

PROCEDURAL GUIDELINES OF THE TENURE COMMITTEE

These Guidelines have been prepared by the Committee on Tenure and constitute the Procedural Guidelines referred to in Section D, Subparagraph 3.a, of the Policies and Procedures respecting Recruitment and Appointment, Reappointment, Promotion, Tenure, and Termination of Teaching Faculty.

I. General Policy and Procedures

- A. Confidentiality shall be maintained with respect to the contents of candidates' dossiers and tenorial deliberations of the Committee.
- B. A candidate may be evaluated for tenure only once. If the decision is negative the candidate may remain at Wheaton only one year beyond the academic year in which the decision is made.
- C. The question of eligibility for tenure review is outside the Committee's purview, which is limited to the evaluation of individuals who are eligible and to the establishment of the procedures for evaluation.
- D. Only two copies of the approved Confidential Summary should be kept: one in the Provost's Office and one in the candidate's file.
- E. The term of the chair of the Committee is normally one academic year, beginning in July of the third year of service on the Committee. The term of the secretary is normally one academic year, beginning in July of the second year of service on the Committee. When more than one case is being considered, secretarial duties may be shared.
- F. After the Committee has completed its review of candidates for the year, it may invite comments and suggestions regarding its procedures from all faculty members whose tenure status was reviewed that year, and from departmental representatives who sat as members of the Committee in individual review cases.

II. Notification of Tenure Candidacy or Possible Candidacy

On or before March 10, the Provost shall write to the chairs of all departments with faculty member(s) who must be considered for tenure, naming the candidate(s), pointing to relevant faculty legislation, and asking that the department tentatively decide who will represent the department on the Tenure Committee and communicate that decision to the chair of the Committee by April 10. In addition, the Provost shall write to the chairs of all departments with non-tenured members to inform these chairs that any department wishing to initiate tenure consideration for a faculty member in the second, third, or fourth year of service who, because of previous full-time teaching experience, may be considered for tenure, should communicate this

fact to the Provost by April 10 and at the same time inform the chair of the Tenure Committee of the department's tentative decision as to who will represent the department on the Committee.

However, a faculty member in the fifth year of service who has received notice specifying the sixth year of service as a terminal year shall be given until September 1 to decide whether to request a tenure evaluation.

III. Spring Meeting of Candidates

On or about April 15 letters shall be sent by the Chair of the Committee on Tenure to all eligible candidates, departmental representatives, and the newly elected member of the Committee, inviting them to an informal meeting with the Committee on Tenure before the end of April. See Appendix 2. At this meeting matters of procedure as well as any other issues that may occur to the candidates or the Committee will be discussed. This shall include reviewing the duties of the department representative. Prior to this meeting all eligible candidates shall be referred to relevant Faculty Legislation and relevant sections of the Statutes of Wheaton College. They shall also be provided with a copy of these Procedural Guidelines of the Tenure Committee and with copies of the list of materials to be included in their dossiers. Candidates should be informed that the Committee reserves the right to contact any persons it deems necessary in order to obtain an appraisal or information of any type.

IV. Solicitation of Letters from Outside Referees

At the spring meeting each candidate shall be asked to furnish the Committee by May 15 with the names of six-eight eminent professionals, normally full professors, in his or her field who could be asked by the Committee to evaluate the candidate's scholarly and professional work other than teaching. The candidate should indicate the degree of acquaintanceship with each. The candidate's relationship, if any, should be essentially professional. The candidate should also describe the particular expertise of each evaluator in relation to the candidate's own work.

In order that the Provost may solicit outside appraisals of his or her work, each candidate shall supply to the Provost by September 1 a list and copies of reprints, portfolios, etc., to be reviewed. When possible, the candidate will supply seven copies of each piece. All but one copy shall be returned to the candidate when the Committee has completed its consideration of the case. The Provost's office will make any necessary additional copies.

The Chair of the Committee and the Provost shall consult regarding the appraisals to be sought from outside referees. The opinions of at least three scholars, chosen from the list furnished by the candidate and not including the candidate's thesis adviser, shall be sought. If necessary, the Committee may select one or two evaluators not named by the candidate. If the Chair and the Provost are unable to agree they shall refer their disagreement to the entire Committee. The Committee shall not reveal to the candidate which names are selected. After ascertaining by email or telephone the referees willingness to serve, the Provost shall send a letter to each scholar, accompanied by the candidate's curriculum vitae as well as copies or reprints of the candidate's scholarly work. The Provost shall acknowledge these appraisals as soon as they are received.

