

DEPARTMENT OF ENGLISH

HANDBOOK OF
POLICIES AND
PROCEDURES

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FOREWORD

The *English Department Handbook* provides information about the operation of the department (supplementing the *Faculty Handbook*) and describes the policies and procedures developed by the department for the management of its internal affairs.

I. DEPARTMENTAL GOVERNMENT

A. DEPARTMENT MEETINGS

Regular meetings of the Department of English are held once a month, September through April, at a time and place designated by the Department Chair at the beginning of the fall term, and if possible at a time when no classes are scheduled for those eligible to attend the meetings. A tentative agenda and the minutes of the previous meeting are distributed in advance of each regular meeting.

Special meetings may also be called at the discretion of the Department Chair, or by the Chair at the request of five members of the department.

Meetings of various constituencies of the department, as required by Section I.D.3.h. of this handbook, are called as necessary by the Department Chair to consider ratification of recommendations proposed by the Personnel Committee concerning retention, promotion, and the granting of tenure. 'Constituency' in this handbook means 'those eligible to vote on the matter in hand.'

Constituency meetings, and special department meetings at which decisions regarding retention, tenure, or promotion are to be considered will be announced by the Department Chair at least forty-eight hours in advance of the meeting. Meetings regarding appointments will be announced at least twenty-four hours in advance.

All members of the department shall be eligible to vote at regular and special meetings, including those at which future hiring plans and searches are discussed. However, when a vote concerns the area of a future search, members of the faculty who could be candidates for the position or positions under discussion will recuse themselves. Only tenured and tenure-eligible members of the department may vote on the selection of a final candidate for a tenure-eligible position. Only tenured and tenure-eligible members of the faculty, and Senior Lecturers, may vote on cases of promotion to Senior Lecturer. All members of the department at ranks above that of Visiting Assistant Professor may vote on the selection of a final candidate for a Lecturer position. Procedures for the annual renewal of contracts for non-tenure-eligible department members, for the periodic review of part-time contracts, and for recommendations for one-year leave replacement appointments, are described in Section I.D.3.h.2. All members of the department fulfilling the requirements of tenure or rank specified in Section I.D.3.h.(2) shall be eligible to vote at constituency meetings.

For the purposes of voting, holding office, or holding committee appointments, department membership shall be understood to include all persons holding full time faculty appointments at the College whose faculty rank is in the Department of English, with the following exceptions:

1. Persons in administrative posts who do not teach at least one course each semester in the regular program of the department are not voting members.
2. Persons on leave of absence are voting members and may participate in votes of the department and of constituencies to which they belong.
3. Visiting professors holding regular full time faculty appointments are voting members at regular and special meetings but not at constituency meetings.

A majority of department members on full-time continuing appointments and not on leave constitutes a quorum at regular and special meetings, except that for votes concerning hiring decisions a majority of the tenured and tenure-

eligible members not on leave constitutes a quorum. Two-thirds of the members of a given constituency not on leave constitute a quorum of that constituency.

No proxy votes will be accepted at department or constituency meetings. No absentee ballots will be accepted at department meetings. Members of constituencies unable to attend a constituency meeting may vote by absentee ballot when the vote is on a written report concerning promotion or tenure.

B. PARTICIPATION OF THE FACULTY IN DEPARTMENTAL GOVERNMENT

The English Department subscribes to the principle that there should be genuine participation by the faculty in the government of the department. All members have both a right and a responsibility to participate. To this end the department has adopted the following procedure.

Establishment or modification of departmental policies in areas of major importance (including the curriculum, degree requirements, personnel procedures and policies, the structure and responsibilities of standing committees, and major allocations of library funds) will be decided by vote at a department meeting. Motions for changes in department policy must be distributed to members of the department one week prior to the meeting at which they will be considered. When the Department Chair is called upon to represent a position as that of the department, such representation will be made only after discussion and vote by members of the department. For the purposes of allowing a debate, discussion of policy, and/or a vote at a department meeting, an area may be designated as "of major importance" by the Department Chair or by vote at a Department Meeting.

C. ADMINISTRATIVE OFFICERS

1. Department Chair

The Department Chair serves as the chief administrative officer of the department. The following policy governs the appointment of department chairs in the Faculty of Arts and Sciences:

Each of the department chairs is normally appointed for a three-year term by the Provost upon the recommendation of the Dean of the Faculty of Arts and Sciences. Except under unusual circumstances a department chair shall not be appointed for more than one further three-year term, but there is no limit to the number of non-consecutive terms he or she may serve. In the fall semester of the year in which a chair's term is due to end, the Chair of the Personnel Committee will invite members of the department to submit nominations (including self-nominations) for the position of Chair. The list of names will be circulated to the department and forwarded to the Dean by the Chair of the Personnel Committee. The Dean shall solicit the opinions of all department members by inviting each to submit a written recommendation to the Dean concerning the chairship. This procedure may be supplemented by informal discussions between the Dean and the department members. Eligibility for appointment as Department Chair shall include:

- * rank of Associate Professor or Professor;
- * tenure, except in the case of an appointment of a person from another institution who may not yet meet the tenure requirements of the College of William Mary (*Faculty Handbook*).

The duties of the Department Chair are as follows:

- a.** To supervise the instructional program of the department.
- b.** To execute procedures and policies approved by the department.

- c. To represent the department in contacts with administrative officers and with representatives of other departments.
- d. To represent the department in the Association of Departments of English and similar organizations.
- e. To act as budgetary officer of the department with the assistance of the Budget Committee, and to prepare and to administer the departmental budget.
- f. To oversee the evaluation of faculty and staff performance, the hiring of new faculty and staff members, and the advising and counseling of students.
- g. In accord with established procedures (see Personnel Committee, section I.D.3., and Policies Affecting the Faculties, *Faculty Handbook*, III.B., III.C and III.D) to transmit recommendations of the department to the Dean of the Faculty of Arts and Sciences about appointments, and joint appointments, post-tenure reviews, re-appointments, dismissals, leaves of absence, promotions, and the granting of tenure, together with his or her own views on these matters, as required by the *Faculty Handbook*. After consultation with the Personnel Committee, to submit annual merit scores, and, when requested by the Dean, salary recommendations, in accordance with the procedures described in section II.C; to send to each instructor a copy of (1) the written evaluation he or she submitted to the Dean and (2) all those numerical ratings for that instructor arrived at by the Personnel Committee in its advisory role; and to invite each member of the department to review his or her professional status.
- h. To appoint members of standing and special committees (with the exception of the elected Personnel Committee and Committee for the Evaluation and Improvement of Teaching).
- i. To serve as an ex-officio member of standing committees and as chair of the Budget Committee.
- j. To encourage the professional development of faculty and staff members.
- k. To provide for the housekeeping needs of the department, e.g., concerning, where appropriate, the condition of the building, classroom furniture, office supplies.
- l. To preside at departmental meetings.

To assist in the performance of his or her responsibilities the Department Chair appoints members of the faculty to the posts described below.

2. Associate Chair

The duties of the Associate Chair are determined by the Department Chair.

3. Director of the Undergraduate Program

The duties of the Director of the Undergraduate Program are:

- a. To serve as chair of the department's Undergraduate Program Committee.
- b. To serve as the Department Chair's deputy for matters concerning the undergraduate program of the department.
- c. To supervise the periodic review of the undergraduate curriculum and degree requirements and to plan for curricular change.

- d. To represent the department in College-wide curriculum reviews.
- e. To assist the Department Chair in presenting proposals for changes in course offerings to the Educational Policy Committee of the College.
- f. After consultation with the Department Chair, individual staff members, committees, and the staff as a whole, as appropriate, to schedule course offerings, make teaching assignments, and from time to time convey recommendations of the department for changes in course offerings to the Educational Policy Committee of the Faculty of Arts and Sciences.
- g. As soon as possible in the spring of each year to inform each member of the teaching duties and schedule proposed for him or her the following year and to invite discussion of the proposed assignment.
- h. To advise the Department Chair on staffing needs and course rotations as well as on the capabilities and interests of department members.
- i. To advise and assist the Department Chair in planning course offerings for the Summer program.

4. Director of Honors

The Director of Honors supervises the departmental honors program for majors (see section IV.A., "Honors Study in English"). The duties of the Director of Honors are:

- a. To serve as chair of the Honors Committee.
- b. To conduct the Junior Honors Seminar.
- c. To arrange for the assignment of honors candidates to advisors.
- d. To arrange for honors examinations.
- e. To serve as liaison officer with Swem Library (e.g., in making inter-library loan arrangements for honors students) and with the office of the Charles Center in matters relating to the honors program.

5. Director of Writing

The Director of Writing, a member of the Department of English, has responsibility under the Faculty of Arts and Sciences for:

- a. Directing the Writing Resources Center.
- b. Chairing the Writing Committee of the Faculty of Arts and Sciences in overseeing the implementation of the College writing requirements.
- c. Serving as a resource for faculty teaching writing-intensive courses.
- d. Developing, in conjunction with the Writing Committee, policies and procedures for teaching COLL 150 and other pre-major writing-intensive courses.

6. Director of Creative Writing.

The duties of the Director of Creative Writing are:

- a. To direct the Writer-in-Residence committee.
- b. To oversee the Patrick Hayes Writers Series.
- c. To advise the Department Chair on the staffing and scheduling of creative writing courses.

7. Director of Advising

The duties of the Director of Advising are:

- a. To plan and coordinate the advising of undergraduate majors in English by members of the department, especially by transmitting information to them and by discussing problems of advising with them. The Director assists the faculty in advising majors about fulfilling degree requirements, planning a coherent program of courses, planning other aspects of their undergraduate programs, and exploring career possibilities in English and related fields.
- b. To serve as the Department Chair's deputy in advising and counseling students and in awarding transfer credit, summer course credit, credit for study-abroad programs, (unless this duty is assigned to another department member by the Department Chair) and advanced placement credits from foreign institutions.
- c. To inform and advise the faculty of the department and English majors concerning requirements for the certification of secondary school teachers (unless this duty is assigned to another department member by the Department Chair).

8. Recorder

The Recorder keeps minutes of regular and special meetings of the department. Motions adopted by the department are stated verbatim, as amended, in the minutes. Documents referred to in such motions are reproduced verbatim in, or attached to, the minutes. The minutes of each meeting, with attachments, if any, are circulated to department members. At the next meeting they are corrected, if necessary, and approved. One copy of the approved minutes, with attachments, is kept in the permanent files of the Department Chair and a second copy in the permanent files of the department.

D. PERSONNEL COMMITTEE

1. Composition

The Personnel Committee consists of seven regular members: three full professors, two associate professors, one assistant professor, and one member elected at large and without regard to rank or tenure; and additional auxiliary members elected as circumstances require to substitute for regular members in evaluations concerning retention, promotion, and tenure.

The Department Chair, *ex officio*, fills the position of one of the regular full professors or associate professors. The regular full professors are elected for terms of three years, one term expiring annually; the regular associate professors for terms of two years, one term expiring annually; and the regular assistant professor and at-large member for terms of one year. The Chair of the Personnel Committee is elected annually by the department from among the elected regular members of the newly constituted Committee. At the close of a one-, two-, or three-year term, Department members on the regular Personnel Committee (not an auxiliary Personnel Committee) may withdraw their names from the list of eligible candidates for the following one, two, or three years, depending on the length of the term served.

The department also elects one (or two, if necessary) tenured auxiliary members who, for any tenure evaluations in a given year, will replace the untenured members on the committee; and as many additional full-professor auxiliary members as are required, for any evaluations for promotion to full professor that year, to replace the associate and assistant professors on the committee. In an evaluation concerning the retention of an untenured department member, auxiliary members will replace all untenured regular members of the committee. In each such retention, promotion, or tenure evaluation, this modified Personnel Committee will prepare the report and recommendation.

