therefore, is not shared with the person being reviewed. The department chair or program director writes a confidential letter to the dean, signed by all of the faculty members who voted, recording the vote and detailing the discussion. Though not intended to be a lengthy report, the confidential letter should contain a brief evaluation of the faculty member’s accomplishments and should be accompanied by a
current curriculum vitae. It should also include a recommendation regarding renewal. If the department or program wants to increase the contract length for the reviewee, a recommendation should be made at this time.

Additional documentation the department submits with the confidential letter includes the following (as appropriate).

a. **Scholarship**: areas of research, collaborations, publications, patents, works in progress, grant proposals, and any other material the department deems appropriate
b. **Teaching**: a complete list of courses taught with both enrollment figures and the numerical averages from student evaluations for questions 8, 15, and 18. The letter also summarizes the written comments students provide on the evaluations.
c. **Advising**: a summary of advising activities and a description of any supervision of undergraduate or graduate research
d. **Service**: department, school and university activities; professional offices, responsibilities, and activities

The chair sends the dean the confidential letter, together with the candidate’s current curriculum vitae, *no later than November 20 of that year (or the Friday before the Thanksgiving holiday)* in the case of a second-year review, and March 1 for subsequent reviews. The confidential letter is not shared with the candidate.

3. The dean informs the department chair or program director of his/her recommendation. (If the dean’s recommendation is contrary to that of the department or program, the dean consults with the department chair or program director before making his/her own recommendation.)

4. The dean and the chair or director generate and sign a joint review and feedback letter summarizing positive and constructive aspects of the department’s review. Additionally, the letter informs the candidate of the decision regarding reappointment or nonrenewal, as appropriate. The timing of this letter, if it includes a notification of nonrenewal, must comply with notice requirements (see 7b below).

This review and feedback letter is a separate and distinct document from the confidential letter from the department summarizing its discussion; it is intended to identify areas in which the faculty member is meeting the institution’s expectations, as well as areas in which the department and the dean believe the candidate needs to improve performance in order to enhance opportunity for future reappointment.

5. The written evaluation is transmitted to the candidate and becomes part of the departmental record. It is consulted during future reviews and in the case of promotion procedures.

6. The chair or program director meets with the candidate to discuss the review.

7. **Renewal and nonrenewal procedures are as follows.**
   a. In the event of renewal, the dean’s office sends the candidate a reappointment contract at the appropriate time.
   b. In the event of nonrenewal, the candidate must be given written notice in accord with university nonrenewal deadlines.

Spring 2012.
i. Not later than March 1 of the first academic year of service in the university if the appointment terminates at the end of that year or, if an initial one-year appointment terminates during the academic year, not later than three months prior to the date of its termination.

ii. Not later than December 15 of the second academic year of service in the university if the appointment terminates at the end of that year or, if an initial two-year appointment terminates during an academic year, not later than six months prior to the date of its termination.

iii. Not later than twelve months prior to the date of termination of an appointment if the appointment terminates subsequent to the completion of more than two years of service in the university.

Review Procedure for Part-time Lecturers

The department chair or program director is responsible for reviewing the performance of part-time faculty. Course evaluations are reviewed every semester. The department chair or program director should discuss particular problems with the dean. If a decision is reached that the part-time faculty member should not continue to teach in the department or program, he or she is not offered a new contract.

Promotion Procedures for Nontenure-Track Faculty Members

Promotion to Senior Lecturer (Full- or Part-Time)

1. The department chair or program director conveys to the dean the department’s or 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 to the university. Assuming the dean concurs with this proposal, the procedure is as follows.

2. The department chair or program director prepares a dossier including the following.
   a. Teaching and advising
      i. A list of courses taught and enrollments in these courses
      ii. A numerical summary of student course evaluations (questions 8, 15, and 18i)
      iii. A summary of written comments on student course evaluations
      iv. Any available information on advising performance; it is recommended that the chair or the review committee, once formed, solicits student and mentee feedback for the purposes of this review.
   b. Service to the department and university
   c. Other professional activities that support the lecturer’s teaching and service
   d. A current curriculum vitae

3. By departmental vote or appointment by the chair, the department creates an ad hoc committee composed of two tenure-track and/or tenured faculty members. The department proposes an
additional member of the ad hoc committee from outside the department, but within the school, subject to the dean's approval.