It is the Provost's responsibility to conduct all correspondence with persons suggested by the candidate as possible outside referees. It is not considered appropriate for the candidate to contact any of the potential outside referees, those listed by him/her, regarding his/her tenure case, or to solicit their comments on any materials from the tenure dossier.

V. Solicitation of Other Letters of Recommendation and Appraisal

- A. On or about September 15 letters shall be sent by the Chair of the Committee on Tenure to:
 1. Tenured chairs of departments in which there is a candidate who will be considered for tenure during the current academic year.
 2. Tenured members of departments in which there is a candidate for tenure.
 3. The faculty, including nontenured members of departments that have candidates for tenure.

- B. On or about October 1 the Provost's office shall request letters from all current junior and senior majors, from all alumnae who majored in the candidate's department within three years prior to the time of consideration. In addition the committee may decide to solicit letters from all juniors, seniors, and alumnae graduating in the preceding three years who took at least two courses from the candidate.

- C. The Committee will provide the candidate with a list of those students and alumnae it intends to solicit for comments regarding quality of teaching. The candidate may indicate additional names of persons who meet the designated criteria who were inadvertently left off the list. The candidate shall be free to solicit letters of appraisal from other undergraduates, other alumnae, or any other persons, on or off campus.

VI. The Dossier

The Committee on Tenure shall compile for each candidate a dossier, with a copy available for each member of the Committee, containing the following:

- A. A curriculum vitae provided by the candidate. A statement providing the candidate's own perception of his/her teaching, scholarship, and community service, or any aspect of these which the candidate wishes to discuss, should be included in the materials. In this statement the candidate may wish to refer to matters such as: changes, developments, special interests, or circumstances as they relate to the candidate's teaching; the directions of scholarly activities in the past, considered separately and in relation to teaching; future plans in either or both of these areas; the publication status of any unpublished manuscripts submitted to the Committee; the significance of any research grants received or currently sought by the candidate; the character or quality of the candidate's participation in departmental and College activities.

- B. Copies of reprints, books, or any other relevant professional work done by the candidate.
- C. A letter concerning the qualifications of the candidate from each tenured member of the department (see Policies and Procedures, Section D, Subparagraph 3.a). In addition to the report of the departmental representative, the departmental representative should write as an individual and not for the department.
- D. Any letters addressed to the Committee from members of the faculty in departments other than that of the candidate.
- E. Written statements from the President and/or the Provost, prepared prior to their examination of the dossier, if there is additional information they intend to introduce.
- F. Any letters solicited from current students.
- G. Any letters solicited from alumnae.
- H. Letters solicited from professionals outside the college evaluating the scholarship of the candidate.
- I. Any other letters from alumnae or professionals requested by the candidate.
- J. A report from the departmental representative containing an assessment of the candidate's teaching, scholarship, and community service. This report should reflect the views of all tenured members of the department on the viability of the tenure case and should be read and signed by all tenured members of the department. This statement should outline the candidate's role in the future of the department. The statement also should address thoroughly the teaching, scholarship, and community service of the candidate. The assessment of the candidate's teaching should contain two parts. Part One will be a summary of all the evidence the department has obtained concerning the candidate's teaching, exclusive of student course evaluations. This summary should include reference to classroom observation, course syllabi, the candidate's participation in the shaping of the curriculum, or whatever other or additional means, aside from student course evaluations, the Department uses to evaluate the performance and progress of its untenured members. Part Two of the departmental representative's report will consist of an historic, analytic and comparative overview of student evaluations collected during all of the candidate's teaching at Wheaton. The collection and summary of student evaluations is the responsibility of the departmental representative, who shall be asked to report to the Committee on Tenure, explaining how the information was obtained, the nature of the questionnaire used, and how the evaluations compare with those received for other members of the department both tenured and non-tenured.
- K. The candidate's student course evaluations. Copies shall be made of any evaluations examined directly by the Committee during its deliberations, and these shall become a part of the record of the case.