2. Election

The members of the Personnel Committee are elected according to the following procedures:

- a.** The voting will be by secret ballot and will take place at the last regular department meeting in the academic year, except that auxiliary members may be elected at a later time should circumstances require. Newly elected regular members will assume their duties on August 15.
- b.** Elections to the Personnel Committee will be conducted in the following order:
 - * Elections to regular full terms at each rank.
 - * Election of the at-large member.
 - * Elections to complete unexpired terms of regular members, if any.
 - * Elections of auxiliary tenured members, if any.
 - * Elections of auxiliary full professors, if any.
- c.** Election will be by majority vote. If on the first ballot no eligible person receives a majority, the second ballot will be restricted to the two (or if required by a tie, the three) persons receiving the highest numbers of votes on the first ballot.
- d.** If three persons are on the second ballot and none receives a majority, the third ballot will be restricted to the two persons receiving the highest numbers of votes on the second ballot. If a tie prevents the restriction of the third ballot to two persons, the continuing members of the Personnel Committee will break the tie.
- e.** If there are not more tenured or tenure-eligible candidates than the number of vacancies in a given rank, an additional at-large member shall be elected.

Members who will be on leave should inform the Department Chair in advance of an election for the Personnel Committee whether or not they are able and willing to serve, if elected, during the time they are on leave.

3. Functions

The functions of the Personnel Committee are:

- a.** Policies: To recommend for the approval of the department policies concerning appointment, promotion, the granting of tenure, post-tenure review, and joint appointments.
- b.** Appointments: Appointments: Through a Search Committee appointed by the Department Chair in consultation with the Personnel Committee, to identify and recommend prospective candidates for appointment to tenured and tenure-eligible positions. (The relationship between the Personnel Committee and the Search Committee is described in Section 1.F.2, "Search Committee.") The

Personnel Committee decides which, if any, candidate(s) to recommend to the department for its consideration and approval by majority vote (subject to voting practices outlined under Section I.A, "Department Meetings.") The department's recommendations will then be forwarded to the Dean of the Faculty.

- c. To identify and interview prospective candidates for appointment, to review their credentials, and to recommend candidates to the department for its consideration and approval by majority vote. The department's recommendations will then be forwarded to the Dean of the Faculty.
- d. Merit Scores: To advise the Department Chair on the annual merit scores which the Chair must submit to the Dean in accordance with the procedure described in section II.C.
- e. Evaluation of Chair: To make an annual evaluation of the Department Chair to be forwarded to the Dean of the Faculty after the Chair has had an opportunity to respond to it and to any revisions of it.
- f. Adjudication: To serve as a committee of review and adjudication in case of dispute between the Department Chair and any member of the department upon the request of either party. Such adjudication will follow the policies in Section III of the Faculty Handbook.
- g. Evaluations: To conduct professional evaluations of department members.

These evaluations are of three types:

- (1) evaluations conducted for the purpose of making recommendations concerning retention, promotion, the award of tenure, joint appointments, and post-tenure reviews;
- (2) pre-tenure reviews of untenured members in tenure-eligible positions, normally conducted in the third year of full-time teaching; and
- (3) periodic evaluations of tenured members required by the *Faculty Handbook* (III.C.1).

The Department will maintain files for each member of the department containing all available evidence related to the department's criteria for making personnel decisions. (For these criteria see section II.A.1.) Other information on each department member will be kept in a confidential file to which only the Department Chair will have access, and which is open to the department member's inspection upon his or her written request. Department members will be urged to keep their files current and will be formally requested to do so once each year. Materials may not be removed without permission of the Department Chair.

Whenever professional evaluations are undertaken, the department member being evaluated will be notified and invited to comment on the materials in the personnel file and to bring to the attention of the Committee whatever additional information he or she considers pertinent to the evaluation. If the Committee finds it necessary to use information that is not in a department member's personnel or confidential file, he or she will be informed of the substance of any such material and will be offered an opportunity to comment upon it.

Untenured members of the department will be evaluated annually according to a timetable which ensures that, if a probationary appointment is not to be renewed, written notification will be given the member within the time limitations specified in the *Faculty Handbook* (III.B.2.d).)

Reports of professional evaluations will be subject to the following procedures. After considering the accumulated evidence the Personnel Committee will decide by majority vote upon appropriate action. Except in the case of recommendations for retention of non tenure-eligible faculty members, the Committee's decision will be embodied in a documented report which will be

presented to the department member being evaluated. He or she will be given a period of three work days for an opportunity to offer factual corrections, and the same amount of time to correct any subsequent revisions of it before further action is taken upon the report.

- h.** Recommendations. To prepare recommendations concerning retention, promotion, tenure, post-tenure reviews, and joint appointments based upon evaluation reports, and to move their ratification by constituencies as recommendations of the department.

(1) Participation of committee members

Regular Members of the Personnel Committee should avoid possible conflicts of interest, thus will not participate in preparation of evaluations and recommendations in the following instances, or other instances of possible conflict of interest:

No member of the committee will participate in an evaluation and recommendation concerning his or her own retention, promotion, or tenure.

No untenured member will participate in an evaluation and recommendation concerning the granting of tenure.

No member will participate in an evaluation and recommendation concerning the promotion of a colleague of the same rank.

Regular members of the committee thus excluded will be replaced by auxiliary members at or above the rank and tenure status for which the candidate is being considered, as appropriate, taking account of the conflict of interest provisions for which examples are given above. Such auxiliary members will complete the modified Personnel Committee as described above under 1.Composition.

On occasions when the chair of the Personnel Committee must disqualify himself or herself from participation in discussions and decisions, the member of professorial rank who is longest serving on the committee (excluding the Department Chair) will serve as the temporary chair.

(2) Ratification by constituencies

- (a)** Reports of the Personnel Committee concerning retention, promotion, and tenure in the department must be ratified by departmental constituencies in the following three instances:

- (i)** Reports which include recommendations for termination of appointment in the professorial ranks before consideration for tenure, or for termination of instructorships before expiration of a previously stated and agreed-upon term, must be ratified by a majority of those members of the department who hold a rank above that of the member under consideration.

- (ii)** Reports which include recommendations for or against promotion must be ratified by a majority of those members of the department who hold a rank above that of the member under consideration.

- (iii)** Reports which include recommendations for the award or denial of tenure must be ratified by a majority of the tenured members of the department, regardless of rank. A recommendation for the award of

tenure will imply and be accompanied by a recommendation for promotion to associate professor.

- (b) The following three committee actions will not require ratification by a departmental constituency:
 - (i) Recommendations for annual renewal of contracts for non-tenure-eligible department members and for periodic renewal of part-time contracts.
 - (ii) Recommendations for one-year leave-replacement appointments.

Committee decisions in these two categories will be communicated, first, to the person recommended, and, second, to the members of the department who hold rank above that person. The third sentence of section I.A. of this handbook provides means whereby dissent from such decisions may be registered and meetings of constituencies called for the purpose of considering and voting upon them. In instances where such dissent is registered and meetings are held, the procedures described below for constituency action will be applied. In all other instances the Committee's decisions will constitute, and be reported as, recommendations of the department.

- (iii) Pre-tenure evaluation reports and post-tenure review reports concerning tenured members and joint appointees. Such reports of the Personnel Committee will be communicated to the member evaluated and to the Dean as departmental evaluations. The evaluation will recognize, in the case of joint appointees, the status of the report as part of a broader evaluation.

(3) **Procedures for ratification by constituencies**

In the ratification procedures which follow, the word "report" will be construed to refer to both the evaluation report and the recommendation included in it.

Ratification by the constituency will be conducted according to the following procedures:

- (a) Whenever ratification by a constituency is necessary, the Personnel Committee report will be distributed to all members of the constituency, and the Department Chair will call a meeting of that constituency at which the Personnel Committee will move adoption of its report. The vote of the modified Personnel Committee will be recorded with its report.
- (b) At the constituency meeting the report will be discussed. In light of the discussion, the Personnel Committee may choose to reconsider the report. Alternatively, a member of the constituency may move to return the report to the Personnel Committee for reconsideration. For such a motion to pass it must be seconded and approved by a majority of the constituency. The candidate will be given access to the report and relevant materials associated with the report and afforded an opportunity to respond to the material. This opportunity will also be offered to the candidate if the document is returned to the modified Personnel Committee for revision, or if the constituency itself writes a new report.
- (c) If the Personnel Committee does not choose to reconsider the report and if no motion is passed returning the report to the Personnel Committee, the constituency will vote on the report.

- (d) All constituency votes on the ratification of reports will be by secret ballot. It is the responsibility of the Personnel Committee to tally the votes, but the votes will not be tallied before the Personnel Committee has received written ballots from those eligible to vote but unable to attend the meeting. Any absentee ballots must be received by the announced date and time of the meeting. If an absentee who is on leave does not vote, the total number of eligible votes on which a majority is based will be reduced by one.
- (e) If a majority of the constituency ratifies the report, the vote of the constituency will be added to it and the report will then become the recommendation of the department.
- (f) If a majority does not ratify the report, the constituency as a committee of the whole, the Department Chair presiding, will write a new report. When ratified by a majority of the committee of the whole, this report with the vote added to it will become the recommendation of the department. The 'committee of the whole' may, if it so decides, seek comments from additional external referees as part of the process of preparing its report.
- (g) If the constituency returns the report to the Personnel Committee but the Committee declines to reconsider it, members of the constituency may then move, second, and adopt by majority vote amendments to the report. Following all such amendments, if any, the constituency will vote on the report, whether or not amended. If a majority ratifies it, this report with the vote added to it will become the recommendation of the department.
- (h) If a majority does not ratify the report, the constituency as a committee of the whole, the Department Chair presiding, will write a new report. When ratified by a majority of the committee of the whole, this report with the vote added to it will become the recommendation of the department. The 'committee of the whole' may, if it so decides, seek comments from additional external referees as part of the process of preparing its report.
- (i) If the Personnel Committee reconsiders the report, it will move a revised report at a second constituency meeting. This revised report in turn may be amended by the constituency according to the procedure laid down in item g above. If the revised report, whether or not amended, is ratified by a majority of the constituency, this report with the vote added to it will become the recommendation of the department.
- (j) If a majority of the constituency does not ratify the revised report, the constituency as a committee of the whole, the Department Chair presiding, will write a new report. When ratified by a majority of the committee of the whole this new report with the vote added to it will become the recommendation of the department. The 'committee of the whole' may, if it so decides, seek comments from additional external referees as part of the process of preparing its report.
- (k) All reports containing recommendations of the department concerning retention and tenure, and all reports containing positive recommendations concerning promotion, will be reported to the Dean of the Faculty of Arts and Sciences, together with the comments of the Department Chair upon the recommendation. The department will not forward negative recommendations concerning promotion, except at the request of the candidate.
- (l) Discussion in the constituency meeting is to be treated as confidential within the constituency. Any member of the constituency may communicate his or her

views to the Dean independently in writing, provided that the candidate concurrently receives a copy and has an opportunity to respond. All communications will be included in the appendix of the departmental report.

(4) Procedures for Holders of Joint Appointments in the Department of English (Passed August 31, 2001)

Guidelines for personnel decisions with respect to continuance, promotion, tenure, and post-tenure review of joint appointees are to be found in the Joint Appointment Policy of the Faculty of Arts and Sciences (iii.D.5). All evaluations shall take into account the interdisciplinary nature and extent of the joint appointee's teaching, scholarship, and governance as set forth in the appointee's Memorandum of Understanding. The Personnel Committee, in all its recommendations, shall consider the work done by a joint appointee outside the Department as it would if it had been done within it. The Department's procedures are as follows for joint appointees whose home department is English:

- (a) Upon notification of an impending personnel decision, the chair shall agree with the joint appointee's host unit on a schedule for the gathering and sharing of materials to be considered in the case, the selection of outside readers, and the transmittal of recommendations.
- (b) The joint appointee's host unit, in accordance with its procedures, shall provide the Personnel Committee with its preliminary recommendation, as provided by the agreed upon schedule.
- (c) The Personnel Committee, in accordance with departmental procedures, shall arrive at its recommendation and report it to the joint appointee's host unit for comment and response.
- (d) Whenever the Personnel Committee's recommendation differs from that of the joint appointee's host unit, a period of at least five working days shall be reserved for consultation and for the host unit to revise, if it wishes, its preliminary recommendation.
- (e) Upon receipt of the final recommendation of the joint appointee's host unit, the Personnel Committee, in accordance with departmental procedures, shall make revisions, if necessary, arrive at its final recommendation, and report it to the relevant constituency except in the case of post-tenure reviews.
- (f) The Department's recommendation shall be included, along with all relevant documents as defined by the Joint Appointment Policy (III.D.5.g), as part of the dossier to be forwarded to the Dean.

