



**COLLEGE OF WILLIAM & MARY**

**DEPARTMENT OF MODERN  
LANGUAGES & LITERATURES**

**POLICY AND PROCEDURE MANUAL**

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## Table of Contents

I.	Mission Statement and Goals of Modern Language & Literatures.....	3
A.	Preamble.....	3
A.	Mission Statement.....	3
B.	Goals of MLL.....	4
II.	Structure and Governance of MLL.....	5
A.	The Department Chair.....	5
i.	Method of Appointment.....	5
ii.	Selection Procedure.....	5
iii.	Duties of the Department Chair.....	6
B.	The Associate Chairs.....	7
i.	Method of Selection, Term.....	7
ii.	Duties.....	8
C.	Language Programs.....	8
D.	Language Program Directors.....	9
i.	Method of Selection.....	9
ii.	Duties.....	9
E.	Departmental Meetings.....	10
III.	General Departmental Policies.....	10
A.	Syllabi.....	10
B.	Final Examinations, Term Papers, End of Semester Projects, etc.....	11
C.	Replacement in Cases of Illness or Absence.....	11
D.	Teaching Load.....	11
E.	Assignment of Courses during the Summer Sessions.....	11
F.	Departmental Operations.....	12
24.	Administrative Support.....	12
25.	Student Assistance.....	12
G.	Other Departmental Support for Instruction.....	12
H.	Committees of MLL.....	13
I.	Mentorship of New Faculty.....	15
IV.	Personnel Evaluation.....	15
A.	Composition of the Personnel and Senior Personnel Committees.....	16
1.	Personnel Committee.....	16
2.	Senior Personnel Committee.....	16
B.	Evaluation Types and Procedures.....	16
1.	Merit Evaluation:.....	16
C.	Scheduled Performance Evaluations and Procedures.....	17
1.	Class Visitations of all New Faculty.....	17
2.	Probationary Tenure-eligible (TE) Faculty.....	17
3.	Tenured Faculty.....	24
4.	Adjunct Instructor: Part-time, Non-Tenure-Eligible (NTE).....	29
5.	Visiting Faculty: Full Time Specified Term NTE.....	30
6.	Lecturer: Full Time Specified-Term Non-Tenure Eligible.....	30

7.	Senior Lecturer .....	34
8.	Post-Tenure Review .....	35
V.	Joint Appointments .....	38
A.	Definitions .....	38
B.	Expectations .....	39
C.	Structure of the JAMOU .....	39
D.	Evaluation of Jointly Appointed Faculty .....	40
E.	Stipulation of Mechanisms for Renegotiating Terms of JAMOU .....	41
VI.	Amendments .....	41
VII.	Memorandum .....	42
VIII.	Appendix 1 .....	43
A.	Definition of Research-Active Faculty as approved by the Faculty Research Committee .....	43
IX.	Appendix 2 .....	43
A.	Criteria for Tenure and Promotion to Associate Professor .....	43
B.	These Criteria pertain to members of MLL as follows: .....	44
1.	Degrees and Experience .....	44
2.	Research .....	44
3.	Teaching .....	44
4.	Governance/Service .....	44
C.	Specific Criteria for Promotion to Full Professor .....	45
1.	Research .....	45
2.	Teaching .....	45
3.	Governance/Service .....	45
4.	Special Consideration of Cases with Added Emphasis on Teaching and Governance/Service .....	45
5.	Promotion to Professor Emeritus .....	46
X.	Appendix 3 .....	46
A.	Merit for tenure-eligible and tenured faculty .....	46
B.	Merit for continuing non-tenure-eligible faculty .....	52

# **I. Mission Statement and Goals of Modern Language & Literatures**

## **A. Preamble**

1. In keeping with William & Mary's general policy of providing members of its academic community with a formal declaration of their professional rights and duties, it is the intention of the Department of Modern Languages & Literatures (MLL) to describe those policies by which its members will be governed in their activities within the Department.
2. For the purposes of the MLL Manual of Procedures and Policies, the term “voting member of the Department” will be understood to refer to all full-time faculty on annual contracts and all adjunct faculty who have been teaching in MLL at least two semesters. Unless otherwise specified, all voting members of MLL are eligible to vote on issues brought to department meetings and in all committees on which they serve as representatives. In a limited number of cases, voting rights may be further restricted to specific subsets of the members of MLL (e.g. tenure-eligible and tenured faculty, solely tenured faculty, etc.). This may occur for issues that affect only a subset of the entire department (e.g. revision of merit evaluation policies and procedures) or for compliance with College-wide voting practices (e.g. Personnel Issues: retention, promotion and tenure), etc.
3. Faculty members on leave (e.g. SSRLs) retain voting privileges and upon occasions when they choose to exercise this right, their votes will replace that of the full-time leave replacement faculty members on annual contract who have assumed their teaching responsibilities. The complexities inherent in the organization of a department as large and diverse as our own warrant the formulation of a series of bylaws that will remain constant, regardless of periodic changes in administration and personnel.
4. Our purpose in establishing a code of self-government stems from a desire to guarantee each instructor an explicit statement of departmental procedures and policies and to eliminate the insecurity and uncertainty that result from the intricacies of unwritten regulations and practices. We are firmly committed to the principle that all members of MLL, irrespective of rank and seniority, have a right and a responsibility to participate actively in the governance of their department. The form these responsibilities will assume, the bases on which they will be assigned, and the manner in which they will be discharged are delineated in the following pages.

## **A. Mission Statement**

5. The Department of Modern Languages & Literatures at William & Mary is the oldest program in modern languages in the United States. The department traces its beginning to the establishment of a professorship in modern languages at

William & Mary in a curriculum reform instituted by Thomas Jefferson in 1779. Today that single professorship has grown to nearly 50 faculty members offering courses in nine programs: languages, literatures, cultures, and TESOL. Faculty members of every rank are engaged in teaching at all levels, in study abroad programs, in a variety of research activities, and in service to the university, the community and the profession.

6. MLL's commitment to teaching and research combines the best features of an undergraduate program with the opportunities offered by a modern research university. Effective teaching imparts knowledge and encourages the intellectual development of both students and teachers. Quality research supports the educational program by introducing students to the challenge and excitement of original discovery and is a source of the knowledge and understanding needed for a better society. These two components come together to create a stimulating learning environment that fosters close interaction among students and teachers.
7. The cornerstone of a liberal-arts education is the development of critical thinking. It is the mission of MLL to help students acquire language skills of a specific region as well as linguistic awareness of their native languages; cultural knowledge of a target area as well as a cross-cultural understanding; and analytical skills in reading and writing. An MLL education prepares students to be citizens in an increasingly diverse and globalizing world.
8. In pursuit of its mission, MLL offers bachelor's degrees in Chinese, French and Francophone, German, Japanese, and Hispanic Studies and contributes to programs and degrees across the university, such as Asian & Middle Eastern Studies; European Studies; Latin American Studies; Russian & Post-Soviet Studies; International Relations; Film & Media Studies; and Gender, Sexuality & Women's Studies. In association with the Reves Center, the Department of Modern Languages & Literatures sends students abroad every year to more than twenty countries. Language houses on campus—Arabic, Chinese, French, German, Hispanic, Italian, Japanese, and Russian—supplement the overseas experience by providing students opportunities to use their language skills and to engage in cultural activities.

## **B. Goals of MLL**

In fulfilling its mission, MLL shares the following goals with the university:

9. to attract outstanding students from diverse backgrounds;
10. to develop a diverse faculty that is nationally and internationally recognized for excellence in both teaching and research;
11. to provide a challenging undergraduate program within the liberal arts curriculum that encourages creativity, independent thought, and intellectual depth, breadth, and curiosity;

12. to offer high quality programs that prepare students for intellectual, professional, and public leadership;
13. to instill in its students an appreciation for the diversity of the human condition, a concern for the public well-being, and a life-long commitment to learning;
14. to use the scholarship and skills of its faculty and students to further human knowledge and understanding, and to address specific problems confronting the Commonwealth of Virginia, the nation, and the world.

## **II. Structure and Governance of MLL**

### **A. The Department Chair**

#### **i. Method of Appointment**

The Department Chair is appointed for a term of three years by the Dean of the Faculty of Arts & Sciences. Normally, a Department Chair shall not be appointed for more than two consecutive terms. There is no limit, however, to the number of non-consecutive terms s/he may serve. Prior to the appointment or reappointment of a Department Chair, the Dean shall solicit the opinions of the faculty concerning the chairship. Internal MLL procedures for the selection of the chair are outlined below

#### **ii. Selection Procedure**

While the Dean of Faculty appoints chairs of academic departments, MLL has an internal election to select its nominee for the position of chair. It is the hope and wish of the department that the Dean will respect the choice of MLL as expressed through balloting and discussion.

- a. Early in the fall semester during the last year of the current chair's term, the Dean will officially request that MLL select a new chair. Generally, the term of the new chair will begin July 1 in the year following the election.
- b. In the fall semester during the final year of the chair's term, the Associate Chair for Faculty Affairs will alert MLL of the need to select a new chair.
- c. The current chair should notify the Associate Chair for Faculty Affairs of her or his willingness to serve a second term. If the current chair is willing to serve another term his/her name will be added to the slate of candidates. Should the current chair NOT be willing to serve a second term, her/his name will be removed from the list of potential candidates.
- d. Because MLL's expectation is that all tenured faculty will make themselves available to serve, the slate will be composed of all tenured Associate and Full Professors. If a tenured faculty member is unwilling to serve, the person will contact the Associate Chair for Faculty Affairs and ask to be removed from the slate. The preference of the Administration is that, whenever possible, the Chair hold the rank of Full Professor.

- e. Once the slate has been finalized, a meeting will be arranged between MLL and its Contact Dean to discuss selection procedures and any matters related to the Department's leadership. Because the current Department Chair will not attend this particular meeting, the meeting will be chaired by the Associate Chair for Faculty Affairs. Customarily, the Dean or his/her delegate has scheduled private meetings with any members or groups of members of MLL who desire to speak with the Dean about potential candidates. These meetings, if scheduled, will follow the general meeting.
  - f. After meeting with the Deans, and at least two weeks after the candidates have been identified, the department will hold a special meeting to select its nominee for the position of Chair. Selection will be held by secret ballot. The Associate Chair for Faculty Affairs will call this special meeting and, together with the Personnel Committee Chair, shall count the ballots and announce the winner.
  - g. MLL's nominee will be selected by simple majority vote. Each voter will vote for two, ranked candidates. The first ranked candidate will be counted first. If this does not indicate a clear winner, the second ranked candidate will be added to the total. In the event that there is still a tie, MLL will forward the names of those tied for first place to the Dean for selection.
  - h. The name of the winner of the election will be announced to MLL immediately following the vote, and results shall be transmitted to the Dean in writing by the Associate Chair of Faculty Affairs.
  - i. All full-time continuing faculty will be eligible to vote for the new Chair.
- iii. Duties of the Department Chair
- j. To administer the instructional program of the entire department in concert with the Associate Chairs and the Policy Committee;
  - k. To implement departmental procedures and policies submitted by the various language programs and approved by the Policy Committee;
  - l. To represent MLL at meetings with administrative officers of the university or with representatives of other departments of the university;
  - m. To promote representation of MLL members on committees of the university or of the Faculty of Arts & Sciences;
  - n. To oversee the evaluation of the academic or professional performance of all members of MLL in accordance with the procedures and policies stipulated in this manual and the *Faculty Handbook*; to make recommendations to the Dean of the Faculty of Arts & Sciences concerning appointments, retention or dismissal, leaves of absence, salary increases, promotion, granting of tenure, and post-tenure review;

- o. To serve as budgetary officer of MLL in cooperation with the Executive Committee of MLL;
- p. To produce a budget overview of the department at a spring faculty meeting;
- q. To represent the department with development and donor relations;
- r. To call and preside at meetings of the entire department;
- s. To transmit to the appropriate language program the dossier of all applicants for faculty positions;
- t. To assign appropriate office space to every member of MLL following established departmental guidelines;
- u. To provide for the secretarial and other operational needs of MLL;
- v. The Department Chair is an ex-officio member of all standing committees of MLL (except the Personnel Committees) who votes only to resolve a tie;
- w. The Department Chair cannot serve as Director of a Language Program except under very specific circumstances; when a Language Program temporarily has no tenured faculty member in residence, the Department Chair will serve as Program Director.