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. The department chair prepares a written recommendation and the dossier, which are then forwarded to the dean for consideration.

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.

Promotion from Research Assistant Professor to Research Associate Professor

1. The department chair conveys to the dean the department's proposal to consider a candidate for promotion to research associate professor. If the dean concurs with this proposal, the procedure is as follows.

2. The department chair prepares a dossier that includes a current curriculum vitae and relevant publications and papers.

   If the candidate has been teaching, the chair provides the following information.

   a. A list of courses taught and enrollments in these courses
   b. A numerical summary of student course evaluations (questions 8, 15, and 18)
   c. A summary of written comments on student course evaluations
   d. Any available information on advising and mentoring performance; it is recommended that the chair or the review committee, once formed, solicits student and mentee feedback for the purposes of this review.

3. The tenured members of the department meet to evaluate the candidate's dossier and to vote on whether to recommend promotion.

4. Following the department meeting, the department chair sends the dean a report, signed by all of the faculty members who voted, conveying the recommendation and summarizing the discussion. In the material sent to the dean, the chair includes the current curriculum vitae and, if relevant, the summary of the candidate's teaching and advising record.

5. The dean reviews the material and then informs the department chair in writing of the decision. A favorable decision is reflected in a new contract letter indicating the new title and length of contract.

6. The appointment to research associate professor must be approved by the provost; approved appointments are reported to the Academic Affairs Committee of the Board of Trustees.

Promotion from Research Associate Professor to Research Professor

1. The department chair conveys to the dean the department's proposal to consider a candidate for promotion to research professor. If the dean concurs with this proposal, the procedure is as follows.

2. The department chair prepares a dossier that includes current curriculum vitae and relevant publications and papers.

Spring 2012.
If the candidate has been teaching, the chair provides the following information.

a. A list of courses taught and enrollments in these courses

b. A numerical summary of student course evaluations (questions 8, 15, and 18')

c. A summary of written comments on student course evaluations

d. Any available information on advising and mentoring performance; it is recommended that the chair or the review committee, once formed, solicit student and mentee feedback for the purposes of this review.

3. The tenured members of the department recommend two outside experts whose objective evaluations will be sought regarding the quality of the candidate’s scholarly work. If the candidate objects to any of the department’s choices, the candidate may submit written objections to the department chair. The department is not required to make changes in response to the candidate’s objections to the list.

4. The department chair contacts the experts to request their written evaluation of the candidate’s scholarly work.

5. After securing their agreement, the department chair sends the outside experts copies of the dossier, including a current curriculum vitae and relevant publications and papers.

6. The tenured members meet to review the letters from the outside experts; 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 to recommend promotion.

7. Following the department meeting, the department chair sends a report, signed by all of the faculty members who voted, conveying the recommendation and summarizing the discussion. In the material sent to the dean, the chair includes the letters from the outside reviewers, the current curriculum vitae, and, if relevant, the summary of the candidate’s teaching and advising record.

8. The dean reviews the material and then informs the department chair, in writing, of the decision. A favorable decision is reflected in a new contract letter indicating the new title and length of contract.

9. The appointment to research professor must be approved by the provost; approved appointments are reported to the Academic Affairs Committee of the Board of Trustees.

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¹For reference, on the student course evaluation, question 8 asks for an overall rating of the instructor; question 15 asks for an overall rating of the course; and question 18 asks the following: “Compared to other courses at Tufts, I learned _____ than usual,” with a rating scale from 1 to 5 where 1 equals “much less,” 2 equals “less,” three equals “a typical amount,” 4 equals “more,” and 5 equals “much more.”

Spring 2012.