(5) Guidelines for Joint Appointment Memoranda of Understanding (JAMOU's).

Guidelines and definitions for types of joint appointments, procedures for appointment, and considerations specific to joint appointments are to be found in the Arts and Sciences Joint Appointment Policy. The following guidelines for Joint Appointment Memoranda of Understanding (JAMOU's) are in accordance with that document.

- (a) All joint appointments must be accompanied by a Memorandum of Understanding agreed to in advance by both the Department and the program (or other department or school). The appointment must be designated as "continuing" or "fixed term" as defined by the Arts and Sciences Policy on Joint Appointments (II.A).

- (i) A continuing joint appointment is conceived of as such at the time of hiring. Whenever possible, the JAMOU should be negotiated between the Department and the program (or other department or school) before candidates are hired. A draft must be made ready by the time the Dean signs the offer. The JAMOU must be signed by the faculty member hired, the relevant department chairs, program directors, and deans.
 - (ii) A fixed term joint appointment and accompanying JAMOU may be negotiated when a faculty member is hired or at any time in an individual's career to accommodate interdisciplinary teaching and research interests (College Policy on Joint Appointments, II.B). The JAMOU must be signed by the faculty member and the relevant department chairs, programs directors, and deans.
- (b) Each JAMOU shall stipulate the appointee's teaching load, research expectations, and governance expectations in the Department and the program (or other department or school). Particular attention shall be paid to how teaching and research expectations accommodate the interdisciplinary nature of the appointee's teaching and research interests. The aggregated governance expectations specific to joint appointments are not to exceed expectations for faculty members of similar rank not holding joint appointments, particularly in the case of junior, tenure-eligible positions.
- (i) When role definitions and workload expectations of the Department and the program (or other department or school) differ, concerns about how the appointee is to fulfill these differing sets of expectations must be clarified during negotiation of each JAMOU (A&S Policy on Joint Appointments, III.A).
 - (ii) Continuing joint appointments are generally held by tenured and tenure-eligible faculty members and imply sustained involvement in both the Department and the program (or other department or school). Fixed term joint appointments may be held by tenured or tenure-eligible faculty members or those with specified term positions, and are more flexible in terms of workload expectations. Each JAMOU shall specify expectations accordingly.
- (c) Each JAMOU shall stipulate steps, criteria, and timelines for evaluation of the appointee in accordance with existing approved policies on faculty evaluation, with the added consideration that in the case of joint appointees such evaluation must be collaborative and must take into account the appointee's contributions to both the Department and the program (or other department or school). When interdisciplinary activity is explicitly described, interdisciplinary standards should be applied (A&S Policy on Joint Appointments, III.D.2). When procedures for the Department and the program (or other department or school) differ, agreement as to how the appointee's evaluation will take those differences into account must be agreed to during the negotiation of each JAMOU.
- (d) Each JAMOU shall stipulate, when appropriate, agreements between the Department and the program (or other department or school) for allocations of resources such as office space, operating support, start-up funds, indirect costs, etc.
- (e) Each JAMOU shall stipulate terms and mechanisms for re-negotiation of the JAMOU and should, when feasible, specify when re-negotiation is or is not appropriate. In the case of joint appointments that predate the Arts and Sciences

Policy on Joint Appointments as approved by the Faculty on May 2, 2000, a new JAMOU should be developed and signed as soon as is feasible.

E. OTHER STANDING COMMITTEES

1. Undergraduate Program Committee

The Undergraduate Program Committee consists of the Director of the Undergraduate Program as chair of the Committee; and six other members of the department appointed by the Department Chair to assure wide representation of ranks and interests.

The Undergraduate Program Committee is responsible for planning, developing, supervising and coordinating all aspects of the department's undergraduate program. Its functions are:

- a.** Policies and requirements. To formulate and recommend for the approval of the department policies and general requirements governing the undergraduate program, including both those within the jurisdiction of the department and those needing approval by the Educational Policy Committee or by the Faculty of Arts and Sciences.
- b.** Courses. To approve, within the limits of established policies and requirements, proposals for changes in undergraduate courses, including the introduction of new courses, when such changes are within the jurisdiction of the department.
- c.** Teaching needs. To advise the Department Chair and the Personnel Committee concerning the immediate and future teaching needs of the department, including drafting language for job listings. The language for tenured and tenure-eligible job listings will be subject to the approval of the department at a department meeting.
- d.** Administration. To advise the Department Chair concerning the administration of the undergraduate program, including such functions as planning the course schedule, making teaching assignments, and evaluating undergraduate transfer credits in English; and to assist the Chair by performing whatever such functions the Chair may delegate to them.
- e.** Independent Study. To approve proposals for English 480: Independent Study in English, English 498: Internship in English, and CRWR 482: Independent Study in Creative Writing.
- f.** Changes in program. To study, and to encourage others including staff, students, and graduates to study and discuss, all aspects of the undergraduate program, with a view to introducing desirable changes.
- g.** Sub-committees. To organize and supervise the work of such sub-committees as it deems necessary. It may call upon any member of the staff for assistance in specific matters.

2. Writing Committee (Faculty of Arts and Sciences)

The Writing Committee is an interdisciplinary committee composed of three (3) faculty members from English; three (3) from outside the English Department; two (2) *ex officio* members, the Chair of the English Department and the Dean for Educational Policy; and the Director of the Writing Resources Center, who serves as Chair. Its primary responsibilities include: advising the Dean for Educational Policy about the College's writing requirements; overseeing the COLL 150

courses; and advising departments about the Major Writing Requirements.

The functions of the Committee are:

- a. To oversee the Writing Resources Center.
- b. To oversee COLL 150s.
- c. To recommend policies and procedures for placement in writing courses.
- d. To provide assistance to departments in their implementation of the College Major Writing Requirement, and to advise the Educational Policy Committee regarding courses which fulfill the Major Writing Requirement.
- e. To report to the English Department and the Faculty of Arts and Sciences on the writing program.

3. Honors Committee

The Honors Committee consists of the Director of Honors as chair of the committee and four other members. These latter four should not be from the same academic rank. The functions of the committee are:

- a. To assist the Director of Honors in the supervision of the Honors program.
- b. To recommend students to the Dean of Undergraduate Studies for the Junior Honors Seminar and the senior-year program.
- c. To formulate and recommend for the approval of the department policies affecting the operation of the Honors Program.

4. Committee on the Evaluation and Improvement of Teaching

The Committee on Evaluation and Improvement of Teaching consists of four members of the department appointed by the chair.

The functions of the Committee are:

- a. To oversee and make recommendations on all matters and policies concerning the evaluation and improvement of teaching in the Department.
- b. To make recommendations to the Department concerning the design, administration, and interpretation of instruments to measure teaching effectiveness.

5. Budget Committee

The Budget Committee consists of the Department Chair as chair of the committee and four other faculty members, not more than two appointed members of the committee being from the same academic rank. The functions of the committee are:

- a. To advise the Department Chair in the preparation and administration of the departmental budget.
- b. Although the departmental budget is not usually adequate to meet all requests for travel funds, the department hopes to be able to provide at least partial funding for one professional meeting a year for each member who requests it. The major portion of travel funds is allocated to members directly participating in

programs (reading papers, serving on panels or as officers of organizations, and the like). A member participating in a program can normally expect to receive reimbursement for transportation and at least partial reimbursement for meals and lodging for one meeting a year. A member participating in a second program will be reimbursed to the extent that the remaining travel funds permit but should not expect to receive full reimbursement. There will be two rounds of applications, one in September (for conference requests) and the second in January (for travel to conferences that are announced after the September deadline has passed, or for research-related travel, see below). In allocating available funds, priority will be given, in this order, to assistant professors with no other source of funding (for example from start-up); tenured faculty with no other source of funding (for example, personal research funds attached to endowed chairs or awards such as the Plumeri Award); other tenured faculty; full-time non-tenure-eligible faculty. Faculty who have been awarded funds as compensation for extra work, for example pre-major advising, service to interdisciplinary programs, and Honors advising, will be regarded as having no other source of funding. Faculty who are planning international trips are required to apply to the Reves Center, in addition to the department, for funding; and faculty with joint appointments in units with available travel funds will be required to apply to their other unit, in addition to the department. If there are funds left over after all requests for conference travel have been met, at the January meeting the Budget Committee will allocate the remaining funds to support research trips to archives, libraries or for any other relevant purpose. Priority will be given as described above. Faculty should not expect to receive full reimbursement for these trips. Faculty are encouraged to apply to the Dean's Office to make up any shortfall in travel funding from the department, either for conferences or for research. The office manager has information regarding travel advances, the use of college cars, and the reimbursement of expenses.

6. Writer-in-Residence Committee

The Writer-in-Residence Committee consists of three department members, one of whom serves as director of the committee. Its functions are:

- a. To assist the Writer-in-Residence with his or her living accommodations and relations with the department, the College, and the community.
- b. To make recommendations to the department concerning the appointment of the succeeding Writer-in-Residence. (See below, Section IV. C.)

7. Nominations and Faculty Awards Committee

The Nominations and Faculty Awards Committee consists of the Chair (ex officio), and two additional tenured Department members. The committee is appointed by the Chair. Its function is to select which members of the Department to nominate for College-wide, Arts & Sciences, and departmental Professorships and Awards.

8. Communications Committee

The Communications Committee consists of five Department members, one of whom serves as Chair. its functions are to maintain and update the Department website and social media, create and update Department publicity materials (e.g. newsletter, brochure), help to publicize departmental events and achievements, and liaise with the Chair on communications with various constituencies including alumni and current students.

9. The Speakers Committee

The Speakers Committee consists of three faculty members chosen by the chair, one of whom is chosen to serve as Chair. Its functions are:

- a. To organize the Faculty Colloquium Series, usually featuring William and Mary faculty. They may, on occasion, invite speakers from other institutions to participate. The usual program is a thirty to

forty-five minute presentation followed by a discussion. The primary audience for the colloquium series will be faculty, although it will be advertised generally and interested students will be encouraged to attend.

- b. To select a speaker for the Cloud Lecture. The Committee will solicit nominations from the department, and then, using these recommendations, make a recommendation to the Department. If this recommendation is approved, the Chair of the Committee will invite the nominee to give the Cloud Lecture that year.

10. **Diversity Committee**

The Diversity Committee is appointed by the Chair and consists of the Chair of the Department, the Associate Chair, two additional full-time faculty members, one staff member, and two undergraduate students. The Department Chair chairs the Diversity Committee. Its functions are:

- a. To make recommendations to the Department for annual updates to the Diversity Action Plan, including specific goals for the upcoming year.
- b. To make recommendations to the Department for implementation of the recommendations in the Diversity Action Plan.

F. SPECIAL COMMITTEES

1. **Ad Hoc Committees**

The Department Chair from time to time appoints ad hoc committees to deal with special problems not within the purview of any standing committee.