## **B. The Associate Chairs**

The Department Chair is assisted by three Associate Chairs: an Associate Chair for Faculty Affairs, an Associate Chair for Educational Policy, and an Associate Chair for Departmental Affairs. The Chair and Associate Chairs form the Department's Executive Committee and, as such, ensure the orderly functioning of the department as a whole.

- i. Method of Selection, Term
  - x. The Associate Chairs are elected by lecturers, senior lecturers, and TE faculty from a slate of candidates presented by the Policy Committee and to which nominations may be added from the floor at a spring department meeting. The Policy Committee will strive to create a slate that ensures equal representation from among the different sections over time. Candidates for the Associate Chair for Faculty Affairs and the Associate Chair for Educational Policy come from the tenured faculty; candidates for the Associate Chair for Departmental Affairs may come from tenured faculty and from among senior lecturers.
  - y. The Department Chair then recommends to the Dean of the Faculty that those elected be named Associate Chairs and receive an approved contractual stipend for their services. Unless circumstances prevent them from doing so, Associate Chairs will usually serve a term of three years. A

special election may be called whenever an Associate Chair must be replaced for special reasons such as scheduled or unscheduled leaves.

ii. Duties

- z. The Associate Chairs assist the Chair in administering the department's various responsibilities in the areas of personnel, programs and activities. They act as a consultative body whenever the Chair requests their assistance, as in the annual merit review of faculty, budget, and budgetary supervision of the Department. They also serve as "contact chairs" for programs, as specified below, to enhance communication between the Executive Committee and the faculty.
- aa. The Associate Chair for Faculty Affairs is specifically charged with the preliminary review of staffing requests arising from the various Language Programs and the preparation of pertinent recommendations on these matters to the Department Chair. The Associate Chair for Faculty Affairs: serves as an ex-officio, non-voting member of the Department Personnel Committee; coordinates the mentoring of junior faculty and NTEs; chairs the Department's Awards Committee; organizes the Department's Bellini Colloquium; serves as the department's ombudsman; and serves as contact chair for the Arabic Studies, Chinese Studies, and Japanese Studies Programs.
- bb. The Associate Chair for Educational Policy is specifically charged with the preliminary review of all curricular matters including course development, content and scheduling. The Associate Chair for Educational Policy: serves as an ex-officio voting member of the Policy Committee; maintains the educational content of the pages of the university catalog pertaining to the department; oversees updates to the department manual and the MLL blog; works with the office staff to prepare the fall, winter, and summer course schedules; acts as the chair's delegate in signing students' requests for automatic credit transfers; and serves as contact chair for the French & Francophone Studies, German Studies, and Italian Studies programs.
- cc. The Associate Chair for Departmental Affairs is specifically charged with facilitating the department's services, programming, and online presence. The Associate Chair for Departmental Affairs: chairs the department's Web Committee; manages the department's Diversity and Inclusion plan; manages the department's online newsletter, Global Voices; organizes the department's homecoming events; organizes department workshops and coffee hours; serves as the Chair's liaison with the Language Houses; and serves as contact chair for the Hispanic Studies, Russian Studies, and TESOL programs.

**C. Language Programs**

- i. A Language Program is composed of all members of MLL who regularly teach that language/literature/culture.
- ii. The Program will conduct a continuing study of its educational program in the light of current innovative developments in the field of modern foreign languages, literatures, and cultures.
- iii. The Program will oversee the curriculum for both the regular and the summer sessions.
- iv. The Program will forward to the Policy Committee for study and evaluation all requests for changes in the curriculum before recommendations are forwarded to the Committee on Educational Policy of the Faculty of Arts & Sciences.
- v. When an announced vacancy in a Program offering a concentration needs to be filled, the tenure-eligible and tenured program members form a committee of the whole for selecting candidates to be interviewed, conducting the interviews, and choosing the preferred candidate.
- vi. In Programs not offering a major, the Department Chair will appoint a search committee including all tenure-eligible and tenured members of that program and additional faculty from other languages and ranks as deemed appropriate.

#### **D. Language Program Directors**

- i. Method of Selection
  - dd. Members of each program will select a Director from among the tenured members of the program during the spring semester. If there is only one tenured faculty member in a program, s/he automatically becomes Director for that program. The directorship will rotate among the tenured colleagues in each language program.
  - ee. If there is no tenured faculty member in residence in a language program, the Department Chair will serve as Director of that program.
  - ff. The expectation is that a Director will serve a minimum of three years, starting July 1, and ending three years later on June 30.
- ii. Duties
  - gg. To hold primary responsibility for advising concentrators in MLL and relevant area-studies concentrators;
  - hh. To evaluate transfer credit and assist students with placement questions;
  - ii. To schedule all classes within the program;

- jj. To supervise the instructional program as approved by the Policy Committee and the Department Chair;
- kk. To execute operational measures prescribed by the Policy Committee, the Department Chair, and the Administration of the University;
- ll. To assign equitably teaching and administrative duties after consultation with language program members;
- mm. To facilitate the transition of newly appointed members into the language program and the department and to assist in their institutional acculturation;
- nn. To encourage and promote improvement and innovation in their respective language programs.

#### **E. Departmental Meetings**

- 15. Department meetings occur once a month during the academic year. The agenda for each monthly meeting will be announced by the Department Chair to the faculty a week prior to meetings. Faculty and professional staff should submit issues for the agenda at least one week before the scheduled meeting.
- 16. The minutes and votes of each meeting of MLL are recorded by the administrative support staff and made available electronically to the entire department within 10 days of meetings.
- 17. In addition to regularly scheduled department meetings, extraordinary meetings may be called by the Department Chair or at the request of any five members of MLL.
- 18. MLL expects all department members to attend faculty meetings regularly and to participate in the deliberations.
- 19. Voting by proxy is allowed at all meetings of the department, of the Language Programs, and of other committees, with the exception of the Personnel Committee and the Senior Personnel Committee.

### **III. General Departmental Policies**

All faculty are expected to familiarize themselves with the department's best practices, available electronically under "Faculty Resources" on the department's website.

#### **A. Syllabi**

Members of MLL will distribute a syllabus to the students in their classes via the course's BlackBoard site and retain copies for their own files and for use in periodic evaluations. Syllabi must contain information concerning grading policies, required

course work, class attendance, and participation. Syllabi must be saved to the departmental G-drive within two weeks of the start of the class.

## **B. Final Examinations, Term Papers, End of Semester Projects, etc.**

Members of MLL will give final examinations or written assignments in all courses. Faculty should retain copies of final examinations or assignments for their own files and for use in periodic evaluations. Student copies of the final examinations or assignments should be kept by instructors for one full semester. When members leave the department they should leave student copies of final examinations in the care of the Administrative & Fiscal Supervisor.

## **C. Replacement in Cases of Illness or Absence**

It is the responsibility of members of MLL to make appropriate provision for their classes before leaving the campus for professional reasons, such as travel to conferences. In the case of illness, members should contact the Program Director directly and request that a replacement be found, whenever feasible. In all cases, the Departmental Main Office must be notified if a class is canceled or if a substitute has been arranged.

## **D. Teaching Load**

20. TE Faculty: the normal teaching load in MLL for all full-time, tenure-track members will be four courses per year.
21. Non-Tenure-Eligible Faculty: the normal teaching load for NTE Faculty is three courses per semester.
22. Adjunct instructor: adjuncts are hired on a per-course basis.
23. Minimum Enrollment Policy: MLL adheres to a single minimum enrollment standard and to a practice of canceling courses that have fewer than 5 students enrolled at the end of the first week of classes. The approved policy includes the requirement that Program Directors have a plan in place with designated backup courses that can be added late should one or more of the scheduled courses not meet minimum enrollment. Should a need for an exception to the policy arise, Program Directors may petition the Executive Committee before the end of the first week of classes. Program Directors must include in their petition both the rationale for the exception and the program's backup plan. Should the Executive Committee deny the exception, the Program Director may appeal to the Policy Committee. The Policy Committee's decision is binding.

## **E. Assignment of Courses during the Summer Sessions**

Courses offered during the two summer sessions will be assigned by the Program Directors and forwarded in writing to the Department Chair on the basis of a rotation formula that takes into account seniority and then measures the number of

years since each faculty member has taught summer courses. Summer teaching assignments will be made so as to maximize the number of faculty able to take advantage of this opportunity, prioritizing those who have not taught summer courses for the longest period. Whenever possible, summer teaching will be done by continuing faculty. Courses taught abroad or at another institution will not be taken into account in determining eligibility or seniority for summer teaching appointments.

## **F. Departmental Operations**

The operational and administrative needs of MLL are implemented and coordinated by the Department Chair, in consultation with the Associate Chairs, Program Directors, and department support staff.

### **24. Administrative Support**

Because the workload of the office staff in a large department is unpredictable, requests for administrative help should always be made with at least twenty-four hours' notice. In all cases when questions arise, the Department Chair is the final arbiter. The Administrative & Fiscal Supervisor and the Administrative Coordinators will prioritize faculty requests for administrative assistance according to the following order.

- a. Department business and operations;
- b. business required of the Department Chair;
- c. processing of materials for use in multi-section courses: examinations, tests, quizzes;
- d. processing of materials for use in individual courses: examinations, tests, quizzes.

### **25. Student Assistance**

In addition to the administrative staff, students may be employed to assist with copying and scanning, library pickups, and returns. Faculty requests can be made by leaving items in the department main office and providing instructions on the appropriate form; requests for assistance also can be sent via email to [mdll@wm.edu](mailto:mdll@wm.edu).

## **G. Other Departmental Support for Instruction**

MLL endeavors to furnish instructional aids as needed (pending sufficient funding). Faculty should consult with the appropriate office (STLI, IT, Reeder Media Center, Swem, etc.) for information concerning tech resources that may be borrowed and used in the classroom. Please note that all purchases of new equipment must be authorized by the Department Chair.

## H. Committees of MLL

Recognizing that interests and purposes vary from program to program and that certain activities can be more efficiently performed within programs, the committees of the department will be divided into two categories: committees of the entire department and committees within programs. It will be the duty of each committee to take action and to make recommendations on matters outlined under various headings specified below. These committees are expected to meet as often as needed in order to carry out assigned obligations and, when pertinent, to furnish reports to members of the department.

26. Policy Committee serves as the main curricular advisory body of MLL and is charged with discussing and forwarding policy recommendations on a broad range of academic issues to the department for approval. Minutes of its meetings will be kept and posted to the Departmental Blog site in a timely fashion.
  - a. Method of Selection: the Policy Committee will be composed of the Director of each program. The Associate Chair for Educational Policy will serve as chair of this committee and will vote only to resolve a tie.
  - b. The functions of the Committee are: to review all curricular changes proposed by language programs; to review all matters regarding departmental policies and to submit them to the full department for approval; along with the Associate Chairs, to serve as an advisory board for the chair of the department; to interpret and, when necessary, revise the *Department of Modern Languages & Literatures Policy and Procedures Manual*.
27. Language Houses Committee coordinates and facilitates the operations and sets policies for the language houses. It advises on the expenditure of funds and encourages cultural and educational activities that will enrich the intellectual life of the residents.
  - a. Committee composition: the Language Houses Committee will be composed of the Language House Advisors, the Department's Language House Coordinator, and the Associate Chair for Departmental Affairs. The members of this committee will serve for a period of one year. The Committee will be co-chaired by the Associate Chair for Departmental Affairs and the Language House Coordinator.
  - b. Responsibilities of the Language House Advisors:
    - (i) promoting the participation of department members in the activities of the language houses;
    - (ii) assisting in the selection of language house international fellows and residents;

(iii) serving as advisors and liaisons to international fellows, including on budget-related issues.

