

TENURE GUIDELINES

A. Evaluation Criteria:

1. The principal criteria, listed in the *Faculty Handbook*, Section B4c., to be applied in the evaluation of a candidate for tenure are as follows:
 - a. Teaching competence, as witnessed by student evaluations (see B3.b2), colleague evaluations, and letters of support from students, colleagues, and other persons who are sufficiently knowledgeable to make a professional judgment;
 - b. The predicted ability of the candidate to remain successful as a teacher and scholar or artist in the years ahead based on previous performance;
 - c. Effectiveness in serving students outside the classroom;
 - d. Demonstrated leadership abilities in the department and on the campus;
 - e. Contribution and commitment to the mission, goals and objectives of the College.
2. The third-year review by the Dean and the Provost's letter to the faculty member in response to that review is also part of the evaluation.
3. In addition, the evaluators must consider the impact of the tenure decisions on the viability and flexibility of the department's program in the years ahead.

B. Responsibilities of the Candidate:

1. Provide the chairperson with:
 - a. A list of up to twelve (12) students qualified to assess your performance as teacher;
 - b. Syllabi of the courses you teach;
 - c. Copies of articles, reviews, and books or exhibition catalogues or programs of concerts and other performances to illustrate creative activity;
 - d. The names of three or four outside references who can judge your professional competence. These persons should be in the same or a related field of scholarship as the candidate. The candidate should indicate the nature of her/his personal and/or professional relationship with the outside reference. The chairperson will contact these people and ask for letters of recommendation.
 - e. The names of campus colleagues who have an adequate basis for evaluating your performance and your qualifications for tenure (e.g., the person might have team-taught a course with you or may have chaired or served on a committee with you).
 - f. A five-year Plan for teaching, research, publication, artistic performance, or other professional development;
 - g. A statement describing your contributions and commitment to each element of the college's mission statement; and
 - h. A current *curriculum vitae*

(Please note: Do not discuss your tenure candidacy with any students so as not to diminish the integrity of the process.)

C. Responsibilities of the Chairperson:

1. Solicit letters from tenured members of the department, other members of the College faculty, and external referees; solicit letters from 12 students randomly selected from class lists, and solicit letters from 12 students selected by the candidate. (Please note that these letters must be non-directive; sample letters have been provided to all dept. secretaries and div. assistants). **Please give special attention to the note appended to the sample letter to external references (#IV).** Send one follow-up letter to anyone who has not replied to your first request by whatever deadline you have selected. **Do not telephone or follow-up in any other way:** if they do not respond to the first or second letter, we should allow them the right to remain silent on the subject.
2. Arrange a meeting with the dean of the division and the tenured members of the department to discuss the candidate's qualifications for tenure.
3. Write a thorough statement of evaluation on the candidate's performance, addressing each of the following categories:
 - a. Teaching effectiveness and creativity – include an evaluation of such factors as planning course objectives and goals; effectiveness in communication, counseling, and motivation of students; effectiveness in evaluating student progress; and ability to related course work to overall curricular goals of the department and College. Provide supporting evidence as available.
 - b. Advising – include the overall scope of the candidate's advising responsibilities and an assessment of their advising quality, knowledge of the curriculum, availability, etc.
 - c. Scholarly or artistic achievement, and professional activities;
 - d. Service to the department, College, and community;
 - e. Contributions and commitment to each element of the college's mission statement;
 - f. The impact of the tenure decision on the viability and flexibility of the department's program in the years ahead.

Note: you may certainly quote from student/faculty/colleague letters, but do NOT include names when referencing these quotes – this violates confidentiality policies.

4. Organize the tenure notebook and submit it to the Dean's Office. (See section E for the arrangement of the tenure notebook.) **Deadline for Submission to the Dean's Office: October 3, 2011.**

D. Responsibilities of the Dean:

1. Write a recommendation after reviewing the tenure notebook provided by the chairperson, using the same six categories followed by the chairperson **Note: you may certainly quote from student/faculty/colleague letters, but do NOT include names when referencing these quotes – this violates confidentiality policies;**
2. Submit the completed notebook to the Provost's Office, after it has been thoroughly checked by you and your administrative assistant. **Deadline for Submission to the Provost's Office: November 4, 2011.**
3. After the tenure decision, send a brief announcement to all writers of letters of reference (C.1), informing them of the decision and thanking them for their assistance in the process.

E. Organization of the Tenure Notebook:

1. The table of contents;
2. The recommendation of the dean;
3. The statement of the chair;
4. The letters of support (please provide a list of names of the individuals to whom letters were sent

- and place samples of the form letters in front of the letters received for each category):
- a. Randomly selected students from class lists of past five years;
 - b. Students (including alumni) selected by the candidate;
 - c. Tenured members of the department;
 - d. Members of the College faculty;
 - e. Outside referees;
 - f. Unsolicited letters.
5. Supporting data on the effectiveness of the candidate as a teacher.
 - a. Course syllabi;
 - b. SIRs of the previous three semesters;
 - c. Any other material deemed pertinent.
 6. Supporting data on scholarly or artistic and professional activities of the candidate.
 7. The statement of the candidate on teaching, research, publication, or artistic goals for the next five years (B.1.f. above).
 8. A copy of both the third-year review evaluation written by the divisional dean and the Provost's letter to the candidate in response to that review;
 9. The candidate's statement describing her/his contributions and commitment to each element of the college's mission statement (B.1.g. above).
 10. The candidate's current *curriculum vitae*.

Note: The dean's recommendation, the chair's statement and the candidate's c.v. and statement of support for Hope's mission will be submitted to the Board of Trustees after the Status Committee makes its decision.

F. Confidentiality Policies:

1. The candidate shall receive a copy of the recommendation by the departmental chairperson and dean, and the SIR report forms when they are forwarded to the Status Committee.
2. Letters from students, tenured members of the candidate's department, and other professional colleagues either from within or from outside the College will be kept confidential.
3. Tenured members of the department will be entitled to see the candidate's *c.v.*, course syllabi, and all publications or similar evidence of professional accomplishments.
4. It is assumed that all other supporting materials placed in the candidate's tenure notebook are available for inspection by the candidate.

G. To secretaries of the candidates' departments:

1. Please label the spine of the notebook with the candidate's name, current title, and "Presented to the Status Committee, Fall 2011."
2. All sections of the tenure notebook should be separated by dividers with identifying tabs (e.g. "Dean's Recommendation").
3. For ease in photocopying, all pages should be single-sided, **no staples please!! Please do not enclose documents in plastic sleeves.**
4. Please use a binder with **large enough rings** to accommodate its contents.

If you have questions or comments on the above guidelines, please contact your Dean's Office.

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Tenure Guidelines