2. **Search Committee to appoint tenure and tenure-eligible faculty**

When a search is initiated, the Department Chair, in consultation with the Personnel Committee, appoints a search committee with a minimum of three members. Only tenured or tenure-eligible faculty may serve on the committee. Neither faculty on leave nor retired faculty normally will serve. The search committee chair will be selected by the Department Chair in consultation with the committee members. The search committee manages the search, screens the applicants, and, in consultation with the Personnel Committee, decides on whom to interview. The process normally consists of an initial round of interviews, followed by a second round of on-campus visits. Upon completion of the final round, the search committee sends the Personnel Committee its ranked recommendation(s). The Personnel Committee then decides which, if any, candidate(s) to recommend to the department.

3. **Student Advisory Committee**

The Student Advisory Committee consists of students chosen by the Department Chair. The purpose of the committee is to provide administrative officers and committees of the department with an opportunity to ascertain student views on matters affecting the welfare of the department, especially with respect to hiring new faculty.

FACULTY MERIT AND EVALUATION

A. RETENTION, PROMOTION, AND TENURE

1. **Criteria for Retention, Promotion, and Tenure**

The basic criteria to be employed in evaluations of faculty members for recommendations affecting retention, promotion, and the award of tenure are stated in the *William & Mary Faculty Handbook* III.C.1.b.). These include possession of educational and professional requisites, excellence in teaching, evidence of scholarly or creative activity, and participation in the governance of the department and the College.

These criteria pertain to members of the Department of English as follows:

- a. **Educational Requisites.** The normal educational requisite for retention in the professorial ranks of the department is possession of the doctorate (Ph.D.)—or in the case of creative writing faculty, an M.F.A.—and a field of specialization which meets the curricular needs of the department. The individual who joins the faculty without the terminal degree will not be retained beyond three (3) years unless the degree is attained before the end of the fourth semester at the College of William and Mary.
- b. **Teaching.** Excellence in teaching is a major consideration in recommendations for retention, promotion, and the award of tenure. Evidence of a teacher's command of subject and ability to present subject matter effectively and to examine, evaluate, and advise students discerningly will be considered in personnel evaluation.
- c. **Research.** Significant contributions to a particular field through research and scholarly or artistic activity, as specified in the *Faculty Handbook*, are another major consideration in recommendations for retention, promotion, and the award of tenure.
 - (1) Publication is tangible evidence of scholarly knowledge and creative accomplishment. These are natural extensions and expressions of a faculty member's interest in his or her discipline. Teaching, scholarship, and creative writing grow from and support each other. In making its recommendations the Personnel Committee considers both the quality and the quantity of scholarly and creative publication.
 - (2) Other activities which give evidence of scholarly interest are participation in learned and professional societies; applications for grants in aid of research; editorial, bibliographical and consultative work; and presentations at scholarly and writers' conferences.
- d. **Governance.** Evidence of an individual's contribution to institutional governance is also, though a less heavily weighted, criterion for retention, promotion, and the award of tenure. Such a contribution is made chiefly through an individual's responsible participation in faculty meetings; in service on departmental, Arts and Sciences, and/or college-wide committees.

2. *Guidelines and Procedures for Tenure and Promotion.*

- a. Except in unusual cases, a department member will not be considered for promotion to Associate Professor until the sixth year as an Assistant Professor or to Full Professor until the seventh year as Associate Professor. Years accumulated at a given rank may include years at that rank at another institution.
- b. The Department will review tenure-eligible faculty members during their third year at the College or when designated at the time of appointment. During the interim review, the Personnel Committee will assess the faculty member's progress toward tenure, in accordance with the criteria for tenure described in the section below (II, A, 2, c). The Personnel Committee does not solicit outside reviews of scholarship as part of the interim review process. The Personnel Committee will prepare a written report of its findings and will give the tenure-eligible faculty member three work days to make factual corrections. The Personnel Committee will then add the corrected report, with its vote recommending for or against retention, to the faculty member's dossier. The written report should indicate in which areas the tenure-eligible faculty member is advised to make

improvements, as necessary. The Department Chair will have the responsibility of writing a separate letter recommending for or against retention, which will be included with the faculty member's full dossier and sent to the Dean of the Faculty of Arts and Sciences.

c. Criteria for Tenure and Promotion to Associate Professor:

(1): Excellence in teaching is one of two major considerations in recommendation for the award of tenure and promotion to Associate Professor. The candidate is expected to demonstrate a record of continuing development as an effective teacher as reflected primarily by student evaluations and course materials. The candidate may also offer evidence of additional teaching activities, including service on examining committees and the direction of theses.

(2): Significant contributions to a particular field through research and scholarly or artistic activity, as specified in the *William & Mary Faculty Handbook*, are another major consideration in recommendation for the award of tenure and promotion to Associate Professor. Candidates under consideration for tenure must produce evidence of a book accepted for publication or a substantial set of articles or creative works placed in academic or literary journals. The opinion of experts in the field will be sought using the procedures described below. Presentations at scholarly and writers' conferences also serve as indicators of the tenure candidate's contributions to a particular field of scholarship or artistic activity. In addition, candidates must show some evidence of work toward a new project.

(3): Governance in the form of service to the department and the College at large constitutes a third but less heavily weighted criterion for tenure and promotion to Associate Professor. During the probationary period tenure candidates will be expected to participate in department meetings and serve on departmental and Arts and Sciences committees, but teaching and scholarship will constitute the majority of their responsibilities. Probationary faculty will not be expected to provide contributions to governance at the level of tenured Associate and Full Professors.

d. Criteria for Promotion to Full Professor

(1): A record of excellence in teaching as reflected by student evaluations, course materials, performance on examining committees, direction of theses, and other relevant activities.

(2): Recognition in one's field, as demonstrated primarily by scholarly or creative publication. Candidates under consideration for promotion to Full Professor must produce evidence of the following published work: an additional monograph or the equivalent in the form of a substantial set of scholarly articles, creative work, edited collections, and/or scholarly editions. Presentations at scholarly and writers' conferences, as well as active governance in professional organizations, also serve as indicators of the candidate's contributions to a particular field of scholarship or artistic activity. In addition, the candidate should provide evidence of future projects. The opinion of experts in the field will be sought using the procedures described below.

(3): A record of effective service in departmental, Arts and Sciences, and college-wide governance through participation in committees and student advising. Other activities may include direction of educational programs, community outreach, and/or active participation in regional/national scholarly organizations.

(4): (Passed November 21, 2000) An Associate Professor nearing retirement who wishes to be considered for promotion to Professor Emeritus/a should let the Department Chair know by November 15 of his or her last year. The Personnel Committee will then prepare a recommendation which, with the candidate's C.V., will be due at the Dean's office February 1 or no later than 90 days before the final meeting of the Board of Visitors in that academic year. The

criterion for the Department's recommendation for promotion to Professor Emeritus/a will be long and devoted service to the College as a good and dedicated teacher who has excelled in at least one of the three areas of teaching, scholarly or creative endeavor, and service.

3. Procedures for Tenure and Promotion

- a. Candidates for tenure and promotion to Associate or promotion to Full Professor will be asked to establish a Blackboard site by March of the semester before they submit their dossiers for evaluation by the Personnel Committee. Assistant professors are advised to create a Blackboard site upon beginning their appointments. The Blackboard site should be based on the template drawn up by the Office of the Dean of the Faculty of Arts and Sciences.

(1): The Blackboard site will include student evaluations—narrative comments and statistical summaries, syllabi, sample assignments, and pertinent class handouts.

(2): The Blackboard site will also include copies of the candidate's scholarly or creative work. In the case of materials not yet published, candidates should include manuscripts and contracts issued by publishers.

- b. In March of the semester before the tenure or promotion candidate submits his/her dossier for evaluation, the Personnel Committee will ask the candidate to supply the names and contact information of at least six senior scholars in the candidate's field, and with whom the candidate has an "arm's length" relationship as defined by the current Dean's memo. The candidate has the right to name two individuals whom the Personnel Committee will not consider as potential reviewers.

The Dean's memo defines those reviewers as "being wholly disinterested"; "the potential reviewer should not have the appearance of a vested interest based on his or her own career, nor a personal interest, in the career advancement of the faculty member under review." Specifically, external reviewers, according to the Dean's memo, "should not have mentored, financially supported, or taught the faculty member during his or her graduate education or post-doctoral experience, be a former colleague or supervisor, or have collaborated closely with the faculty member on publications or grants. They may have been in contact with and/or served with the faculty member in editorial roles, review panels, participation in conferences, and professional organizations" ["Arts and Sciences Procedures on Tenure and Promotion and Interim Review Processes," October 2, 2012].

- c. The candidates will be asked to submit a statement accompanying each name, identifying any personal or professional relationship between themselves and the prospective reviewer.
- d. The Personnel Committee then asks at least two members of the English Department, in the same field as or in an adjacent field to that of the candidate, to provide a list of six or more prospective evaluators with annotations on the appropriateness of each.
- e. The Personnel Committee then chooses two names from the candidate's list and two from colleagues' lists—choices based on the relevance of the reviewers' scholarship to the candidate's own work, rank, and status in their fields, and arm's-length status. A reviewer who is listed by both colleagues and the tenure or promotion candidate may be chosen if he/she is considered the most suitable evaluator, in which case that reviewer will be counted as part of the colleagues' list. At least two additional names from each list will be chosen as alternate readers, should first choices decline.
- f. The department chair will then contact reviewers on the final list as soon as possible and invite them to serve as external reviewers for the candidate.

- (1) Copies of the tenure or promotion candidate's publications should be made available to external reviewers no later than the first week of June.
 - (2) External reviewers in tenure or promotion cases will be required to submit their evaluation letters, along with copies of their curriculum vitae, before the start of the following semester at William & Mary.
 - (3) Redacted letters of external reviewers will be made available to the candidate as they arrive.
- g. Following the receipt of the external letters, the Personnel Committee, excluding the department chair as ex officio member, then writes the tenure and/or promotion report and votes on whether to recommend tenure and/or promotion to the candidate.
 - h. The completed report is then submitted to the tenure or promotion candidate, who has three work days to correct factual errors in the report, and finally to the tenured or Full Professor constituency, meeting as a committee of the whole, presided over by the Personnel Committee chair.
 - i. The department chair will have the responsibility of writing a separate final letter of recommendation to the Dean of the Faculty of Arts and Sciences, which will be included with the candidate's full dossier.

3. Post-Tenure Review

The *Faculty Handbook* stipulates that the Dean of Arts & Sciences or the Department Chair may request a post-tenure review of a faculty member in response to annual merit reviews that indicate unsatisfactory overall performance over the most recent three-year period. If such a request for a post-tenure review is made by either the Dean or the Department Chair, the Department Chair must inform the member to be reviewed in writing, and the post-tenure review will be undertaken by the tenured members of the Department's Personnel Committee, which includes the Department Chair. As specified by the *Faculty Handbook* III.C.1.c, the faculty member's post-tenure review will begin by or before the beginning of the next academic year and will be completed by the end of Fall Semester of the same year. The review will cover the faculty member's performance in teaching, research, and governance over the preceding six years.

The faculty member under review will be responsible for providing the post-tenure evaluation committee with a current curriculum vitae, copies of publication over the six-year review period, a self-evaluation, and any other evidence pertaining to the faculty member's performance, including teaching portfolios, awards, etc. Also to be included in the evidence submitted to the evaluation committee are the faculty member's merit reviews over the six-year period. As specified in the *Faculty Handbook* III.C.1.c, the faculty member will be given a reasonable amount of time to collect and present relevant information as well as timely access to personnel records and the opportunity to respond to any material considered by the evaluation committee. The review process will be based on the Department's standards for merit review (see Section II of the Department Handbook). According to the Arts & Sciences Post-Tenure Review Policy, unsatisfactory performance in either research or governance may be outweighed by satisfactory performance in the other two categories. However, unsatisfactory performance in teaching is sufficient to warrant a finding of "unsatisfactory overall." The final assessment of the evaluation committee's review will fall into one of two categories: "satisfactory overall performance" or "unsatisfactory overall performance."