28. Web Committee is composed of a representative from each language program and is chaired by the Associate Chair for Departmental Affairs. It is charged with developing and maintaining the website and ensuring that all programs are represented in the Global Voices Newsletter.
29. Awards Committee is charged with identifying faculty to nominate for teaching, research, and/or service awards, prizes and professorships, and to facilitate the nomination process. It will consist of the Associate Chair for Faculty Affairs and three other faculty members elected at large for a one-year term. Tenure-eligible faculty and Senior Lecturers may serve on the committee. Programs with and without majors should be represented and at least one committee member should be a recipient of a major award at the University. The Associate Chair, who will serve throughout his/her three-year mandate, is eligible for all awards/prizes and professorships, but the other three, one-year-term members are not. If the Associate Chair for Faculty Affairs is under consideration for an award, s/he will recuse her/himself from the committee's discussion of nominees for that award.

Upon receiving the first round of calls for nominees, the committee Chair will email the full department faculty to solicit nominations. The Chair may choose to send subsequent solicitations as necessary or desired. Anyone submitting a nomination (including self-nominations) to the committee should address the nominee's fit for a particular award and be available to draft a letter in support of the nominee. The committee will consider all nominations and decide which nominee, if any, to advance on behalf of the department. All solicited nominations are advisory; final decisions are the committee's alone. In reaching these decisions, the committee will consider who is the strongest candidate for a particular award. When the committee determines that there are multiple candidates of similar promise, it will strive to spread nominations across the faculty. All things being equal, it will prioritize those candidates who have not yet been nominated or who have received fewer recognitions over the years. Individuals not nominated by the Committee may submit a self-nomination.

30. Diversity and Inclusion Committee is chaired by the Associate Chair for Departmental Affairs throughout their three-year mandate, and is composed of one more faculty member, one staff representative, and no more than two student representatives. It is charged with ongoing review of the department's efforts to improve diversity and inclusion in all areas, devising and implementing projects to that effect, and compiling the MLL Diversity and Inclusion Action Plan (itself comprised of each individual program's action plans). Apart from the Associate Chair, all the committee members are elected for one year.

31. Honor Council Liaison will be elected by the department faculty to serve as liaison with the Honor Council.
32. Library /Multi-Media Liaison will be elected by the department faculty to serve as a liaison with Swem library, including the Swem Media Center.
33. Personnel Committee (see [IV.A.1.a.](#) below)
34. Senior Personnel Committee (see [IV.A.2.a.](#) below)

## **I. Mentorship of New Faculty**

The Department of Modern Languages and Literatures takes a collegial approach to the mentoring of new faculty and prioritizes their acclimation to William & Mary and the Department and professional success. All new faculty can rely on the MLL Chair, Associate Chairs, their Program Director, and senior colleagues both within and outside their home program for advice and mentoring. Program Directors play a pivotal role in mentoring new colleagues in their programs and serve as the primary mentors for adjunct and visiting faculty in their programs.

Additionally, new tenure-eligible faculty and continuing NTE faculty on a Senior Lecturer track shall have an officially designated mentor in MLL for the duration of their probationary period. At the initiative of the Associate Chair for Faculty Affairs, a mentor for each new continuing NTE and TE faculty member shall be designated by the end of the new faculty member's first semester in MLL in consultation with the faculty member and the faculty member's program director.

Officially designated new faculty mentors shall meet with their mentees at least once per semester for a general discussion and shall make themselves available when needed to offer appropriate advice about teaching upon visiting classes, curriculum development, student relations issues, research agenda and publications, service and governance activities, personnel issues (including preparation for scheduled reviews), familiarity with relevant administrative policies and procedures, and the new faculty member's morale, among other matters. The content of communication between faculty members and their official mentees is confidential — except where relevant mandatory reporting policies apply — and shall not have a bearing on official personnel reviews.

## **IV. Personnel Evaluation**

The policies and procedures for personnel evaluation in MLL are governed by the relevant section(s) of the most recent version of the *Faculty Handbook*.<sup>1</sup> From here to the end of this manual all references to the *Faculty Handbook* will be made to this one link. Evaluations are conducted by the Personnel Committee or, when required, by the Senior Personnel Committee. The chair of the Personnel Committee (or Senior Personnel Committee) will publish a calendar at the beginning of the Fall Semester of each academic

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<sup>1</sup> <http://www.wm.edu/about/administration/provost/documents/facultyhandbook.pdf>

All references to the Faculty Handbook in the department manual can be found at this link.

year, notifying faculty members and, when appropriate, Program Directors, of deadlines and procedures of evaluation. The Committee Chair will ensure that the evaluation is conducted so as to produce a decision within the time constraints imposed by governing University policies

## **A. Composition of the Personnel and Senior Personnel Committees**

1. Personnel Committee
  - a. Elections for the Personnel Committee are conducted in the spring semester as follows: five tenured faculty members are elected at large by the faculty. The Associate Chair for Faculty Affairs serves as a non-voting, ex-officio member of the Personnel Committee for the duration of his/her term. The Personnel Committee elects a chair from among its members; the chair must be elected by the last day of classes every year and oversees the external review process for tenure cases to be considered by the committee that year.
2. Senior Personnel Committee
  - a. The Senior Personnel Committee consists of MLL Faculty at the rank of Full Professor. A minimum of three Full Professors is necessary to conduct a review. In cases where there are fewer than three Full Professors from MLL on campus, the Department Chair will consult with the Dean of the Faculty of Arts & Sciences and the candidate and nominate a Full Professor from a related field to serve on the Committee. In cases where there are more than three Full Professors on campus able to serve, elections will be held in the Spring semester following the same process used to constitute the Personnel committee.
  - b. The Department Chair may attend meetings of the Personnel and Senior Personnel Committees as a non-participating observer in order to remain fully informed of the specifics of a personnel case. The Department Chair does not vote as part of the relevant constituency for tenure and promotion.

## **B. Evaluation Types and Procedures**

1. Merit Evaluation:

The Chair of MLL in consultation with the Associate Chairs will conduct annual merit evaluations of the continuing tenure-eligible and tenured faculty members of the Department, as well as all full-time non-tenure-eligible faculty. The Chair is evaluated annually for merit by the MLL Personnel Committee. Adjunct faculty do not participate in merit evaluation.

The department recognizes a qualitative difference between, on the one hand, the determination of research active status and the measure of research activities listed herein for merit review and, on the other hand, what constitutes tenure- and promotion-worthy research output. Given the limited nature of the review

conducted when determining whether a faculty member is “research active” and when assigning points through the annual merit review process, research active status and/or meritorious annual evaluations do not guarantee tenure or promotion.

- a. Annual merit evaluations of the Associate Chairs will be conducted by the Chair of MLL. Annual merit evaluations shall consider performance in teaching, research, and service/governance in accordance with the guidelines for faculty evaluation in the most recent version of the *Faculty Handbook*. See [Appendix 3](#) for details of merit evaluation.
- b. Upon the request of the Department Chair at the beginning of the spring term, each faculty member shall submit to the Department Chair, within a week of receiving the request, a report summarizing teaching, research, and service/governance activities and accomplishments during the relevant period, as well as other pertinent information.
- c. Each faculty member will receive a copy of his or her annual merit evaluation and will be afforded one week to respond to the merit evaluation before it is forwarded to the Dean of the Faculty of Arts & Sciences. A copy of each annual merit evaluation will also be included in the Department’s personnel files.

## **C. Scheduled Performance Evaluations and Procedures**

### **1. Class Visitations of all New Faculty**

All new faculty shall visit a colleague’s class within the first month of their semester on campus. An informal conversation about this observation will follow immediately. After this first observation, and before midterms, all Program Directors (or a designated substitute, who is either tenured faculty or in the case of a language class visit, a senior lecturer ideally from the same section as the new instructor) shall observe a class taught by any new faculty in their program and organize a meeting to offer constructive feedback. Following this conversation, the Program Director (or the designated substitute) will draft a letter about the new faculty’s teaching and submit this to both the colleague and the Department Chair.

### **2. Probationary Tenure-eligible (TE) Faculty**

Full-time tenure-eligible faculty (Assistant or Associate ranks).

Criteria follow the relevant sections of the *Faculty Handbook*, with emphasis on the possession of appropriate credentials, and performance in teaching, research/scholarship, and service. The rank of Assistant Professor is normally reserved for entry-level tenure-eligible appointments of faculty holding a Ph.D. or possessing equivalent experience. Depending on prior experience, new faculty appointments may also be made at the rank of Associate Professor

without tenure. In such cases, the schedule for review and evaluation will be determined by agreement at the time of appointment and included in the initial contract. The department recognizes a qualitative difference between, on the one hand, the determination of research active status and the measure of research activities listed herein for merit review and, on the other hand, what constitutes tenure- and promotion-worthy research output. Given the limited nature of the review conducted when determining whether a faculty member is “research active” and when assigning points through the annual merit review process, research active status and/or meritorious annual evaluations do not guarantee tenure or promotion.

- a. Schedule: tenure-eligible faculty members are normally reviewed:
  - i. during the second semester (i.e., first-year retention),
  - ii. annually through the merit-evaluation process,
  - iii. in the third year (i.e., mid-probationary review),
  - iv. in the sixth year (i.e., tenure review)
  
- b. First-Year Retention Review

All tenure-eligible faculty members are reviewed during their second semester of teaching at the university. By the end of the seventh full week of the second semester, the Chair of the Personnel Committee will request that first-year TE faculty members submit within two weeks a dossier on a BlackBoard site including the following materials for review:

- i. a current *curriculum vitae*;
- ii. student course evaluations, including both written comments and numerical summaries, from all courses taught at William & Mary;
- iii. grade sheets, without student names, for all courses taught at William & Mary;
- iv. course syllabi for all courses taught at William & Mary;
- v. a 1- to 2-page personal statement outlining research, teaching, and governance/service at William & Mary
- vi. a plan for future projects and activities in these three areas.

The candidate will have one week to respond in writing to the Committee’s report. The Committee will discuss the candidate’s response and may, at its discretion, amend the original report. The final Personnel Committee report, and any responses made by the candidate, will become a part of the permanent personnel file of the faculty member under review, and will be available to his/her Program Director.

- c. Mid-Probationary Review

Mid-probationary review is normally scheduled in the third year of TE employment at the university. For those faculty members who arrive with

significant prior experience or who have been appointed to the rank of Associate Professor without tenure, an earlier mid-probationary review may occur if it has been agreed to at the time of the initial contract.<sup>2</sup> For procedures, refer to policy specified by the Dean of Arts & Sciences regarding tenure and promotion.

Procedures in MLL: by the end of the seventh full week of the semester of the scheduled mid-probationary review, the Chair of the Personnel Committee will request that faculty members scheduled for mid-probationary review submit within two weeks a dossier including the following materials for review:

- i. a current *curriculum vitae*;
- ii. student course evaluations, including both written comments and numerical summaries, from all courses taught at William & Mary;
- iii. grade sheets (with students' names removed) for all courses taught at William & Mary;
- iv. course syllabi for all courses taught at William & Mary;
- v. a personal statement outlining research, teaching, and governance/service at William & Mary;
- vi. a plan for future projects and activities in these three areas;
- vii. scanned publications or submission of the published book.

In its review, the Personnel Committee will focus on whether the faculty member is making adequate progress towards the university's criteria for retention, promotion, and award of tenure (*Faculty Handbook*). Upon completion of the review, the Personnel Committee will vote to recommend for or against retention and forward its report and recommendation to the Department Chair. The report of the Personnel Committee must include the vote tally as part of a secret ballot for and against retention.

The Department Chair will write his/her own recommendation for or against retention and will forward both reports to the candidate. The candidate will have one week to respond in writing to either or both evaluations. The Personnel Committee and the Department Chair will discuss the candidate's response and may, at their discretion, amend their original reports. If either of the reports are amended, the faculty member will have the right to issue a "final response" to the amended report.

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<sup>2</sup> The date of a faculty member's mid-probationary review is always noted in the Dean of the faculty of Arts & Sciences' contract letter to the candidate.

The final Personnel Committee report, the Chair's recommendation, and any responses made by the candidate, Personnel Committee, or Chair, will be forwarded to the Dean of the Faculty of Arts & Sciences.