- L. Syllabi for courses taught at Wheaton.
- M. Copies of all Annual Reviews.
- N. The dossier may also include memoranda relating to telephone or personal conversations concerning the candidate undertaken by any member of the Committee. The identity of the individual(s) commenting must be available as part of the record, and permission to use the information must have been obtained.
- O. The dossier may also include any other letters, exhibits, comments from reviewers of manuscripts submitted for publication or materials submitted by the candidate, or the candidate's department, or solicited by the Committee, and any other relevant material not covered under the above provisions. Note: All written evaluations must be signed. Anonymously submitted written statements (except for student evaluations) or oral comments in which the commentator is not willing to be identified, will not be accepted by the Committee. All materials supplied by the candidate for the dossier must be in the Provost's Office by November 1.

VII. The Meeting

- A. The date for a meeting to consider a candidate should be set far enough in advance to allow each member of the Committee time for study and reflection upon the dossier. A copy of the dossier should be made available to each member of the Committee at least one week prior to the meeting. A notice of the time and place of the meeting, and a specific reminder that the contents of the dossier are completely confidential, shall be sent to each member.
- B. If there is no tenured member in the department, the Provost and the Chair of the Tenure Committee shall, after discussion with the Candidate, select a tenured member of the faculty who shall, insofar as possible, perform those functions that would otherwise be performed by the departmental representative.
- C. The Chair of the Committee, acting within the framework of the Policies and Procedures respecting tenure, will determine procedural details of the meeting. The Committee has found the following procedures useful:
 - 1. To begin the meeting by reminding the Committee that all members are bound to preserve the confidentiality of the deliberations.
 - 2. To explain to the representative from the candidate's department the procedures that will be followed and to invite him or her to make an opening statement. This statement should take into account plans for the future development of the department. The statement also should address thoroughly the teaching, scholarship, and community service of the candidate. In this statement the representative of the department is to speak for the department and not as an individual. In subsequent deliberations and discussion, the representative of the department will participate as an individual.

3. To follow the opening statement by a general and relatively informal period of questions, discussions and debate.
 4. To call periodically for an unsigned straw vote (by ballot). Such ballots may be taken when there has been enough discussion to give a sense that opinion is beginning to form. However, discussion should always be allowed to continue until all committee members are agreed that they are ready to cast a final, formal, signed ballot.
- D. If, after discussion, the Committee concludes that additional evidence or further consideration is desirable, it may adjourn in order to seek such evidence or to allow time for such consideration.
 - E. If the Committee wishes, it may take direct testimony from any individual with whom it wishes to meet.
 - F. The work of the Tenure Committee will be recorded in three ways: (1) extensive minutes taken by a disinterested party who is not on the Tenure Committee; (2) a confidential summary of the proceedings; and (3) a brief public announcement of the results.

VIII. Notification of the Candidate Concerning the Decision

- A. The decision of the Committee on Tenure should be communicated to the candidate as soon as possible after it has been reached. This initial communication should be made orally by the member of the candidate's department who has sat on the Committee or, if the Reserve Member has participated, by the Chair of the Committee.
- B. The Chair of the Committee should also communicate the decision to the candidate in writing as soon as possible. These communications should be brief and should relay only the decision and not the reasons for it.
- C. Once the Chair has informed the members of the Committee that the candidate knows the decision, they may indicate — in answer to inquiries — whether the decision was positive or negative.
- D. In the case of a positive decision, no further communication with the candidate is required. The numerical vote of the Committee is not made public to anyone, even to the candidate. Whenever it would be helpful, the Chair of the Committee and the departmental representative may meet with the candidate to convey any constructive criticism that emerged during the tenure review. Care must be taken, however, that confidentiality of the tenure review process be maintained.
- E. In the case of a negative decision, the person notifying the candidate orally should remind the candidate that he or she may within ten days request in writing written clarification of the Committee's decision, including the votes of the individual members of the Committee, giving full reasons for the negative recommendation in accordance with Policies and Procedures, Section D, paragraph III-B Such written

clarification, if requested, must be approved by the full tenure review committee (the six regular members plus the departmental representative or the Reserve Member 11.)

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