Upon conclusion, the evaluation committee will submit a written report of its findings to the faculty member under review. The report will be accompanied by a separate letter of recommendation written by the Department Chair, which will also be made available to the faculty member, who will then have ten days to review and/or respond to the report. After that period the report will be forwarded to the Dean by the Department Chair. Copies of both the post-tenure review and the Department Chair's accompanying letter will be given to the faculty member and placed in the faculty member's personnel file.

A finding of "unsatisfactory overall performance" in a post-tenure review will require the development of

an “individual improvement plan” for the faculty member in cooperation with the Personnel Committee, including the Chair, and the Dean. The plan will focus on rectifying the faculty member’s deficient area(s) of performance and must be accepted by all parties no later than forty-five calendar days from the date the faculty member receives notice of a final assessment of “unsatisfactory overall performance” or forty-five days from the date the faculty member receives notice that an appeal of that assessment has been denied, whichever last occurs. Procedures for developing the plan, its preliminary assessment, and its final assessment will be followed according to the *Faculty Handbook* Section III.C.1.c Should the Provost, on the basis of the final review, implement proceedings for sanction or for dismissal, the faculty member retains the right of appeal according to the policies and procedures for appeals and grievances specified in Section III.C.1.d of the *Faculty Handbook*.

B. PROFESSIONAL EVALUATION

The program for the evaluation of teaching and for improving effectiveness in teaching in the Department of English Language and Literature consists of the following complementary and mutually reinforcing procedures:

- * Student Course Evaluations.
- * Evaluation of Professional Activities and Annual Professional Conference with the Chair.
- * Self-Evaluation.
- * Professional Improvement Program.

These procedures are elaborated below.

1. Student Course Evaluations (also see below II.D.)

- a.** A student course evaluation form, adopted by the Department and used in all classes in every semester, seeks information about the performance of a teacher and about the results of his or her teaching.
- b.** Students in all courses should complete evaluation forms during the last two weeks of classes. Students should be assured that the results will not be made available to the instructor until after the course grade has been reported.

2. Evaluation of Professional Activities and Annual Professional Conference with the Chair

- a.** The Department Chair should systematically collect and file information that will provide the basis for an annual professional conference with each department member. The material collected should include student course evaluations (and summaries of them), course outlines, final examinations in courses, and other information relevant to the instructor's own evaluation of his courses.
- b.** Except for confidential material such as graduate school dossiers and letters of recommendation, information about an individual instructor should be maintained in a file which is open to the instructor. The instructor should be able to see this material on request to insert in the file replies or rebuttals to any unfavorable material or material he or she considers prejudicial, and to introduce any relevant material he or she chooses.
- c.** The Department Chair should offer to hold a conference with each faculty member annually, the basic purpose of which is improvement of the faculty member's professional performance.
- d.** For the purposes of assessing performance, consideration will be given to those professional activities of a faculty member that are relevant to his or her particular competencies. Such

activities include, for example, classroom teaching, advising, faculty governance, administration, professional services, and scholarship.

3. Self-Evaluation

- a. Self-evaluation should go on continuously and deliberately.
- b. Each instructor is urged to use the student evaluations of his or her courses early in each semester as a timely means of evaluating effectiveness.
- c. At the end of each semester instructors should prepare their own evaluations of their courses to complement and accompany the student evaluations, including, for example, information about the composition and character of their classes and their own self-assessments.
- d. Instructors are encouraged to experiment with such procedures as video-taping their classes as a means of reviewing the effectiveness of their procedures.
- e. Instructors should regard voluntary and self-initiated class observation as an important aid to their own programs of self-improvement.
- f. Instructors should provide the Department Chair with full information about their efforts to improve their effectiveness in the classroom and their appraisal of the results of such efforts.

4. Professional Improvement Program

- a. In order to improve classroom teaching, the Department should seek to provide a variety of means to assist teachers in this endeavor beyond those provided by student evaluations, professional conferences, and self-evaluation.
- b. A number of other steps can be taken to create an atmosphere of positive interest and to provide guidance and instruction in professional improvement:
 - (1) Encouragement of experiments with team teaching. Such experiments naturally presuppose mutual observation and exchanges of views about goals and methods of teaching.
 - (2) The continuance or expansion of opportunities for teachers to lead public seminars or to present public lectures, as is currently done on a modest scale by the Faculty Colloquium Series.
 - (3) Discussion in faculty groups (e.g., those teaching in multi-section courses or teaching courses in a particular area of the English curriculum) of instructional techniques.

C. MERIT EVALUATION

1. Merit Evaluation System for Salary Recommendations

The merit system is designed to aid the Personnel Committee in making as fair and efficient annual evaluations of department members as possible on the basis of teaching evaluations and information supplied by the faculty member on the annual merit form. The Committee recommends to the Department Chair a merit score in each of the three professional activities of teaching, scholarship, and governance.

Assignment of merit for the majority of department members will be based solely on the evidence of the year's activities described below except in the case of the scholarship score for a qualifying book, as noted below. If the Department Chair, after reviewing each department member's annual record, believes there is evidence suggesting a performance either substantially above standard or below standard, the Personnel Committee will undertake a fuller evaluation.

Student evaluations will be used as a primary, but not exclusive, source of information about teaching performance, and these evaluations will include all courses taught by the department member in the period under review, including any courses that carry a designation other than that of an English Department course.

The basis for the Personnel Committee's recommendation is the Merit Standard Scale given below, which assigns numerical weights to various defined levels of merit in the areas of teaching, scholarship, and governance. The numbers awarded annually to a faculty member in the three areas will constitute the merit recommendation sent to the Dean by the Department Chair.

The lists of activities which define each standard of merit in each of the three areas, although not inclusive, are intended to provide a clear indication of what performance is expected for each standard. In those instances where it is not clear which is the appropriate standard, the Personnel Committee will exercise its judgment in arriving at its recommendation. Such a judgment may be especially called for in the evaluation of teaching, where a variety of activities not easy to compare quantitatively (honors exams vs. guest lectures, for example) must be considered in assessing overall performance.

The Personnel Committee may infrequently and under special circumstances (such as periodic evaluation of a department member) make a recommendation of Standard D for one who has not achieved any special distinction during the previous year. The special circumstances would be consistent and long-term achievement in one or more of the three areas of teaching, scholarship, and governance.

Before conducting the annual merit review, the Personnel Committee will distribute to the Department the interpretative rules of thumb it intends to use for the current year.

Normally, when a member is on leave for one semester of the year being evaluated, annual merit numbers in teaching and governance will presume the member's equivalent contribution and results for both semesters. The annual merit number in scholarship will reflect the full year's actual contributions.

When a member is on leave for both semesters of the year being evaluated, annual merit numbers in teaching and governance will be an average of the member's scores from the previous two years. The annual merit number in scholarship will reflect the full year's actual contributions.

A rating of at least "Standard B" in teaching is awarded to new members of the department in their first evaluation after their first semester of teaching to recognize that all their courses are "new" and to compensate them for their disadvantaged position with regard to honors students, graduate courses, etc.

MERIT STANDARD SCALE

	Teaching	Scholarship	Governance
Below Standard	0	0	0
Standard A	3	2 (to 2.5)	1
Standard B	4	3.5 (to 5)	2
Standard C	5	5 (to 6)	2.5

Standard D 6 6 3

TEACHING:

Below Standard:

Failure to meet standard professional expectations, which include thorough preparation and regular meeting of classes; conscientious preparation of syllabi, reading lists, tests, and final examinations; and regular availability and helpfulness to students.

Standard A:

Satisfactory performance of one's professional responsibilities, which include engaging in such activities as giving guest lectures or teaching colleagues' classes; service on examination committees; supervision of theses or independent study courses; creation and teaching of new courses; teaching a substantial number of students in classes with essay writing and other significant written work; taking students abroad or into the field; teaching summer school; teaching study abroad courses during the summer; teaching an overload during the regular year.

Standard B:

Service to the Department (and, in the case of joint appointees, to a program or another department) and its educational program as indicated by greater participation in such activities as outlined in Standard A or by student evaluations generally at "above average" (3.5-4.4) in the categories rating the instructor and the course.

Standard C:

Service to the Department (and, in the case of joint appointees, to a program or another department) and its educational program equal to Standard B with greater participation in activities and with student evaluations in the categories rating the instructor and the course generally at "above average"; or satisfactory performance of one's professional responsibilities (as outlined in A, above) and with student evaluations generally at "excellent" (4.5-5.0) in the categories rating the instructor and the course.

Standard D:

Superior service to the Department (and, in the case of joint appointees, to a program or another department) and its educational program as indicated by greater participation in such activities as outlined in Standard A, and by student evaluations generally at "excellent" (4.5-5.0).

SCHOLARSHIP:

Below Standard:

Failure to meet standard expectations as defined below in Standard A.

Standard A: [2-2.5]

Regular scholarly activity such as preparing scholarly work for publication, giving brown bag talks at W&M, and evaluating an article for a scholarly journal. 2.5 will be awarded for 2 or more such activities.

Standard B: [3.5-5]

Standard expectations for scholarship, as defined above, with such additional evidence as the presentation of a scholarly paper at a professional meeting; an invited plenary lecture at a professional conference or at another college or university; the evaluation of a book manuscript for a scholarly publisher, preparing an assessment of a tenure or promotion candidate for another institution, application(s) for competitive research grant(s), the publication of a scholarly note, book review or op ed piece in a prominent venue, or attendance at one of the selective summer seminars or institutes (e.g., NEH Summer Seminars, or the equivalent.)

Within Standard B, an additional .5 will be awarded for three or four Standard B activities, with an invited or plenary lecture counting as two such activities. An additional 1.0 will be awarded for five or six such activities; 1.5 will be awarded to more than six such activities.

When released teaching time and/or financial compensation is given to a journal editor for performing his/her editorial duties, the products of this editing will normally count as a single Standard B activity.

Standard C: [5-6]

Standard expectations for scholarship with such additional activity as publication of a scholarly article or creative work (in usual circumstances, a story or several poems).

Within Standard C, an additional 1 point will be awarded for each additional Standard C activity (or set of five or more Standard B activities), up to a maximum total of 6.0. Five or more Standard B activities plus 1 Standard C activity will result in a score of 6.0.

For journal editors who receive no compensation or released time for performing their editorial duties, the products of their editing will count as three Standard C activities.

Standard D: [6]

Outstanding scholarly achievement as evidenced by publication of a long monograph, book, scholarly edition, guest-editorship of a special issue of a journal, extensive creative work, or by publication of a prize-winning article. When Standard D is achieved through publication of an authored book, the award is made for three consecutive years. When it is achieved through publication of an edited collection of essays, the award is made for two consecutive years. When this standard is achieved through publication of a scholarly edition, the award is made for two or three consecutive years, depending on the magnitude of the undertaking. An edition consisting largely of reprinting a text (perhaps with minor emendations and annotations) and with a critical introduction will receive Standard D for two years; an edition that establishes a text or texts previously unpublished or significantly corrupt and that includes, where appropriate, significant textual apparatus (variants, et.), annotations and a scholarly or critical and textual introduction will receive Standard D for three years. In the case of recently hired faculty, books or scholarly editions published before coming to William and Mary count toward

merit on the same three-year schedule. When a second book, scholarly edition, or edited collection of essays is published within a three-year period, Standard D will normally be awarded for a full four, five, or six years as appropriate.

The award is first given only in the year the book or scholarly edition is actually published, not the year when it was accepted for publication. The same is true of articles.

A faculty member who co-edits or co-authors a book (or journal or article) is expected to provide a brief explanation of the extent of his or her contribution for the Personnel Committee to consider.

Standard D will be awarded to faculty who win a competitive research fellowship (National Endowment for the Humanities, Guggenheim, National Humanities Center, Virginia Foundation for the Humanities, etc) in the initial year in which the fellowship is awarded.