The Dean of the Faculty of Arts & Sciences will review the materials and forward his/her recommendation to the Provost for final action by the Provost and President. If a decision not to renew is reached, the procedures outlined in the *Faculty Handbook* will be followed. Copies of all these materials will become a part of the permanent personnel file of the faculty member under review and will be made available to his/her Program Director.

d. Tenure and Promotion Review

Tenure review is normally conducted in the sixth year of tenure-eligible employment at the university. For those faculty members who arrive with significant prior experience or who were appointed to the rank of Associate Professor without tenure, it is possible to negotiate a shorter probationary period with the Chair of MLL and the Dean of the Faculty of Arts & Sciences at the time of the initial contract.<sup>3</sup> For procedures, refer to policy specified by the Dean of Arts & Sciences regarding tenure and promotion. For specific departmental criteria see [Appendix 2](#).

- i. By the end of the seventh full week of the semester prior to the scheduled tenure review, the Chair of the Personnel Committee will request that faculty members scheduled for tenure review submit by the end of the final exam period for that semester a dossier including at least the following materials for review:
  - (i) a current *curriculum vitae*;
  - (ii) all student course evaluations, including both written comments and numerical summaries, from all courses taught at William & Mary;
  - (iii) grade sheets (student names removed) for all courses taught at William & Mary;
  - (iv) course syllabi for all courses taught at William & Mary;
  - (v) sample examinations, handouts, assignments, etc.;
  - (vi) a personal statement outlining research, teaching, and governance/service at William & Mary;
  - (vii) a plan for the future in these three areas;
  - (viii) a list of at least six potential external evaluators of the faculty member's scholarship, along with brief profiles of each and a statement describing the candidate's relationship, if any, to these evaluators and stating that

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<sup>3</sup> The date of a faculty member's tenure review is always noted in the Dean's contract letter to the candidate.

they have no personal or professional stake in the candidate's tenuring;

- (ix) copies of all candidate's published works;
  - (x) a copy of the MLL Personnel Committee's mid-probationary evaluation of the candidate;
  - (xi) a table of contents of the dossier signed by the candidate and the Chair of the Department of MLL.
  - (xii) In addition, candidates may request letters documenting their contributions in the areas of research, teaching and service from colleagues in MLL (but not from those members of the Committee) and the university.
- ii. The first order of business for the Committee is to draw up its own list of at least six potential external evaluators of the candidate's scholarship. Potential evaluators will not include the candidate's dissertation director or dissertation committee members, frequent co-author(s), or other individuals with whom a professional or personal relationship exists such that would cast doubt upon the objectivity of the potential reviewer. Outside evaluators should come from programs, institutions, or agencies of a quality commensurate with the reputation and standards of William & Mary (*Provost's Memorandum of September 10, 2006*). Whenever possible, at least one of the outside reviewers will be chosen from a list of evaluators submitted to the Committee by the candidate.
- iii. The Committee's list will be shared with the candidate, who may, within one week, request that the Committee strike the names of potential evaluators who, in the opinion of the candidate, would not be able to evaluate the candidate's work, either because their scholarly competence is in a different field or because of a clear methodological or personal conflict. The candidate's request to disqualify evaluators from the list must be in writing. The decision to disqualify external evaluators will, however, be at the Personnel Committee's discretion. Finally, the Committee will invite written appraisals of the candidate's scholarship from at least six outside evaluators and must receive at least four evaluations in order for the review to proceed. All external evaluations received will be included as part of the evaluation and placed in the file. Should evaluations arrive after the Personnel Committee has concluded its work, these evaluations will be forwarded to the Dean of the Faculty of Arts & Sciences but will not be included in the Personnel Committee's deliberations.
- iv. The Chair of the Personnel Committee will write a standard letter to all external evaluators who have agreed to evaluate the candidate, including, at a minimum, the following information:
- (i) the deadline for receipt of the evaluation;

- (ii) a statement on university policy regarding confidentiality of evaluation;
  - (iii) a request for the reviewer's *curriculum vitae* along with their evaluation;
  - (iv) a request that they include in their evaluation, or as a separate document, a brief description of their relationship to the faculty member being evaluated and a statement that they have no personal or professional stake in the candidate's promotion or tenure;  
a copy of those parts of the MLL manual which pertain to tenure and promotion;
- v. The Chair of the Personnel Committee is responsible for sending the candidate's *curriculum vitae*, personal statement and copies of scholarly and/or creative works to the external evaluators.
  - (i) Upon receipt of at least four external evaluations, the MLL Personnel Committee will conduct its review of the candidate's accomplishments in the three areas of teaching, scholarship and service as documented in the dossier, and determine whether the candidate has satisfied or exceeded the University's criteria for tenure as defined in the *Faculty Handbook*. The Committee's report will be evaluative (i.e., not merely descriptive) and will be based on all the data available, commenting on the candidate's strengths and weaknesses and recording the Committee's vote for or against tenure and promotion. The report will also explain how the external evaluators were chosen (e.g., how many were chosen from the list provided by the candidate, how many were chosen from the list drawn up by the Personnel Committee, etc.), and why these particular individuals were chosen. The Personnel Committee relies heavily on the professional judgment of specialists in a candidate's field. However, the Committee, in all cases, reaches an independent assessment of the candidate's suitability for tenure that gives appropriate weight to the external evaluators' expertise.
- vi. The Committee will solicit letters of support from affiliated programs to which the candidate has contributed. The Committee will draw up a list of these programs and their directors. The list will be shared with the candidate, who may, within one week, request that the Committee strike the names of potential evaluators who, in the opinion of the candidate, would not be able to evaluate the candidate's work, either

because their scholarly competence is in a different field or because of a clear methodological or personal conflict. The candidate's request to disqualify evaluators from the list must be in writing.

- vii. In cases of strong disagreement with the Committee's report, members of the MLL Personnel Committee may prepare a minority report, which will become part of the dossier.
- viii. After completing its work, the Personnel Committee will make its written report, including the vote and any dissenting reports, available to the candidate, who will have a week to respond in writing before the reports and all supporting documentation will be made available to the tenured faculty of the Department. The candidate's response will be appended to the document, provided it is not limited to corrections of a clerical nature. The Chair of MLL will convene a meeting no sooner than one week after the candidate's dossier has been made available to the tenured faculty, to discuss and vote on the Personnel Committee's recommendation for or against tenure.<sup>4</sup> The Chair of MLL does not vote at this meeting.
- ix. The discussion and vote of the tenured faculty will be on tenure (i.e., not whether or not to accept the Personnel Committee's report). The purpose of this meeting is not to critique the document, but to debate the merits of the candidate for tenure. Three members of the tenured faculty, elected at the meeting, will prepare a summary of the discussion and a record of the vote. The draft of the summary will be posted on the BlackBoard site for the colleagues' review. The colleagues will have 24 hours to review and recommend amendments to the draft version. This summary will preserve the anonymity of the participants in the discussion and will become a part of the complete dossier.
- x. Confidentiality: members of MLL's tenured faculty may discuss neither the contents of the candidate's dossier nor the substance of the discussion and the arguments expressed by individuals at the meeting with any persons outside the meeting at which a vote was taken. The summary of the tenured faculty's deliberations as prepared by the elected subcommittee constitutes a personnel document to which only the tenured constituency and the candidate should have access at the departmental level.
- xi. The Department Chair will write a separate recommendation for or against tenure, and promotion to Associate. After the meeting and vote of the tenured faculty, the candidate will receive copies of:

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<sup>4</sup> Voting is restricted to tenured faculty who are at or above the proposed rank of the candidate.

- (i) the vote of the tenured faculty recommending for or against tenure and promotion, and the summary of the discussion;
  - (ii) the recommendation from the Department Chair for or against tenure and promotion;
- xii. Within one week of receiving copies of the reports of the Personnel Committee and the Chair, the candidate may request that the Personnel Committee reconvene for the purpose of affording the candidate an opportunity to respond to his/her evaluation. To ensure a permanent record of his or her appeal, it is advisable that, in making this request, the candidate present to the Chair of the Personnel Committee a written statement responding to the report. The Personnel Committee will be convened no later than one week after receiving this request. The Committee will discuss the candidate's request and may choose to amend its report. Whether or not the Committee changes its report, the candidate's statement becomes part of the permanent dossier (i.e., is forwarded to the Dean of the Faculty of Arts & Sciences).
  - (i) Likewise, the candidate will have one week to review and respond in writing to the recommendation of the Department Chair. Whether or not the Chair chooses to respond, this letter becomes part of the permanent dossier (i.e., is forwarded to the Dean of the Faculty of Arts & Sciences).
  - (ii) Finally, the following materials will be forwarded to the Dean of the Faculty of Arts & Sciences: the final report and vote of the Personnel Committee; any dissenting reports of individual members of the Personnel Committee; the summary of the tenured faculty's discussion and vote; the recommendation by the Department Chair; the candidate's responses to any of these reports; reports by the external evaluators; a *curriculum vitae* for each of the external evaluators; a copy of the letter sent to external evaluators; the candidate's *curriculum vitae*; the candidate's personal statement; teaching materials (e.g., syllabi, exams, assignments, grade sheets without students' names); student evaluations; copies of the candidate's published scholarship; letters of support from faculty colleagues at William & Mary; a table of contents of collected documents signed by the candidate and the MLL Chair.

### 3. Tenured Faculty

Full-time tenured faculty (Associate or Full Professors). Evaluations focus on teaching, research/scholarship and service. The department recognizes a

qualitative difference between, on the one hand, the determination of research active status and the measure of research activities listed herein for merit review and, on the other hand, what constitutes tenure- and promotion-worthy research output. Given the limited nature of the review conducted when determining whether a faculty member is “research active” and when assigning points through the annual merit review process, research active status and/or meritorious annual evaluations do not guarantee tenure or promotion.

- a. Schedule: tenured faculty are reviewed:
  - i. Annually through the merit-evaluation process,
  - ii. For promotion from Associate to Full Professor,
  - iii. Upon determination of the Department Chair or of the Dean of the Faculty of Arts & Sciences (i.e., post-tenure evaluation under the standards elaborated in the *Faculty Handbook*).
- b. Requests for promotion to the rank of Professor will normally be considered after a candidate has completed six years of service at the rank of Associate Professor. In the case of an Associate Professor, tenured or untenured, with prior experience at another institution, a full six years at William & Mary may not be required. A decision on the number of years will be made by the Dean of the Faculty and the Chair upon request by the Associate Professor.
- c. The faculty member wishing to be considered for promotion initiates the evaluation process by making his/her request in writing to the Chair of the Department in the spring semester. The Department Chair may initiate this procedure by inviting an Associate Professor to come up for consideration, but the decision to do so ultimately rests with the faculty member in question.
- d. The procedure for promotion to Professor is essentially the same as for tenure and promotion from Assistant to Associate Professor. For procedures, refer to policy specified by the Dean of Arts & Sciences regarding tenure and promotion. For specific departmental criteria see Appendix 2.
- e. In the spring semester prior to the scheduled Promotion to Full Professor review, the Chair of the Senior Personnel Committee will request that faculty members seeking for Promotion to Full Professor submit by the end of the final exam period for that semester a dossier on a Blackboard site including at least the following materials:
  - i. a current *curriculum vitae*;
  - ii. all student course evaluations, including both written comments and numerical summaries, from all courses taught at William & Mary since tenure and from the professor’s previous institution(s) if service there is counted towards tenure or promotion at William & Mary;

- iii. grade sheets (without students' names) for all courses taught at William & Mary since tenure;
  - iv. course syllabi for all courses taught at William & Mary since tenure;
  - v. sample examinations, handouts, assignments, etc.;
  - vi. a personal statement outlining accomplishments in research, teaching, and governance/service at William & Mary beyond the materials submitted for tenure;
  - vii. a list of at least six potential external evaluators of the faculty member's scholarship, along with brief profiles of each and a statement describing the candidate's relationship, if any, to these evaluators and stating that they have no personal or professional stake in the candidate's promotion;
  - viii. scanned books, articles, and published works;
  - ix. a table of contents of the dossier signed by the candidate and MLL Chair.
- f. In addition, candidates may request letters documenting their contributions in the areas of research, teaching and service from colleagues in MLL (excluding members of the Senior Personnel Committee) and the university, from alumni, colleagues at other institutions, etc. All letters submitted will become part of the promotion dossier.
  - g. The Chair of MLL will convene a Senior Personnel Committee, consisting of a minimum of three Department Faculty at the rank of Professor, who will conduct the evaluation for promotion. In cases when there are fewer than three Full Professors from MLL on campus, the Chair will consult with the Dean of the Faculty of Arts & Sciences and the candidate and nominate Full Professor(s) from related fields to serve on the Committee.
  - h. The first order of business for the Committee is to draw up its own list of at least six potential external evaluators of the candidate's scholarship. Potential evaluators will not include any individuals with whom a professional or personal relationship exists that might cast doubt upon the objectivity of the reviewer. Outside evaluators will come from programs, institutions, or agencies whose quality meets the criteria set forth by the *Provost's current Memorandum*.
  - i. The Committee's list will be shared with the candidate, who may request, within one week, that the Committee strike the names of potential evaluators who, in the opinion of the candidate, would not be able to evaluate the candidate's work objectively, either because their scholarly competence is in a different field or because of a clear methodological or personal conflict. The candidate's request to disqualify evaluators from the list must be in writing. The decision to disqualify external evaluators will, however, be at the Personnel Committee's discretion.