Electronic publishing:

The Personnel Committee recognizes that electronic projects and publications can make scholarly contributions equivalent to those traditionally recognized for paper publishing. In this respect the Personnel Committee expects to abide by the ADE guidelines for Evaluating Computer-Related Work in Modern Languages (ADE Bulletin, no. 114, Fall 1996). A department member who would like to have an electronic publication count toward the annual merit evaluation should present for the Personnel Committee's consideration an explanation of his or her work and its scholarly use. The Personnel Committee will then determine to which, if any, of the scholarly activities described above the electronic publication is to be deemed equivalent.

GOVERNANCE:

Below Standard:

Failure to meet standard expectations as defined below in Standard A.

Standard A:

Effective service on standing or ad hoc departmental committees and/or premajor or major advising.

Standard B:

Service in an administrative position in a department or program (including as Associate Chair, Director of Writing, Director of Honors, Director of Advising; or as a member of the departmental Personnel Committee, the Personnel or Executive Committee of an interdisciplinary program, or of a relatively minor Arts and Sciences or College-wide committee).

Standard C:

Greater service to departments, programs, and/or the College (e.g., service on many department and/or program and/or college committees, or in an administrative position (as above) plus service on other department, program or college committees in addition to ex-officio committee service; or service as a member of a major Arts and Sciences or College-wide committee, Director of the Undergraduate Program Committee, chair of the Personnel Committee or Director of Creative Writing).

Standard D:

Service as chair of a major Arts and Sciences or College-wide committee, as department chair or equivalent administrative position, as elected officer of a regional or national scholarly or professional body (SAML, LSA, ASECS, etc.; limited to two years per organization), or as organizer of a scholarly conference (one year of credit for the year in which the conference is held).

Note on committees:

The following committees are considered “major” College-wide or Arts and Sciences Committees: Arts and Sciences Faculty Affairs Committee; Advisory Committee on Retention, Promotion, and Tenure; Educational Policy Committee; Committee on Academic Status, Committee on Degrees, Graduate Studies Committee, Faculty Assembly, Procedural Review Committee, International Advisory Committee (College-wide), International Studies Advisory Committee (Arts and Sciences). Other committees are normally considered “minor” although faculty are encouraged to describe the extent of their participation on such committees if they wish to claim credit for service on a “major” committee.

2. Flexible Merit Policy

[New Policy, approved by PPC at its meetings of May 7 & 14, 2015]

Tenured faculty members may choose to have their merit ratio adjusted from the regular 6-6-3 ratio. In accordance with Arts and Sciences policy, tenured faculty may weight teaching more heavily than the norm of 6, so long as they agree to teach an additional 3-credit course during the academic year. In addition to merit flexibility for teaching for tenured faculty, research and service can also be flexible. On the 15-point scale, the number of points allotted to teaching should not rise above 9 or go below 5. The number of points allotted to research cannot rise above 7 or go below 3. The number of points allotted to service cannot rise above 5 or go below 3.

Those faculty members obliged to teach an additional course because, for three consecutive years, they have not been deemed “research active” (see Section II, E) may also choose to weigh teaching more heavily in their annual merit review, increasing the maximum teaching score by no more than the proportional increase in teaching responsibilities.

Tenured faculty wishing to alter the 6-6-3 ratio should make the request in advance of the year pertaining. In any given August, a faculty member desiring a flexible merit arrangement for the next calendar year will describe in writing to the Chair and Personnel Committee how merit points would be distributed. That description must contain an explicit justification for the new merit distribution. The Chair and Personnel Committee will consult with each other and the faculty member within ten days of receiving the description and justification. When the individual, the Personnel Committee and the Chair are in agreement, a copy of the description and justification will be sent to the Dean.

Allotment of varying scales:

Teaching: Each additional three-credit course taught during the academic year could take the teaching scale up an additional 1.5 points. That is, five total courses could take the teaching scale up to a maximum of 7.5. Six total courses could take the teaching scale up to a maximum of 9.

Research: Extra research activities could take a total research scale up to 7 points. For example, publishing a book and a Standard C activity in the same year.

Governance: Extra governance activities could take a total governance scale up to 5 points. For example, serving as Chair of *more than one* A&S committee (4 points total) *and* in addition to that, organizing a scholarly conference (5 points total).

3. Evaluation of Lecturers, Adjuncts, and Visiting Assistant Professors

[New Policy, approved by PPC at its meetings held May 7 & 14, 2015]

The English Department adheres to the NTE (non-tenure-eligible) Personnel Policies approved by the Faculty of Arts & Sciences on March 19, 2013. In keeping with Arts & Sciences policies, the Personnel Committee evaluates annually all NTE faculty members with appointments that may extend beyond the academic year in which the evaluation is conducted.

NTE faculty--adjuncts, lecturers and senior lecturers--will teach between 18-21 credit hours in an academic year. NTE faculty's teaching may not exceed 21 credit hours. NTE faculty members may direct student research projects such as Honors theses and independent studies. While conscientious and effective teaching is the primary responsibility of NTE faculty, NTE faculty are welcome to attend department meetings and to serve as needed on departmental standing and ad hoc committees focused on curricular and student matters. Per Arts & Sciences policy, NTE faculty cannot vote on personnel-related issues.

NTE faculty will be evaluated in a category of their own apart from tenure-line faculty members according to the standards in teaching and governance stipulated in the following paragraphs. Like tenure-line faculty members, though, they will receive written merit evaluation scores as calculated by the Personnel Committee in the annual merit review. It is the responsibility of the Department Chair to deliver those reports to all continuing NTE faculty.

To be eligible for reappointment, NTE faculty must demonstrate a record of effective teaching as reflected in course evaluations and in such other forms of evaluation as are generally employed by the Department. Numerical student evaluation scores will be a primary factor of evaluation, but other teaching materials may be consulted by the Personnel Committee, including syllabi, tests, and graded assignments, and reports of classroom visitations. If an adjunct, lecturer, or senior lecturer's teaching fails to meet expectations for any one year, the Department Chair will meet with the person to discuss the situation and to set up a plan for rectifying it in conjunction with the Committee on the Evaluation and Improvement of Teaching. Two out of three unsatisfactory reviews will normally lead to an appointment's not being renewed.

The annual merit evaluation of NTE faculty will come to one of three conclusions: Exceeds Expectations; Meets Expectations; Fails to Meet Expectations.

Fails to Meet Expectations: Mean scores on student evaluations of 3.8 and below on the questions relating to overall teaching effectiveness and overall quality of course; other teaching material as described above may be considered in the Personnel Committee's evaluation and will be incorporated into its overall conclusion.

Meets Expectations: Mean scores on student evaluations of at least 3.9 on the questions relating to overall teaching effectiveness and overall quality of course; other teaching material as described above may be considered in the Personnel Committee's evaluation and will be incorporated into its overall conclusion.

Exceeds Expectations: Mean scores on student evaluations of at least 3.9 on the questions relating to overall teaching effectiveness and overall quality of course; and either effective service on a departmental standing or ad hoc committee, or advising of at least one Honors thesis, independent study, internship, Monroe project, or other student undergraduate research; other teaching material as described above may be considered in the Personnel Committee's evaluation and will be incorporated into its overall conclusion.

D. STUDENT EVALUATIONS (see also II.B.1 and 2 above)

The following are departmental policies on administering, interpreting, and giving access to student evaluations of instructors.

1. During the evaluation period at the end of each semester, each instructor in the English Department will advise students to fill out the online evaluation form, preferably in class.
2. In evaluating teaching the Personnel Committee will regard the data provided by the questionnaire as only general indicators of the way that students perceive the course and the quality of instruction. When the return rate drops below 75%, the Personnel Committee should indicate that in its summary of statistics for interim reviews, tenure and promotion reports, and post-tenure reviews.
3. In preparing recommendations, the Personnel Committee must use all of the quantitative data for all members of the department being evaluated including interdisciplinary courses taught outside of the department unless they are the subject of merit evaluations sent to the Dean by other departments or programs, in which case they are covered by the procedures for joint appointments. The Personnel Committee will use the data consistently for everyone being evaluated. If data are for any reason unavailable, the Personnel Committee must explain in its recommendation why they are not available.
4. In preparing an evaluation of a member of the department for tenure or for promotion, the Personnel Committee will consult all of the data from the questionnaires since the person was hired or last promoted, or all data from the past eight years. In preparing recommendations for merit scores, the committee will consult in particular the numerical data from the latest two semesters.
5. The Personnel Committee will provide in its recommendations or reports the statistical evidence to support the general characterization which it makes of the way that students perceive the course or the quality of instruction of a member of the Department.

E. SCHEDULED SEMESTER RESEARCH LEAVE POLICY

Full-time faculty members of the Department designated as “research active” by the Personnel Committee are eligible to receive a leave under the College’s Scheduled Semester Research Leave Policy (*Faculty Handbook*, III.D.2.a). In the normal course of events, research-active faculty will receive a Scheduled Semester Research Leave (SSRL) every seventh year of continuous employment. The date of SSRL eligibility for faculty hired with tenure or with an accelerated tenure decision schedule should be specified in their first employment contract.

The Personnel Committee will use guidelines approved by the Department and the Faculty Research Committee (see below) to determine research active status. Determination of research active status will normally be done as part of the annual merit review. The Department Chair, in consultation with the Personnel Committee, will maintain a calendar of leaves. The timing of leaves will depend on the curricular needs of the Department and, in the case of joint appointments, the needs of other programs. Timing may also depend on the following factors, in the specified order:

- a. Faculty members most recently tenured who have not had an SSRL.
- b. Seniority based on rank.
- c. Length of time since the last SSRL, from the longest to the shortest time.
- d. The scheduling of future leaves will not ordinarily be affected by either a deferred SSRL or an SSRL awarded early.

A faculty member who is not designated as research active may appeal to the Dean of the Faculty of Arts and Sciences. A decision by the Dean may be appealed to the Faculty Research Committee and then to the Provost.

Faculty members who plan to take an SSRL must notify the Department Chair and the Dean of the Faculty of Arts and Sciences no later than twelve months before the SSRL begins (normally September 12 of the preceding year). Notification should be through a one-page proposal summarizing the research project, specifying the duration of the leave and semesters absent, and explaining the proposed publications, grant proposals, creative activities, or other specific aims to be accomplished during the leave. The Department Chair and the Dean will indicate approval of the leave within four weeks unless there are concerns as to the eligibility of the faculty member or other, unforeseen events which lead the Chair or Dean to have concerns about the impact of the scheduled leave on the quality of the academic program.

A faculty member whose regularly scheduled leave is deferred or denied may appeal that decision to the Dean and to the Provost. Should the faculty member wish to defer the scheduled leave for good and sufficient reasons, he/she will negotiate that deferral with the Chair and, to the extent necessary, with other faculty whose scheduled leaves may be impacted. In the normal course of events, a mutual agreement to defer a leave by no more than one year will not alter the schedule of the faculty member's next SSRL.

Faculty members who have completed their leaves are required to submit to the Department Chair, Dean, and Provost a Leave Activity Report that summarizes the results of the work undertaken during the leave. The report should include the SSRL Proposal and is due three months after the SSRL ends. Failure to submit a Leave Activity Report may affect eligibility for future leaves.

A tenured Department member who, for three consecutive years, is not designated "research active," will be required to teach an additional 3-credit course in the following academic year. No faculty member will be required to teach an additional course for more than two consecutive years, in order to give him or her the opportunity for scholarly re-engagement.

1. Research Active Guidelines (Approved by the Faculty Research Committee March 28, 2007)

In the Department of English, the first SSRL will automatically be awarded to a faculty member who has just been granted tenure. For all subsequent SSRLs, the Department's Personnel Committee will designate faculty members as "research active" if they have undertaken in the five-year period preceding an application for a scheduled semester research leave either one activity from category A or at least three scholarly or creative/performative, peer-reviewed activities from Categories B and C (with a minimum of one activity from Category B):

Category A

1. Acceptance/publication of a peer-reviewed monograph;
2. Acceptance/publication of a peer-reviewed scholarly edition;
3. Acceptance/publication of a peer-reviewed edited collection of essays;
4. Editorship of a journal without compensation or released time;
5. Guest-editorship of a special journal issue.