- j. The Committee will invite written appraisals of the candidate's scholarship from at least six outside evaluators and must receive at least four evaluations in order for the review to proceed. If possible, at least one of the outside reviewers will be chosen from a list of evaluators submitted to the Committee by the candidate. The Chair of the Senior Personnel Committee will write a standard letter to all external evaluators who have agreed to evaluate the candidate, including, at a minimum, the following information:
  - i. the deadline for receipt of their evaluation is normally the start of the semester;
  - ii. the name of the reviewers and the institutions will be held in confidence and will never be made available to the candidate;
  - iii. a request that they include a *curriculum vitae* with their evaluation;
  - iv. a request that they briefly describe their relationship to the candidate and state that they have no personal or professional stake in the candidate's promotion;
- k. The Chair of the Senior Personnel Committee is responsible for sending the candidate's *curriculum vitae*, personal statement and copies of scholarly and/or creative works to the external evaluators.
- l. Upon receipt of at least four external evaluations, the MLL Senior Personnel Committee, in accordance with the criteria expressed in the *Faculty Handbook*, will conduct its review of the candidate's accomplishments in teaching, scholarship, and service, as documented in the dossier. In all cases, the Committee's report will be evaluative (i.e., not merely descriptive), commenting on the candidate's strengths and weaknesses and recording the Committee's vote for or against promotion. The Committee's evaluation of the candidate's teaching will be based on at least two types of materials, and the Committee must consider:
  - i. student evaluations,
  - ii. course syllabi,
  - iii. sample examinations (i.e., an analysis of course evaluations is not sufficient evidence of either success or failure in the classroom).
- m. The report will also explain how the external evaluators were chosen (e.g., how many were chosen from the list provided by the candidate, how many were chosen from the list drawn up by the Personnel Committee, etc.), and why these particular individuals were chosen.
- n. The Committee will solicit letters of support from affiliated programs to which the candidate has contributed. The Committee will draw up a list of these programs and their directors. The list will be shared with the candidate, who may, within one week, request that the Committee strike the names of potential evaluators who, in the opinion of the candidate, would not be able to evaluate the candidate's work, either because their scholarly

competence is in a different field or because of a clear methodological or personal conflict. The candidate's request to disqualify evaluators from the list must be in writing.

- o. After completing its work, the Personnel Committee will make its written report, including the vote and any dissenting reports, available to the candidate, who will have a week to respond in writing before the reports and all supporting documentation will be made available to the Full Professor Constituency of the Department. The candidate's response will be appended to the document, provided it is not limited to corrections of a clerical nature. The Chair of MLL will convene a meeting no sooner than one week after the candidate's dossier has been made available to the Full Professor faculty, to discuss and vote on the Committee's recommendation for or against promotion to Full. The Chair of MLL does not vote at this meeting.
- p. The discussion and vote of the Full Professors will be on promotion (i.e., not whether or not to accept the Senior Personnel Committee's report). The purpose of this meeting is not to critique the document, but to debate the merits of the candidate for promotion. Two members elected at the meeting will prepare a summary of the discussion and a record of the vote. The draft of the summary will be posted on the BlackBoard site for the colleagues' review. The colleagues will have 24 hours to review and recommend amendments to the draft version. This summary will preserve the anonymity of the participants in the discussion and will become a part of the complete dossier.
- q. Confidentiality: Members of the faculty may neither discuss the contents of the candidate's dossier nor the substance of the discussion and the arguments expressed by individuals at the meeting with any persons outside the meeting at which a vote was taken. The summary of the faculty's deliberations as prepared by the elected subcommittee constitutes a personnel document to which only the Full Professor constituency and the candidate should have access at the departmental level.
- r. In cases of strong disagreement with the Senior Personnel Committee's report, individual Full Professors may prepare a Minority Report, which will become part of the dossier.
- s. The Department Chair will write a separate recommendation for or against promotion and both recommendations will be shared with the candidate, who will have a week to respond in writing to the Committee and/or the Chair. If the candidate chooses to respond in writing to the Committee's and/or Chair's recommendations, these documents will become part of the dossier that is forwarded to the Dean of the Faculty of Arts & Sciences.
- t. Finally, the following materials will be forwarded to the Dean of the Faculty of Arts & Sciences:

- i. the final report and vote by secret ballot of the Senior Personnel Committee;
- ii. any Minority Report;
- iii. the recommendation of the Department Chair;
- iv. the candidate's responses to any of these reports;
- v. reports by the external evaluators;
- vi. a *curriculum vitae* for each of the external evaluators;
- vii. a copy of the letter sent to external evaluators;
- viii. the candidate's *curriculum vitae*;
- ix. the candidate's personal statement;
- x. teaching materials (e.g., syllabi, exams, assignments, grade sheets);
- xi. student evaluations for the period under review;
- xii. copies of the candidate's published scholarship since tenure;
- xiii. any letters of support from faculty colleagues at William & Mary;
- xiv. a table of contents of collected documents signed by the candidate and the Chair of MLL.

**4. Adjunct Instructor: Part-time, Non-Tenure-Eligible (NTE)**

- a. Adjunct instructors are faculty with specified term contracts, (regardless of rank), hired on a per course basis, not to exceed 16 credits per calendar year. Contracts are for one semester at a time.
- b. Adjunct instructors are required to possess at least a master's degree and the qualifications for teaching competently the courses assigned to them.
- c. Evaluations, which are conducted by the specific language program in which the adjunct instructor teaches and approved by the MLL Personnel Committee, focus solely on the area of teaching.
- d. Schedule: adjunct instructors are reviewed during the second semester of employment and annually thereafter.
- e. Procedure: adjunct instructor will upload on a Blackboard site the following documents:
  - i. an updated *curriculum vitae* in standard format for the university;
  - ii. student evaluations for all courses taught in the period under review;
  - iii. grade sheets, without students' names, for all courses taught in the period under review;
  - iv. copies of syllabi and tests for all courses taught in the period under review;
  - v. the program's preliminary evaluation of the faculty member's teaching will include a class observation.
- f. All material will be forwarded to the MLL Personnel Committee for review and approval. The Personnel Committee's evaluation will specify whether the faculty member meets, does not meet, or exceeds expectations; its

findings will be shared with the Program Director and the candidate, who may respond in writing to the Committee within one week of receiving it.

- g. Should an adjunct instructor receive a “Fails to Meet” evaluation, the contract may be terminated. Although the Personnel Committee can recommend for or against rehiring an adjunct instructor, final responsibility for rehiring or not remains with the program faculty, the Chair of the Department, and the Dean.

**5. Visiting Faculty: Full Time Specified Term NTE**

One-year appointment renewable for a maximum of five years; title determined by highest degree reached (Visiting Instructor, Visiting Assistant Professor, Visiting Associate Professor, Visiting Professor, Visiting Distinguished Professor).

- a. Visiting faculty are full-time non-tenure-eligible faculty with specified term contracts, regardless of rank. Visiting faculty are expected to possess the qualifications for teaching competently the courses assigned to them.
- b. Evaluations focus primarily on teaching and are based on the following expectations:
  - i. Teaching: Three courses per semester (three- or four-credit courses as assigned) unless otherwise specified through contractual agreement with the Dean’s office (see NTE Policies approved by Arts & Sciences 19 March 2013)
  - ii. Minimal service required. If the position is renewed beyond one year, commensurate departmental service is required.
  - iii. Professional Development: none required
  - iv. Schedule: visiting faculty who are continuing beyond the first year are evaluated for merit following the annual merit evaluation process described above ([IV.B.](#); [IV.C.](#)).

**6. Lecturer: Full Time Specified-Term Non-Tenure Eligible**

One-year appointment renewable for a maximum of five years, with a possibility thereafter of a senior lectureship.

- a. Lecturer positions originate when the Department or Language Program has articulated a clear rationale as to how a long-term NTE best meets the curricular demands of the Department or Program in ways that a TE line would not. Budgetary rationales are not sufficient for increasing the number of faculty in this category.
- b. Continuation of employment beyond the first five years is contingent on promotion to Senior Lecturer. Lecturers may be considered for promotion to Senior Lecturer in the fourth year of service. Lecturers must possess a record of significant contribution to teaching not only through classroom

performance, but also through their broader support of the university's teaching mission. Lecturers are expected to possess the qualifications for teaching the courses assigned to them.

- c. Performance evaluations focus on teaching and on service. Some professional development will also be taken into account. Expectations for Lecturers according to which they will be evaluated are as follows:
  - i. Teaching: three courses per semester (three or four-credit courses, as assigned); collaboration in pedagogy course (MDLL 401 and/or 412) as necessary. Additional teaching related activities may include: development of new courses; teaching independent studies; participation in University Teaching Projects; teaching in and/or directing a WM study abroad program; participation in honors committees; guest lecturing.
  - ii. Service: language house advisor; supervision of TAs and/or graders in language programs, and commensurate departmental and/or programmatic duties. Additional service activities may include: study abroad program directorship; service on departmental committees, such as the web committee; pre-major and major advising; service on Arts & Sciences or university-wide committees; other service to the profession (professional organization service, etc.)
  - iii. Professional Development: professional development is encouraged and may include conference presentation and/or attendance; participation in professional development workshops (pedagogical assessment or technology-related fields); direction or participation in May Seminar or University Teaching Project.
  - iv. Type of review and review schedule:
    - (i) Annual merit evaluation: lecturers are evaluated for merit every year following the annual merit evaluation process described above ([IV.C.](#)). Should a specified-term faculty member in a renewable appointment (lecturers, adjunct instructors, and visiting faculty) receive a "Fails to Meet" expectations in the merit evaluation in two or more of the years since the beginning of the contract period, the contract may not be renewed. If the final recommendation is against retention of the faculty member, the procedures outlined in the relevant section of the *Faculty Handbook* will be followed.  
  
Scheduled performance reviews of Lecturers are conducted by the MLL Personnel Committee in the second year and the fourth year. Procedure for scheduled performance reviews: Lecturers are evaluated for retention in years 2 and 4; they may also be evaluated

for promotion in year 4. No one may be considered for promotion to Senior Lecturer without a promotion review.