Category B

1. Acceptance/publication of a scholarly article of standard length in a refereed journal;
2. Acceptance/publication of a chapter in a book or conference proceedings;
3. Acceptance/publication of a short story, two poems, a chapter from a novel, scenes from a play or screenplay in a recognized literary journal or magazine;
4. Acceptance/publication of an essay-review of standard article length;
5. Production and distribution of a film or film short or screening of a film at a film festival or at a professional and/or educational venue (college, school, library);
6. Editing of a journal with compensation or released time (counts as two research activities).

Category C

1. Presentation of a conference paper at a major regional, national, or international conference;
2. One invited public reading of creative works (poetry, fiction, plays, or screenplays) at a professional venue (college, university, or arts center);
3. Production of a performance/exhibition/recording of creative work in a professional venue (a staged reading with actor, for instance);
4. Acceptance/publication of a book review (minimum of 500 words);
5. Acceptance/publication of a scholarly note (minimum of 500 words);
6. Signing of an advance book contract;
7. Award of a fellowship/scholarship/grant from a state, national, or international agency.

Upon request, the Personnel Committee will consider other scholarly/creative activities and count activities prior to the five-year period preceding an application if these were not used to justify another College-funded research leave.

III. FACULTY RESPONSIBILITIES

A. APPOINTMENT

Appointments within the Department are made as Tenured Appointments, Tenure-Eligible Appointments, or Specified-Term Appointments as outlined in the *Faculty Handbook* (for details see the *Faculty Handbook*, III.B.1.).

In addition, the Department includes individuals whose status as exceptions to the provisions governing Specified Term Appointments was affirmed by the Faculty Assembly (March 23, 1993) and codified by letters of appointment from the Dean (February 18, 1994).

These individuals may be re-appointed year by year upon departmental recommendation and contingent on funding from the College and a determination of instructional need. These positions are not tenure-eligible. Upon their being vacated by the incumbents and unless otherwise approved by the Department and the Dean, these positions will revert to standard five year Specified-Term Appointments.

B. POLICIES AFFECTING THE FACULTIES

College policies applying to faculty and concerning the following matters are stated in section III of the *Faculty Handbook*:

- * Academic freedom and due process
- * Evaluation for retention, promotion, and tenure
- * Resignation
- * Termination of appointment
- * Appeal of termination or of denial of tenure
- * Institutional sanction
- * Grievance procedure
- * Faculty in administrative positions
- * Political activities of faculty members

- * Sexual harassment and consensual amorous relations
- * Research, scholarship, and artistic productivity
- * Integrity in research and scholarly activity
- * Non-discrimination and affirmative action
- * Employment relationships
- * Recruiting and appointments
- * Teaching assignments
- * Retirement
- * External paid employment
- * Leaves of absence
- * Faculty salaries and benefits

C. ATTENDANCE AT MEETINGS

1. Attendance at Professional Meetings

The department encourages all its members to attend and to participate in professional meetings. Funds for travel to meetings will be allocated according to the policies outlined in Section I.E.5.

2. Attendance at Faculty Meetings

The department encourages attendance at meetings of the Faculty of Arts and Sciences as a normal professional responsibility.

D. TEACHING PROGRAM

See also Arts and Sciences Faculty Manual section on "Conduct of Undergraduate Classes."

1. Class Meetings

- a.** Classes should be met at the times and places indicated in the official schedule of classes. Staff members who wish to make other arrangements for the meeting of classes should consult with the Department Chair before doing so.
- b.** An instructor should cancel a class only for compelling reasons, such as illness or attendance at a professional meeting. Whenever possible, the students in the class should be informed before the date of the canceled class.

2. Student Class Attendance

Although there are no regulations governing attendance, the Faculty of Arts and Sciences has endorsed the following principles:

- a.** Except for reasonable cause, students are expected to be present at all regularly scheduled class meetings, particularly their last scheduled class in each of their courses preceding and their first

scheduled class in each of their courses following the Thanksgiving, Christmas, and Spring holidays.

- b. Undergraduate students whose attendance becomes unsatisfactory to the extent that their course performance is affected adversely should be so informed by their instructor and reported to the Dean of Students.

3. Examinations

- a. The department encourages the use of essay examination questions in literature courses. Some use of short answer or objective questions is acceptable.

A final examination is, in most courses, an important part of the evaluation of each student's work. There are some courses, however, such as seminars, colloquia, and studio or creative writing courses, where final examinations are unnecessary or inappropriate.

- b. Examinations are limited to three hours. A copy of the final examination in each course should be submitted to the Department Chair by the end of the examination period. Final examinations should be kept for twelve months. If a faculty member leaves the department, he or she should deposit his or her last semester's examination papers with the Department Chair.
- c. The deadline for returning take-home examinations should be the scheduled examination date for that class, so that work on the take-home examination does not interfere with other examinations.
- d. No final examination may be given during the last week of classes or during the period between the end of classes and the beginning of the examination period. Instructors should avoid giving any kind of examination during this time.
- e. The time of a final examination for an entire class may be changed, within the limits of the examination period and when no conflict would result, on the written recommendation of the instructor subject to the approval of the Dean of Arts and Sciences. The instructor should be careful to protect the rights of each student when such a change is discussed.
- f. The only students who are eligible to take deferred examinations are those who have been excused by the Office of Student Affairs; members of the Faculty are not authorized to grant deferred examinations. A student is not permitted to retake a final examination.
- g. Copies of all final examinations should be retained in the files of the department. Instructor should keep final examinations and completed blue books for at least twelve months.

The grading system and policies concerning examinations are described in the *Undergraduate Program Catalog*.

4. Syllabi

Each staff member should distribute a printed syllabus or course schedule to the students in each of his or her classes. Copies should also be given to the Department Chair.

- a. At the beginning of the course, each student should receive a syllabus. It should give the student some understanding of the intellectual content and educational goals of the course.
- b. An instructor is responsible for making clear to students at the beginning of the course the nature and number of assignments and examinations. No major assignment should be added during the semester. For example, a term paper should not be assigned halfway through the semester. Less

important changes in reading assignments and related matters may occur, of course, but they should not constitute a major increase in the responsibilities of students.

5. Teaching Load

The normal full-time teaching load is defined in the *Faculty Handbook* (III.F.4.). The normal teaching load in the Department of English is six credit hours per week (for instructors, nine credit hours per week).

The Department Chair normally receives a two course teaching reduction each academic year, and a one semester administrative leave from teaching if leaving office after a three year term, or a one year administrative leave from teaching at the end of a five or six year term in office. The Chair of the Undergraduate Program Committee receives a one-course teaching reduction each academic year. The Director of Writing receives a two-course teaching reduction each academic year. All such teaching reductions are subject to approval by the Dean.

6. Assignment of Courses: Regular Session

The department wishes to make the best use of the teaching capabilities and experience of its faculty. It is understood that no member, by seniority or circumstance, acquires exclusive right to teach a particular course. The extensive instructional program of the department assures the faculty of a variety of teaching opportunities. All members of the faculty, regardless of rank, are expected to be available to teach sections of the freshman and sophomore courses as needed.

Members of the faculty are encouraged to submit proposals for new courses. These should be submitted to the Undergraduate Program Committee for review and recommendation. Proposals are sought particularly for seminars in English. Normally, several of these one-semester courses (maximum enrollment of fifteen) are offered each semester and are customarily repeated not more than twice. The seminars provide an opportunity for members of the faculty to develop courses in areas otherwise unrecognized in the curriculum, to develop courses which allow them to use and further develop the fruits of recent research, and to develop courses which explore materials of a rather specialized nature.

The Department Chair, after consultation with the Director of the Undergraduate Program and with other members of the staff, schedules course offerings and makes teaching assignments. As soon as possible in the spring of each year the Chair will inform each staff member of the teaching duties and schedule proposed for him or her in the following academic year and will invite discussion of the proposed assignment.

7. Assignment of Courses: Summer Session

The Summer Session comprises two five-week terms. In the fall the Department Chair will invite requests for summer teaching. In making teaching assignments the Chair will consider primarily one's qualifications to teach a course being offered. If the requests to teach exceed the demand for courses, the Chair will attempt to distribute assignments equitably among those applying, taking into consideration previous summer teaching and teaching in the Cambridge Program. A faculty member will normally teach a maximum of two courses.

8. Assignment of Special Duties

Members of the department may be asked to serve as pre-major advisors and as advisors to majors. In addition, they may be asked by the Department Chair to serve on committees of the department or to assist in other ways with its administration.

IV. GUIDELINES

A. HONORS PROGRAM

1. General Description

The Honors Program for English majors offers the superior student an opportunity to work independently, to acquire knowledge in depth of a specific subject, and to carry through to completion a substantial piece of creative writing or of literary research.

The core of the English Department's Honors Program is the directed study during the senior year in a specific literary field, resulting in the student's preparation of an honors thesis and performance in a comprehensive oral examination on the thesis and its background.

2. Procedures

The general requirements for admission to the Honors Program are in the College Catalog. Interested students should consult with the Department's Director of Honors at the earliest opportunity.

English majors interested in writing an honors thesis, creative or analytic, must apply to the program by December 1st of their junior year. Students should get the application form from the Honors Director or from the Department website. They will need to submit a transcript (available from their Banner page) and a list of all English courses taken and in progress, along with course instructor names. Honors students must have a 3.0 g.p.a. or better, and especially strong grades in English courses. The Honors Committee determines who is accepted into the seminar based on the strength of the student's academic record and faculty comments solicited by the committee.

Successful applicants who are pursuing literary analysis will enroll in the junior honors seminar (English 494), which is usually taught by the Honors Director. This course prepares students to write literary analysis, to research and locate critical and/or historical documents, to use those documents appropriately in analytic papers, and to shape their senior thesis proposals. Without this preparation, students will be greatly disadvantaged and run a higher risk of failing to complete the thesis or pass the defense. In extraordinary circumstances, an exception may be made to the rule that students enroll in the seminar, but such exceptions will be extremely rare and must be approved by the honors committee at its January meeting. Students who are studying abroad in the spring of their junior year may apply to do honors, but they must do so at the time of application for junior honors (December 1st). If they are admitted to honors in January, they may forgo the seminar. These students must be in close contact with the director and their thesis advisor for aid in preparing to write a thesis proposal. All students will have to apply to do senior honors in April of their junior year, submitting a thesis proposal and bibliography to the Honors Committee for review.

Students pursuing a creative writing honors project must also be admitted to the program in January of their junior year to prepare them for writing the senior honors thesis. They will be given the option of taking English 494, a 400-level creative writing course, or an independent study with their proposed advisor. The independent study must be designed to pursue a writing project that is not a part of their final senior honors project.

By April 15 of the junior year, all prospective candidates must submit an application to "Honors" (English 495-496). This application must include a description of the student's proposed study and the name of the faculty member who has agreed to serve as advisor. The proposal must run 5-7 pages and demonstrate the following: that the student has a grasp of some of the major pieces of criticism written on his or her topic; that an initial thesis and/or series of focusing questions has been established and thoughtfully explored; and that the student is aware of important discussions and debates concerning his or her topic, whether or not the student has yet been able to explore these debates. An annotated bibliography of five major sources (secondary critical sources) and a simple bibliography (not annotated) of future critical reading and primary sources should be appended to the 5-7 page proposal.

A student intending to present original poetry, fiction, or drama as his or her honors thesis must submit a 5-7 page description of the project detailing such matters as its general form and subject. Only students who have demonstrated creative talents in practice will be permitted to engage in this special type of honors project. Students should include an outline of the work proposed and list at least five relevant sources in a bibliography, with three annotated.