Upon request by the Chair of the Personnel Committee, Lecturers will upload to a BlackBoard site the following materials:

- a. all merit evaluations and any Personnel Committee reports from previous reviews;
- b. student evaluations for all courses taught in the period under review;
- c. grade sheets (without students' names) for all courses taught during the period under review;
- d. a brief (no more than two pages) personal statement describing his/her teaching and service and accomplishments;
- e. a current *curriculum vitae*;
- f. syllabi of all courses taught;
- g. The MLL Personnel Committee will request from the Program Director a short evaluative statement, including the results of class observations in years 1 and 3 conducted by the Program Director or his/her designate.
- h. If they choose, Lecturers may upload on their site additional materials in support of their teaching, service and professional development. The Personnel Committee reserves the right to request additional materials from the candidate that are deemed necessary for the review.
- i. For retention purposes in the scheduled performance reviews the candidate will be evaluated on the following scale: *meets departmental expectations or does not meet departmental expectations*. (Note: this is a different scale than that used for the NTE merit review evaluation.)
- j. The completed evaluations will be shared with the Program Director, Department Chair, and the candidate, who may respond in writing to the Personnel Committee within seven days of receiving the report. Although the Personnel Committee can recommend for or against retention of a Lecturer, the final decision for or against retention shall be reached by consensus or through agreement between the Program Director, Personnel Committee and Department Chair, each of these having one vote. Should a unanimous decision not be reached, the majority position will determine the final recommendation for retention. If the final

recommendation is against retention of the faculty member, the procedures outlined in the relevant section of the *Faculty Handbook* will be followed.

(ii) Promotion Review (year 4)

- a. In year 4, the Promotion review expands upon the retention review provided that a long-term NTE continues to best meet the curricular demands of the Department or Program in ways that a TE line would not. The MLL Personnel Committee will request from the Program Director that a short statement to this effect be included in the 4<sup>th</sup> year dossier. If curricular demands have changed so that a long-term NTE no longer best meets the Department or Program needs, the promotion review will not ensue. Criteria for promotion to Senior Lecturer include a clear record of excellence in the classroom, service contributions, and curriculum development beyond the minimum expectations.
- b. The Personnel Committee Report and the candidate's dossier will be shared with all TE faculty and Senior Lecturers in the candidate's program, the Department Chair, and the candidate, who may respond in writing to the Personnel Committee within seven days of receiving the report.
- c. Upon review of the dossier, TE faculty and Senior Lecturers in the program will vote on the question of promotion and communicate the result of the vote to the Personnel Committee so that it might be uploaded onto the candidate's BackBoard dossier. The Personnel Committee, the Department Chair, and the Program faculty (as represented by the vote) can recommend for or against promotion of a Lecturer.
- d. The final decision shall be reached by the majority vote of the Program. The Personnel Committee and Department Chair, each of these having one vote. If the final recommendation is against retention of the faculty member, the procedures outlined in the relevant section of the *Faculty Handbook* will be followed. The fifth year will be the terminal contract year for Lecturers not recommended for promotion. A positive recommendation for Promotion reached through the above procedures will be forwarded to the Dean of Arts & Sciences in the fifth year. Lecturers may be promoted to the rank of Senior Lecturer only after successful completion of a five-year probationary period.

## 7. Senior Lecturer

Senior Lecturers hold full-time continuing non-tenure-eligible positions. Senior Lecturer positions have no term limit and hold a presumption of continuation. In addition to the qualifications expected for Lecturers, Senior Lecturers must show a sustained record of excellence and versatility in the classroom as well as leadership in the design, development, and supervision of the curriculum.

Their merit evaluations focus on teaching, service and professional development with the following expectations:

- i. Teaching three courses per semester (three- or four-credit courses as assigned, collaboration in pedagogy course (MDLL 401 and/or 412).
- ii. Active involvement with the development of the language program's curriculum.
- iii. Additional teaching-related activities may include: development of new courses; participation in May Seminars; teaching independent studies; participation in University Teaching Projects; teaching in a William & Mary study abroad program; participation in honors committees; guest lecturing.
- iv. Service: substantial programmatic service is expected. This may include: service as language house advisor; language program coordinator; supervision of TAs and/or graders in language programs; commensurate programmatic duties; pre-major and major advising. Additional service activities may include: study abroad program director; activity on departmental committees; service on Arts & Sciences or university-wide committees; other service to the profession (professional organization service, etc.)
- v. Professional Development: continuing professional development is expected and may include conference attendance and/or presentations, publications, grants submitted or awarded (including internal departmental grants such as Kranbuehl); direction or participation in professional development workshops (pedagogical assessment or technology related fields, May Seminar or University Teaching Project).
- vi. Schedule:
  - (i) Senior Lecturers are evaluated for merit every year following the annual merit evaluation process described in [6.c.iv.\(i\)](#).
  - (ii) Scheduled performance reviews of Senior Lecturers must be conducted every five years according to the procedures described under retention reviews.

- (iii) Should Senior Lecturers receive a merit evaluation rating of “Fails to Meet Expectations,” they will meet with the Department Chair, Program Director and Chair of the Personnel Committee to discuss the evaluation and will be given one additional year of evaluation. Upon a second evaluation of “Fails to Meet Expectations” within a five-year period, their contract may be terminated. If the final recommendation is against retention of the faculty member, the procedures outlined in the relevant section of the *Faculty Handbook* will be followed.

## **8. Post-Tenure Review**

The performance of every tenured faculty member in the Department is reviewed every year through the merit evaluation system. Post-tenure Review will occur when, over a three-year period, a faculty member’s merit evaluations have been persistently and significantly lower than those of the large majority of other members of MLL over a three year period and lower than what can be reasonably expected of a faculty member who is actively engaged in teaching, research, and service

- a. Having the lowest merit evaluations in the Department, would not, by itself, be sufficient cause for a Review. In accordance with the most recent version of the *Faculty Handbook*, the Department Chair or the Dean of the Faculty of Arts & Sciences may determine that a faculty member’s performance, as measured by the standard merit evaluation system, during the most recent three-year period has been unsatisfactory overall. With this finding, they will request a Post-tenure Review.
- b. The Dean of the Faculty of Arts & Sciences and the Chair, or the Dean of the Faculty of Arts & Sciences, Chair, and Director in the case of a joint appointment in an interdisciplinary program, will discuss the case and determine if there are temporary, extenuating circumstances that account for the faculty member’s low merit evaluations. The final decision on whether or not there should be a Post-tenure Review rests with the Dean of the Faculty of Arts & Sciences. In the event of such a request, the Department Chair will inform the member to be reviewed in writing. The Post-Tenure Review will be performed by the MLL Personnel Committee. Consistent with the *Faculty Handbook*, the Post-Tenure Review shall commence by or before the beginning of the next academic year and be completed by the end of the Fall Semester of that year; it shall consider the faculty member’s performance in the areas of teaching, research, and governance and/or service over the six years preceding the review.
- c. In accordance with the *Faculty Handbook*, faculty members under review shall be afforded a reasonable opportunity to present in person or in writing

all relevant information; shall have timely access to their personnel records upon request and shall be afforded reasonable opportunity to respond to any material considered.

- d. The faculty member under review will provide the Committee with a current *curriculum vitae*, copies of publications, teaching evaluations and course syllabi, a self-evaluation, and any other relevant evidence of performance during the relevant period that the faculty member wishes to be considered (for example, teaching portfolios, notices of awards, etc.); the Committee will also consider the faculty member's last six merit reviews.
- e. The Personnel Committee's deliberations will result in a finding that the faculty member's performance has been either "satisfactory overall" or "unsatisfactory overall." The basic standard for appraisal should be whether the faculty member under review, fulfills conscientiously and with professional competence, the duties appropriately associated with his or her position.
- f. Consistent with the Arts & Sciences Post-Tenure Review Policy, unsatisfactory performance in either research or in service may be offset by superior performance in the other two categories; unsatisfactory performance in teaching is sufficient to warrant a finding of "unsatisfactory overall."
- g. The Personnel Committee will forward its report to the faculty member and to the Department Chair; the Department Chair will write a separate recommendation, which will also be forwarded to the faculty member. The faculty member will have ten days to review and/or respond to the report of the Committee and the recommendation of the Department Chair, at which point the report will be forwarded to the Dean of the Faculty of Arts & Sciences. All procedures will be consistent with those outlined in the *Faculty Handbook*.
- h. A copy of his or her Post-Tenure Review will become part of the faculty member's personnel file. Should the Post-Tenure Review result in a finding of "unsatisfactory overall performance," the faculty member, in consultation with the Personnel Committee, the Chair of MLL, and the Dean of the Faculty of Arts & Sciences shall develop an "individual improvement plan" to address the area(s) of deficiency.
- i. The plan must be acceptable to the Personnel Committee, the Chair of MLL, and the Dean of the Faculty of Arts & Sciences. Unless, upon the recommendation of the Dean of the Faculty of Arts & Sciences, the Provost grants an extension, the plan must be accepted no later than forty-five calendar days from the date the faculty member receives notice of a finding of "unsatisfactory overall performance," as determined under the provisions

of the most recent version of the *Faculty Handbook*, or forty-five calendar days from the date the faculty member receives notice that an appeal of such a finding has been denied, whichever occurs last.

- j. When agreement cannot be reached, the final determination of whether or not an “individual improvement plan” is acceptable ultimately belongs to the Dean of the Faculty of Arts & Sciences. The development of the plan, the preliminary assessment of the plan, and the final assessment of the plan shall be consistent with the processes outlined in the *Faculty Handbook*.
- k. If a faculty member fails to submit in a timely fashion and in writing an acceptable improvement plan, the Dean of the Faculty of Arts & Sciences, after consulting with the Chair of MLL, may seek imposition of sanctions in accordance with the *Faculty Handbook*. Sanctions (excepting dismissal) do not obviate improvement in performance. The Dean of the Faculty of Arts & Sciences shall also order revision and resubmission of the performance plan.
- l. In cases of extreme recalcitrance, with the approval of the Provost, the Dean of the Faculty of Arts & Sciences may institute dismissal proceedings for misconduct or neglect of duty in accordance with the *Faculty Handbook*. 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 following the policies and procedures for appeals and grievances described in the *Faculty Handbook*.
- m. During the second semester after an individual improvement plan has been accepted, the MLL Personnel Committee and Chair will complete a preliminary assessment. The Committee and Department Chair will assess and report in writing to the Dean of the Faculty of Arts & Sciences the progress made in implementing the plan. A copy of this assessment will be given to the faculty member and to the Provost and will be added to the faculty member’s personnel file.
- n. During the fourth semester after an individual improvement plan has been accepted, the MLL Personnel Committee and Department Chair will complete a final assessment. If the Personnel Committee, the Department Chair, and the Dean of the Faculty of Arts & Sciences agree that the faculty member has satisfied the conditions of the performance plan and has maintained “satisfactory overall” performance, the report is entered into the faculty member’s personnel file. If the faculty member has not satisfied the conditions of the performance plan or if his or her performance is found to be “overall unsatisfactory,” the Provost, in consultation with the MLL Personnel Committee, the Department Chair, and the Dean of the Faculty of Arts & Sciences, will either order the creation of a new individual

improvement plan for the faculty member or implement proceedings for sanction in accordance with the *Faculty Handbook* or for dismissal for reasons of incompetence, neglect of duty or misconduct in accordance with the *Faculty Handbook*.

- o. If at any time during the term of the individual improvement plan the MLL Personnel Committee, the Department Chair, and the Dean of the Faculty of Arts & Sciences agree that the faculty member has failed to make a good faith effort to implement the improvement plan, the Provost may institute dismissal proceedings for misconduct or neglect of duty in accordance with the *Faculty Handbook*. Any decision to impose a sanction (including dismissal) may be appealed by the affected faculty member following the policies and procedures for appeals and grievances described in the *Faculty Handbook*.

## V. Joint Appointments

Joint appointments are subject to the Joint Appointment Policy for Arts & Sciences.

### A. Definitions

A Joint Appointment is defined as an appointment in two or more departments or programs. Tenure-eligible and tenured faculty may hold joint appointments. Faculty holding joint appointments have a home department and one or more host units (schools, departments or programs). Joint appointments are all governed by a *Joint Appointment Memorandum of Understanding* (JAMOU). For purposes of allocation of resources, MLL makes the following distinctions:

1. Faculty holding joint appointments with MLL as the home department receive the typical privileges of tenured or tenure-eligible faculty of the Department. These include voting privileges in Departmental meetings, office space, access to Departmental supplies and equipment, and eligibility for travel funds. For such faculty, the Chair of MLL, in consultation with the host department, will initiate the procedures specified in the Joint Appointment Memorandum of Understanding, will monitor steady progress on procedural matters, and will transfer the necessary documents to the Dean of the Faculty of Arts and Science's office in a timely fashion.
2. Faculty holding joint appointments with MLL as the host unit should expect that their home department/program will grant the typical privileges of tenured and tenure-eligible faculty as noted above. Additional privileges in MLL are negotiable between the candidate and the Chair of MLL. For such faculty, the home department will initiate the procedures specified in the JAMOU in consultation with the host department, will monitor steady progress on procedural matters, and will transfer the necessary documents to the appropriate Dean of the Faculty of Arts & Sciences' office in a timely fashion.