In the fall of the senior year those accepted as candidates will register for English 495-496 ("Honors"), during the Add/Drop period. During the year, under the general direction of an advisor, the candidate will pursue a systematic program of reading and prepare a thesis. The candidate will also meet with the Honors Director at least once in the fall and again in the spring. The candidate bears the responsibility for the successful completion of the year's project.

Early in the spring semester, the Honors Committee will appoint an examining committee for each student. This committee will include two members of the English Department, at least one of whom must be tenured or tenure-eligible, and one faculty member from another department. The student's advisor will serve on the examining committee as a fourth, non-voting, participating member. The student must then meet with each faculty member to discuss his or her Honors project-its aims and methods, and the material it will cover.

The student's fall grade (English 495) will be awarded at the end of the spring semester by the student's thesis advisor. Usually, the student's fall grade is "G". The assignment of honors and of the spring semester grade will be made by the examining committee on the basis of the candidate's thesis and performance on an oral examination. The oral examination will continue for at least one hour but not more than two.

Typically, when a student is awarded honors or above, an "A" is awarded for the second semester (English 496). Occasionally, a student may be awarded honors but given a grade as low as a "B" for the semester's work-when, for example, the committee judges that the student barely deserves honors, or if the student's advisor notes that the student did not make meetings or turn in work in a timely manner.

The award of Honors recognizes that the student's written work, supplemented by the student's ability to discuss his or her project and research at the oral examination, has been an appropriate use of 6 credit hours (the equivalent of two upper division English classes). The Honors essay must demonstrate independence of thought and an awareness of relevant scholarship, and must contain a clear, well-structured argument. High Honors will be awarded to work with a depth of scholarship, cogency of argument, and clarity of presentation that surpasses the requirements for Honors. Highest Honors will be awarded to work that is truly exceptional. Examiners should feel that with very little revision, the work would be publishable in a scholarly journal. The creative writing thesis that is awarded Honors must demonstrate satisfactory ability in the chosen genre (novel, short story, poetry, etc.). To be awarded High Honors, a creative writing thesis must demonstrate excellent ability in the chosen genre. A creative writing thesis that is awarded Highest Honors must be truly exceptional. Examiners should feel that the work, with or without revision, is publishable. Very few theses will receive Highest Honors. .

3. The Honors Essay

An Honors essay should exhibit both the candidate's knowledge of the subject, and scholarly and critical judgment. While it must be based on firm knowledge, including relevant scholarship and criticism, it is not merely a paper which collects and presents the conclusions of others. The essay should show that the candidate has grasped and explored the subject independently and has independent conclusions about it.

Essays should run to a length of 35 to 60 double-spaced pages, or 11,000 to 18,000 words. Quality rather than quantity is the important criterion. Organization should be clear, but in an essay of this length formal chapter divisions, table of contents, introductions, and prefaces would be inappropriate.

The creative writing thesis will be an original, arresting text or set of texts that demonstrate good knowledge of the chosen field and genre. Ideally, it will also make use of sophisticated or complex concepts and/or methodologies, fully create an imagined world, using fresh and vivid language, and constitute an innovative addition to writing in its field. A fiction thesis should be at least 40 pages, and a poetry thesis should be at least 20 pages. The most ambitious creative writing theses may run over 70 pages for fiction and over 30 pages for poetry.

The MLA Handbook for Writers of Research Papers, Theses, and Dissertations is the guide in matters of documentation. Footnotes or endnotes may be used. A formal complete bibliography should come after the footnotes. (This bibliography should not be annotated.)

Honors theses must be prepared in a specific manner, i.e.:

1. A binding margin of 1 and ½ inches must be provided on the left side of each page. All other margins must be at least one inch.
2. The title page must conform to the format shown on the Charles Center website for honors.
3. Four copies of the Honors thesis must be submitted to the Director of Honors Study in English by 5:00 p.m. April 15. These copies, to be distributed to the student's examining committee, may be printed on any type of standard paper.
4. After the examination, the student must correct any typographical, grammatical, or stylistic errors identified by the committee, and submit one copy of the perfected thesis to the Archives of Swem Library, along with an electronic copy..

See The Charles Center website for more information.

(Revised 5/05)

B. TEACHING EXCHANGES (revised October, 2015)

The Department values, and therefore encourages, exchanges between its members and colleagues at other institutions in this country and abroad. To that end the Department gathers and makes available to the membership information concerning exchange opportunities.

Members who initiate negotiations or explorations that might eventuate in an exchange should inform the Personnel Committee of their actions and keep the committee abreast of any developments therein. In addition, the Faculty of Arts and Sciences and, when appropriate, the Dean of International Studies should be kept informed.

Normally, exchanges should be arranged within the same teaching fields and between persons of comparable qualifications and experience. When those proposing to exchange are not in the same fields, other department members most immediately affected by the exchange should be consulted in advance of Personnel Committee decisions regarding it and afforded an opportunity to express their views on it to the committee. The number and nature of exchanges that can be approved in any given year will depend upon the staffing needs of the Department and is subject to the approval of the Dean.

Persons wishing to exchange with members of this department will be asked to submit a letter of application, including a detailed resume, and (as required by the College) three letters of reference or the names of three referees.

Recommendations for exchanges are subject to the same procedures for approval within the Department as are all other appointments.

Matters such as housing, health insurance, employment of spouses, education of dependents, and the like are the responsibility of the individuals exchanging and not of the Department. However, the Department will aid as it can, and does compile and make available information on possible exchanges.

In any given year, when a regularly recurring exchange is open to department members and more than one department member applies, the Personnel Committee will decide between applicants by ranking them in order of seniority. For this purpose, seniority will be defined by the number of years the member has been teaching since receiving tenure. In the absence of tenured or tenure-eligible applicants, non-tenure-eligible applicants will be ranked by the number of years that they have been teaching at William & Mary. If the participating institution has a preference for a particular field, rankings may be adjusted at the discretion of the Chair.

Procedures for the Leiden Exchange Program are governed by the Dean's Memo of 15 September 2016, as follows: "The 19 April 1995 document 'Agreement of Cooperation between Leiden University, the Netherlands, and The College of William & Mary, USA,' signed by the Presidents of both universities, established a faculty exchange with Leiden University with 'the following disciplines' identified as 'particularly relevant': History, English, and American Studies.

Because most though not all of the faculty of William & Mary's American Studies program have joint appointments in either History or English, let it be hereby decided that the faculty exchange with Leiden will be administered, in alternate years, by the departments of History and English. American Studies faculty who do *not* have joint appointments with either English or History are eligible to apply for this exchange annually, and it is the duty of the Chair of the Department in charge of the exchange to contact the program director of American Studies to ensure its participation in the application process. Any future changes to this agreement within William & Mary must be worked out by History, English and American Studies together, in consultation with the Dean's office.

The faculty exchange with Leiden is open to all members of a department (History or English), plus American Studies faculty not housed in either History or English. When more than one department member applies for the exchange, the Chair and Personnel Committee in charge of the search will decide between applicants by ranking them in order of seniority. For this purpose, seniority will be defined by academic rank, and within rank by the number of years an individual has been teaching since arrival at William & Mary as a tenure-eligible faculty member. In the absence of tenured or tenure-eligible applicants, non-tenure-eligible applicants will be ranked by the number of years they have been teaching at William & Mary. If the participating institution has a preference for a particular field, rankings may be adjusted at the discretion of the respective Chair. Preference will be given to those applicants who have not participated in the Leiden Exchange before.

The application process for the Leiden faculty exchange will be conducted in September of the academic year *before* the exchange is to take place.

The Chair in charge of the exchange will forward a recommendation to the Dean's office each year and will also name who is coming to William & Mary in exchange and where that scholar will be housed.'

For the brief annual research exchange with St. Andrews, tenured, tenure-eligible, and research-active, non-tenure-eligible members of the department are eligible to apply. All applicants will submit a one-page proposal; the proposal should consist of an abstract for a talk or a prospectus for a reading of creative work. Applicants will be ranked according to the merits of their proposal, by a committee consisting of the Personnel Committee and the English Advisor to the William & Mary/St. Andrews Joint Program at St. Andrews. If St. Andrews has a preference for a particular field, rankings may be adjusted at the discretion of the committee.

C. WRITER-IN-RESIDENCE SEARCHES (Adopted February, 1999)

In searches for the Writer in Residence, the Personnel Committee will receive for consideration the name of the candidate preferred by the Writer in Residence Committee. Material forwarded to the PC should include a full c.v. plus letters of recommendation and a statement of endorsement by the WIR Committee.

When funding allows, as when the position is supported by the Class of '39 Visiting Artist Endowment, the WIR Committee might wish to advertise the position and bring a finalist or finalists to campus. But generally the Committee is empowered to make the selection from candidates already known to it, as from among those who have visited campus under the aegis of the Patrick Hayes Writers' Festival and Reading Series.

A particular Writer-in-Residence will normally be appointed but once.

In cases where the candidate pool might include someone with a close friendship or relationship to a member of the WIR Committee or the PC, that member must recuse himself or herself from all discussion of that candidacy, within the Committee as well as elsewhere.

The Personnel Committee will make its recommendation to the Department for approval. All such appointments are subject to approval by the Dean.

D. CLASS VISITATION (Adopted May, 1999)

1. While this process is optional for all faculty, tenure-track faculty may request up to four sets of visits (each set consisting of two visits) before their tenure assessment.
2. As dictated by the departmental resolution creating the CEIT, only tenured members of the committee will make these visits.

E. DEPARTMENTAL OFFICES (Adopted October, 2018)

1. The English Department will provide all full-time faculty, regardless of rank, with an office of their own. The Department will endeavor to provide adjunct faculty with an office of their own, but it may be necessary to assign adjunct faculty to shared office space.
2. Faculty with joint appointments normally have only one permanent campus office. The location of that office will be determined during the negotiation of their joint memorandum of understanding (JAMOU). For jointly appointed faculty with offices outside the English Department, the Department will endeavor, when requested, to assign shared office space in the Department on an ad hoc basis.
3. When a faculty member will be out of residence during a leave—the majority of a semester in the case of semester leaves, the majority of an academic year for year-long leaves—they must prepare their office for temporary assignment and use by other faculty. When a faculty member will remain in the area for the majority of a leave, they may continue to use their office, but if they know they will make limited (or no) use of their office during their leave, the Department greatly appreciates their willingness to permit temporary or shared re-assignment of their office.
4. Department Chairs are strongly encouraged to use the designated chair's office during their terms. When they do, their offices will be used by others during that term. In the event a chair chooses not to use the designated chair's office, that office will be assigned on a temporary basis.
5. Permanent office space under the English Department's control is allocated by a seniority system that takes into account academic rank, years of career at William & Mary, and years of career outside of William & Mary by assigning varying point values. Every Lecturer, Senior Lecturer, Assistant Professor, Associate Professor, and Professor will be given a "seniority score" by summing points based on rank with points based on years of career, as follows:

Rank component:

5.5 points per year as full professor, regardless of institution
2.5 points per year as associate professor, regardless of institution
1 point per year as tenure-eligible assistant professor, regardless of institution

Career component:

2.5 points per year of full-time teaching at William & Mary, regardless of rank or role
1 point per year of full-time teaching outside of William & Mary, regardless of rank or role

Because tenure and promotion affect the seniority queue, seniority is recalculated annually through a spreadsheet coded with simple formulas, and maintained by the Chair in consultation with the Personnel Committee. Appeals for review of scoring and ranking will be considered and ruled on by the Personnel Committee.

Members of the department are sorted by their seniority score to form a queue for offices. Newly hired faculty members receive a seniority score based on their previous rank and career, as determined by the algorithm above, and are placed on the seniority queue at a position commensurate with their score.

When offices come open due to retirements and other departures, the Chair will offer the faculty member highest on the queue the chance to claim an open office and vacate their current office. If the member declines to move, the Chair will proceed to the next person in the queue until the open office is claimed. The vacated office will in turn be made available, beginning with the members highest on the queue. This process will continue until all open offices are claimed.