## **B. Expectations**

1. The scholarship, teaching, and governance/service expectations of all faculty holding joint appointments will be stipulated in an individual JAMOU for each candidate. The terms of the JAMOU will be drawn up by the candidate in consultation with the MLL Department Chair and approved by majority vote of the Personnel Committee and the Tenured and Tenure-eligible faculty of MLL. The final document will be signed by the faculty member holding the joint appointment and by the concerned school/department/program dean/chair/director in both units, then forwarded to the Dean of the Faculty of Arts & Sciences for approval.
2. For new hires, the terms of the JAMOU will be negotiated with the candidate by the Chair in consultation with the Personnel Committee and approved by the home and host department/program(s) and the Dean of the Faculty of Arts & Sciences before the candidates are offered the position. Requests from existing faculty to transform their position into a joint appointment must be approved by the Chairs of home and host departments in consultation with the MLL Personnel Committee, ratified by a majority vote of the Tenured and Tenure-eligible faculty of MLL, and approved by the Dean of the Faculty of Arts & Sciences.

## **C. Structure of the JAMOU**

The JAMOU must contain the following information:

1. If MLL is the home department, the expected teaching load, including the number of courses per year to be taught in MLL, the courses to be cross-listed in MLL, and the number of courses to be offered only in the host unit(s).
2. In order to ensure equity, jointly appointed faculty with a home in MLL are expected to teach the same types of courses at the same level as those offered by other tenured and tenure eligible faculty in the department, including language courses, freshman seminars, culture and literature courses.
3. When a faculty member holding a joint appointment whose home is MLL occupies a major administrative position (such as the Chair) in the home or host unit, any resulting reduction in teaching must be negotiated and agreed upon by the faculty member, the Chair of MLL, the Chair or Director of the host unit, and the Dean of the Faculty of Arts & Sciences.
4. Advising responsibilities should not exceed expectations for faculty members of the same rank not holding joint appointments, nor should they impinge upon advising responsibilities in the home unit. MLL will do its best to ensure that an equitable distribution of advising responsibilities is negotiated when the JAMOU is drafted.

5. The types of scholarly and creative work expected of joint appointments will be spelled out in the JAMOU. These expectations will be consistent with the personnel policies of both home department and host unit.
6. The JAMOU will offer assurance that governance/service responsibilities will not exceed expectations for faculty members of the same rank not holding joint appointments, nor that they will impinge on the governance and service requirements of the faculty member for their home unit. Expectations of balance and equity similar to those expressed above for advising should also guide the imposition and acceptance of service responsibilities.
7. Should governance/service expectations become so excessive as to impinge upon the operations of the home unit or the proper execution of the faculty member's duties in other areas, the governance/service responsibilities of the jointly-appointed faculty member should be lightened or altered for the benefit of the home unit. Such a redistribution should be done in consultation with the faculty member affected, the Dean of the Faculty of Arts & Sciences, and the Chairs/Directors/Deans of both units.

#### **D. Evaluation of Jointly Appointed Faculty**

1. MLL will conduct evaluations of jointly appointed faculty members for whom MLL is either the home or the host unit for annual merit evaluations, retention, promotion, and pre-tenure and post-tenure reviews. When possible, these evaluations will be combined with those produced by the second department or program into a final recommendation. In the case of inconsistency or disagreement between the reports, the relevant committees, Department Chairs and Program Directors or Deans will meet to reevaluate the case and issue a "final recommendation."
2. When conducting annual merit reviews, the MLL Chair will monitor the responsibilities of faculty holding joint appointments in the areas of teaching and governance/service in order to insure equity in workload assignments. Any adjustments in assignments will be negotiated in consultation with the MLL Department Chair and the Chair or Director or Dean of the other department or program or school.
3. The Chair of the home department will consult at least annually with the faculty member holding a joint appointment as well as with the Dean of the Faculty of Arts & Sciences and Chair, Director, or Dean of the host unit about the status and well-being of the joint appointees and will carefully review the effectiveness of communications and procedures relative to workloads, assignments of teaching and governance responsibility, and other actions that affect joint appointees.

## **E. Stipulation of Mechanisms for Renegotiating Terms of JAMOU**

1. When MLL is the home department, requests from a faculty member holding a joint appointment to change the terms of the JAMOU must be made in writing to the MLL Chair. The MLL Chair will deliberate with the host unit(s) and the MLL Personnel Committee and, if deemed appropriate, a revised JAMOU may be drawn up with advice and consent of the faculty member in question. The renegotiated JAMOU must be approved by the Dean of the Faculty of Arts & Sciences before it takes effect.
2. Requests from the home department or host unit(s) to change the terms of the JAMOU must be approved by all parties, including the Chair and Personnel Committee of MLL, the responsible parties in the other department/program/school, and the faculty member holding the joint appointment. Revised JAMOUs must be signed by the faculty member concerned and the Chairs/directors/deans of the concerned departments/programs/schools, then forwarded to the Dean of the Faculty of Arts & Sciences.
3. All JAMOUs will be included in the personnel file of faculty holding joint appointments and made available to the Personnel Committee of the MLL Department in its deliberations on annual merit review, tenure, promotion, and pre-tenure and post-tenure review.

## **VI. Amendments**

The present Manual may be amended in one of the following manners:

1. By request of the Department Chair and after consultation with the Policy Committee. In this instance, a call for a meeting of the entire department will be sent via email by the Department Chair to each faculty, at least five working days in advance of the date scheduled for the meeting. The call for this meeting will contain the text of the proposed amendment(s). The vote will be by written ballot or absentee ballot (which must be submitted to the Department Chair in advance of the meeting at which the vote will be taken). Absentee ballots will be counted in the presence of the members of the department. The amendment(s) will pass if it (they) receive an affirmative vote of the majority of those present at the meeting and those voting by absentee ballot.
2. By request submitted to the Department Chair by any five members. In this instance, the provisions stipulated in paragraph 1. above will be followed.

## VII. Memorandum

Following review by the PRC and PPC, the manual was approved on 11 February 2019.

From: **Fiedler, Christy** cfiedler@wm.edu  
Subject: PPC Meeting Results  
Date: February 15, 2019 at 10:55 AM  
To: Tandeclarz, Silvia R srtand@wm.edu  
Cc: Donahue, John F jdon@a@wm.edu, Morgan, Kathleen P kpmorg@wm.edu

Dear Silvia - Please see attached document which was approved (no changes) at the PPC meeting held on February 11.

Please send me a final version of the policy for our files when you have incorporated the approved changes.

Thanks,  
Christy

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**Christin E. Fiedler**  
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The Brafferton  
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PRC approved  
MLL Fa..8.docx

## **VIII. Appendix 1**

### **A. Definition of Research-Active Faculty as approved by the Faculty Research Committee**

The Department of Modern Languages & Literatures recognizes the value of substantive, peer-reviewed publications, in book or article form, as evidence of research activity in its faculty members. It also considers other forms of activity, provided they be substantive and peer-reviewed, as a part of the profile of its tenure-eligible professors and has therefore incorporated these elements into the definition that follows:

For the purposes of awarding scheduled research leaves, MLL considers to be “research active” a full-time, Tenure-Eligible faculty member who has, over the five-year period preceding the research leave, established a scholarly record comprised of either a peer-reviewed book or three peer-reviewed articles. By “scholarly record” MLL means either published scholarship or scholarship accepted for publication. MLL also considers the following kinds of scholarship to be the equivalent of a single article: a successful, competitive regional, national or international grant or two substantial conference presentations as a substitution for one of the three articles. All forms of peer-reviewed scholarship not explicitly mentioned here (such as book/film reviews in a scholarly journal, invited lectures, evaluation of an article for a scholarly journal, i.e. all items listed under "research" in the Merit Form) may be considered, but require an internal review by a three-person committee appointed by the department Chair to determine if they are of publishable quality and to what extent they may therefore be regarded as contributing to a "scholarly record" of publication.

Full-time, Tenure-Eligible faculty members not meeting the above criteria will be ineligible to receive a research leave until the above conditions are met. A finding of “research active” does not guarantee tenure or promotion.

## **IX. Appendix 2**

### **A. Criteria for Tenure and Promotion to Associate Professor**

These general criteria apply to all personnel evaluations of TE faculty including mid-probationary, tenure and promotion to the rank of associate professor, and promotion to full professor reviews.

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 *Faculty Handbook*: possession of the professional education, experience, and degrees appropriate or necessary for their duties; conscientious and effective teaching with proper command of the material of their fields, and helpfulness to

their students; significant contributions to their fields through research and scholarly or creative activity, and through professional service; and responsible participation in university governance.

**B. These Criteria pertain to members of MLL as follows:**

1. Degrees and Experience

In MLL, the possession of the doctorate is a prerequisite to promotion to the rank of assistant professor. The individual who joins the faculty without the terminal degree will not be retained beyond two (2) years unless the degree is attained before the end of the fourth semester at William & Mary.

2. Research

A successful case for tenure and promotion to Associate Professor requires a coherent and sustained record of refereed publications commensurate with the standard of the candidate's discipline(s) that establishes an expertise in one or more fields. At the time of tenure review, recent successful candidates for tenure have produced a book-length study and/or assembled a substantial body of refereed publications showing a clear evolution of scholarship beyond the scope of the dissertation. The Committee recommends that a tenure candidate working on a book manuscript continue to publish refereed articles and present at scholarly meetings, so that the review of research at the time of the tenure evaluation not depend entirely on publication of the book manuscript. For more examples of the types of scholarship and creative work that may be included in the tenure dossier, please refer to the department's faculty manual section on merit.

3. Teaching

In the area of teaching, a successful case for tenure and promotion to Associate Professor requires a record of continuing development as an effective teacher. Evidence of effective teaching is provided through peer and student evaluations, sample syllabi and other course related material such as tests, assignments, BlackBoard sites, etc. For more examples of a record of consistent effectiveness as a teacher and broader contribution to the teaching mission of the department and the university, please refer to the department's faculty manual section on merit.

4. Governance/Service

Candidates for tenure and promotion to Associate Professor will have evidence of departmental and some university-wide service. Freshman advising and service to interdisciplinary programs are considered university-wide.

## **C. Specific Criteria for Promotion to Full Professor**

### **1. Research**

A candidate for promotion to Full Professor should present a strong record of scholarly publication completed since the tenure evaluation, through a research dossier (the equivalent of a monograph and/or an assembled body of substantive peer-reviewed articles and/or creative publication) that clearly defines a coherent research field and is indicative of an established reputation in the field. This dossier should furthermore demonstrate clear evolution of scholarship beyond that evaluated for the tenure review.

### **2. Teaching**

Candidates for promotion to Full Professor are expected to have a strong record of informed, skilled, and effective teaching as reflected by peer and student evaluations, syllabi and tests, participation on examining honors thesis committees, direction of theses, the creation of new courses, and the like.

### **3. Governance/Service**

It is expected that candidates under consideration for promotion to the rank of Full Professor will have strong evidence of service at the departmental level and beyond. Such a record of effective governance and service in departmental, Arts & Sciences, and university governance may be documented through participation in committees, sponsorship or direction of educational programs, authorship of substantive reports that contribute to the university's educational mission, service in administrative roles, and the like. Service to the profession beyond the university, while encouraged, cannot replace university service.

### **4. Special Consideration of Cases with Added Emphasis on Teaching and Governance/Service**

The Department may recommend for promotion faculty members with a more modest research record if the faculty member has a sustained record of exemplary teaching and service over a long period, usually at least 15 years since the award of tenure, and has the support of a commanding majority of the Full Professors in the Department. The faculty member's research, even though it may be smaller in quantity than is normally the case, will also be considered as part of the case for promotion, and should be solid. External reviewers will be provided with a copy of this paragraph to clarify that they are being asked to review a candidate for promotion under special circumstances.

5. Promotion to Professor Emeritus

An Associate Professor or a Professor nearing retirement who wishes to be considered for promotion to Professor Emeritus 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 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 will be long and devoted service to the university as a good and dedicated teacher who has excelled in at least one of the three areas of teaching, scholarly/creative endeavor, and governance/service.

**X. Appendix 3**

**A. Merit for tenure-eligible and tenured faculty**

1. The Chair of MLL, in conjunction with the tenured members of the Executive Committee, evaluates tenured and tenure-eligible faculty according to the following principles.

The normal distribution of merit points in the Department of Modern Languages & Literatures is:

For tenure-eligible faculty

Teaching	6
Research	6
Service	3

For tenured faculty

Teaching	6	7	5
Research	6	5	7
Service	3	3	3

Each faculty member will specify on her/his annual merit form which scale should be used. A choice of 7 in teaching duties will reflect an exceptional commitment to teaching beyond the normal teaching load of 2/2 (including, for example, supervision of independent studies, Honors Theses, Monroe projects, international & domestic undergraduate field research projects, and summer courses, etc.). A choice of 7 in research will also reflect an exceptional commitment to research (a book, articles, and conferences, for example).

For tenured faculty: All deviations from MLL's normal distribution of merit points must be agreed upon by the Chair, the (TE) Associate Chairs and the faculty member in question at the beginning of the school year, for the next calendar year of merit.

A tenured faculty member requesting a flexible merit arrangement that varies from any of the three normal merit distributions described above, will submit a request to the Department Chair in August. The alternate merit arrangement, if approved, will take effect for the following calendar year. The Chair will consult with the faculty member within ten days of receiving the description and justification. When the relevant individuals are in agreement, a copy of the description and justification will be sent to the relevant dean. The dean has final approval of the request for the alternate merit scale.

A request to increase the weight placed on teaching must include an explicit justification for the alternate merit distribution as well as a clear identification of what that distribution would be (how many points will be allocated for teaching in the merit evaluation). There are parameters for any such request: (a) on the 15-point merit scale, the points allotted for teaching should not rise above 9, and (b) no faculty member may reduce his/her teaching course load below the departmental norm of two courses per semester. An increased allocation for merit points to 8 or 9 points for teaching will be accompanied by a corresponding increase in teaching responsibilities.

A faculty member may petition the Chair to be evaluated on 4 points for service in rare cases of especially heavy faculty governance and service responsibilities.

In cases where a faculty member's publications exceed what is required for 6 points out of 6 for Research in any given year, that faculty member may defer taking credit for the superabundant scholarship for up to two years; this policy encourages faculty members to publish their scholarship promptly.

Any tenured colleague who has been designated "non-research active" or who does not "meet expectations" in the area of research in their merit evaluation for three consecutive years will be required to teach one additional 3-credit course the following year. S/he will be evaluated on a flexible merit scale in which more weight will be given to teaching.

A faculty member may not opt to, nor be required to teach an additional course for more than two consecutive years so that s/he will have the opportunity to re-engage in research and scholarship.

- a. The MLL Personnel Committee evaluates the Chair of MLL according to the following 15-point scale: Teaching 5: Scholarship 5: Service/Governance 5 or the Chair can ask for an alternate merit arrangement.
- b. Teaching is evaluated according to the following system: The score (out of 5 points) on the student course evaluation's question: "How would you rate the instructor's teaching overall?" will be converted according to the following formulas:
  - for the traditional scale for teaching, the score out of 5 will be normalized to a 4-point scale;
  - to keep the same ratio (% based on course evaluations score vs additional points towards the final score, i.e. 6, or 7, or 5);
  - for Teaching on 7: one takes the score out of 5, divide it by 5 and then multiply by 4.66;
  - for Teaching on 5: take the score out of 5, divide it by 5 and multiply it by 3.33;
  - for Teaching on 3: take the score out of 5, divide it by 5 and multiply it by 1.95;

Additional points up to a total of 7 shall be awarded based on the Chair's evaluation of faculty performance in the following areas:

- a. new courses,
- b. honors thesis director,
- c. undergraduate research lab director,
- d. independent study courses,
- e. unpaid additional courses,
- f. paid additional courses,
- g. guest lectures,
- h. May seminars,
- i. university teaching project,
- j. summer institutes (e.g. NEH),
- k. honors thesis reader,
- l. Monroe advisor or project's advisor,
- m. miscellaneous/other.

Although any faculty member may receive a perfect merit score of 6 or 7, such a score is usually reserved for those whose accomplishments in teaching during the period evaluated are outstanding.

- c. Research is evaluated on the basis of publication of scholarly work or creative work, presentations of papers at scholarly conferences, invited lectures, and submitted grant applications. A perfect merit score of 6 or 7 may be awarded to a faculty member who has demonstrated extraordinary productivity during the period evaluated.

The criteria for merit mirror those for the department's SSRL definition for research active faculty. In considering merit, the department makes a distinction between refereed and non-refereed publications, with priority given to the former. Below is a list of research activities that will be considered.

- (i) single-author published monograph;
- (ii) edited volume (where the faculty member contributes the concept, introduction, and one article);
- (iii) book-length literary or academic translations (where faculty member is the translator);
- (iv) textbooks;
- (v) publication of a critical edition;
- (vi) publication of a creative work;
- (vii) creation of a significant media work (film, hypertext, InfoBase, image collection, image-based full text project);
- (viii) refereed publications in periodicals;
- (ix) refereed electronic publications;
- (x) refereed chapters in books;
- (xi) refereed conference proceedings;
- (xii) successful competitive regional, national, or International grant (e.g. NEH, Guggenheim);
- (xiii) guest editor of a special volume/issue of scholarly journal;
- (xiv) book manuscript submitted for consideration;
- (xv) book manuscript accepted for publication, book forthcoming;
- (xvi) article manuscript submitted or accepted for publication, article forthcoming;
- (xvii) scholarly paper/talk;
- (xviii) conference/panel/workshop organizer;
- (xix) book/film review;
- (xx) external book/dissertation manuscript review;
- (xxi) external review of article;

- (xxii) translation of short text (where faculty member is the translator);
- (xxiii) Encyclopedia entry;
- (xxiv) article in conference proceeding, non-refereed;
- (xxv) Editor of a book series (if not considered under Service);
- (xxvi) Editor of a scholarly journal;
- (xxvii) regional, national, or international grant application submitted;
- (xxviii) W&M grants awarded (SSRL, summer grant, etc.);
- (xxix) Invited lecture;
- (xxx) outside evaluators of a tenure/senior promotion case;

Publication of a single-authored monograph will receive 6 merit points the year of publication and for the four subsequent years;

Publication of a scholarly edited volume, scholarly translation (where faculty member is the translator), textbook, critical edition, transcription, or book-length creative work attributed to one individual will receive 6 points for the year of publication and for the two subsequent years; co-attributed works will be evaluated on a case-by-case basis by the executive committee.

Publication of a refereed or similarly reviewed article, production of a significant media work (film, hypertext, infobases, image collection, image-based full text project), or translation of a faculty member's book published in another language will receive 6 points the year of publication.

Service and Governance are evaluated on the basis of Departmental and University committee assignments and administrative tasks undertaken for the benefit of the Department, the University and the scholarly community. The maximum award of 3 points for service is reserved for those very few faculty members whose performance in this area shows extraordinary dedication to the Department, University or professional discipline. Below is a list of service/governance activities that will be considered;

- a. Program Director,
- b. Committees,
- c. Associate Chair,
- d. Study Abroad Director,
- e. Elected positions in a regional or national scholarly/professional association,
- f. Official designation as an advisor (freshman/pre-major/transfer/major; or MLL new faculty mentor),

- g. TA supervisor,
  - h. Editor of a book series (if not considered under Research);
  - i. Journal editor,
  - j. Outside evaluator of another university/department
- d. Each faculty member will submit all relevant information using the appropriate merit worksheet found in the MLL faculty blog: <http://mllfaculty.blogs.wm.edu/2016/09/14/merit-evaluations/>
- e. Once the Chair has prepared an initial evaluation based on the criteria outlined above, he or she will meet with the (TE) Associate Chairs for the purpose of determining a definitive merit score for each faculty member under review. The Chair will provide a copy of this document, including the 100-word narrative of each faculty member's accomplishment, to the faculty member according to the schedule outlined above.
- f. In determining their ratings, the Chair and (TE) Associate Chairs will observe the following rating scale.
- a. Teaching and Research:
    - i. 5-6-7 exceeds
    - ii. 4 meets
    - iii. 1-3 does not meet
  - b. Service
    - i. 3 exceeds
    - ii. 2 meets
    - iii. 1 does not meet

Given these qualitative scales, MLL recognizes that final merit scores signify the following:

- i. 13, 14, and 15: a faculty member exceeds departmental expectations. (Scores of 14 and 15 are reserved for those who demonstrate truly remarkable performance in teaching and research, as well as strong performance in the service area).
- iv. 10, 11, and 12: a faculty member meets departmental expectations.
- v. Below 10: a faculty member does not meet departmental expectations.

- g. Faculty members who are on SSRL, LWOP for purposes of research, or externally funded research leave for a semester or calendar year will have their teaching and service points continued from the previous semester or year on leave according to the following:
  - (i) For faculty who are on research leave for one semester out of the calendar year being evaluated: In teaching and service, the department will annualize the one semester's worth of teaching and service work done by the faculty member, i.e., will act as if the faculty member had done exactly the same thing in the semester when s/he has gone as when s/he was here. In scholarship, the faculty member will be evaluated on the basis of the full year's contributions, just as if s/he were not on leave.
  - (ii) For faculty who are on research leave for both semesters of the calendar year being evaluated: In teaching and service, the department will average the faculty member's scores from the previous two years in which the faculty member was not on leave. In scholarship, the faculty member will be evaluated on the basis of the full year's contributions, just as if s/he were not on leave.
  - (iii) Faculty members on LWOP for other than research and faculty members on medical or family leave are awarded the average of their service, teaching, and research points over the three previous years, or, at their discretion, the normalized average of the department. Under unusual circumstances, the department may determine that the faculty member may be fairly evaluated on another basis.

## **B. Merit for continuing non-tenure-eligible faculty**

- a. The Chair of MLL with the assistance of the Executive Committee evaluates continuing NTE faculty in the areas of teaching and service according to the following scale: meets, does not meet, or exceeds expectations.
- b. Teaching is evaluated factoring in teaching effectiveness scores in all courses taught during the review period, student comments, grade distribution, and additional teaching-related contributions (e.g. participation in MDLL 401, supervision of TAs and graders, guest lecturing for a colleague). In order to meet expectations in this category, faculty must:
  - i. average at least a 3.8 in teaching effectiveness scores on student evaluations for the period under review,
  - ii. comply with departmental best practices in terms of grade distribution,
  - iii. demonstrate evidence of teaching contributions beyond the classroom as applicable according to appointment type (see IV Section C bullet number 6 of this document).

- c. Service is evaluated on the basis of Program, Departmental, and university committee assignments and administrative tasks undertaken for the benefit of the Program, Department, and the university. Expectations for service vary according to category of appointment and seniority. These expectations are laid out in IV section 2C bullet number 6 of this manual for each appointment category. In order to meet expectations faculty must satisfactorily fulfill responsibilities assigned.
- d. Professional Development in workshops, conferences, May Seminars and Teaching Projects is encouraged. Expectations vary according to category of appointment. These expectations are laid out in IV Section C bullet number 6 of this manual for each appointment category. Some evidence of continued professional development is expected of Senior Lecturers during the review period.
- e. Each faculty member will submit all relevant information using the appropriate merit worksheet found in the MLL faculty blog: <http://mllfaculty.blogs.wm.edu/2016/09/14/merit-evaluations/>
- f. For purposes of the merit evaluation, the Chair reserves the right to request additional documentation from the relevant parties related to any one of the performance categories under review deemed necessary for the review.
- g. Not meeting expectations in the category of teaching will automatically result in a “fails to meet” expectations on the Merit Review for that year.