

Appendix F

Changes to the *Faculty Handbook*

Substantive Changes That May Require Discussion

Note: the numbers refer first to the page and then to the paragraph

- 5/6 The COA proposes that we change the date to January 31, which allows the Dean to make a decision before having to grant an additional terminal year appointment. AAUP guidelines indicate that faculty members in their second year should have at least six months' notice.
- 7/3 The proposed changes require that all voting members be in a position to evaluate firsthand and in writing a candidate's teaching, and the department recommendation should summarize those evaluations.
- 10/3 The COA recommends that the chair's discussion with the candidate take place after the recommendation has gone to the Dean so that the discussion does not become a negotiating session.
- 12/1 The COA recommends that only the chair of the department or program, not the voting members, be included in such a meeting. The Academic Council is convinced that allowing the voting members to attend may be critically important, and ensures that the views of the voting members are adequately represented. This may be important especially in a case in which the department or program chair holds a minority view.
- 12/4 The department or program should have a voice if the President's tentative decision differs from other parties.

VI. APPOINTMENT, REAPPOINTMENT, PROMOTION, AND TENURE¹

In order to pursue the College's mission of service to liberal learning, the Faculty must be comprised of scholars for whom undergraduate teaching is a major professional commitment. Effective teaching takes many forms, but it centers upon the presence in the teacher of a lively intellect, a mastery of her or his discipline, and the ability both to communicate knowledge to others and to help develop in them the desire to learn and the skills of learning. Hamilton College believes that effective teaching and sound scholarship are mutually reinforcing. Accordingly, its Faculty should be active and

¹ Appointment, Reappointment, and Promotion in the Department of Physical Education are covered in Chapter VII.

developing scholars. Research is both encouraged and expected. In addition, members of the Faculty are expected to participate in the intellectual and academic life of the College outside of class by advising students, by participating in departmental ~~and~~/or program activities, by attending meetings of the Faculty, and by serving on faculty and College committees.

A. Types of Positions

Appointments to the positions described here may be either full-time (those appointed to teach five courses in an academic year) or part-time (defined as at least half-time ~~or more~~but less than full-time). The College normally allocates full-time rather than part-time positions to departments and programs. Professional qualifications ~~will~~ shall be the same for full-time and part-time positions. A full-time position may be shared by two appointees, each of whom shall normally teach five courses over a two-year period and who will shall be considered as separate part-time appointees for the purposes of reappointment, promotion, and tenure.

- 1. Tenurable positions.** A tenurable position is one for which it is expected that the College will have a continuing need. The large majority of positions at Hamilton are tenurable, and individuals appointed to the Faculty are ~~ordinarily~~normally appointed to tenurable positions. These appointments are made with the expectation that the position will not be discontinued while occupied.

Unforeseen financial, enrollment, or curricular changes may on occasion cause a tenurable position to be discontinued. When the President believes that there are grounds to discontinue an occupied tenurable position, she or she ~~will~~ shall seek a recommendation from the *ad hoc* Committee described below (Section B), as well as from the ~~VP~~/Dean and the relevant department ~~and~~/or program. A tenurable position ~~will~~shall not be discontinued on or after July 1 of the academic year ~~prior to~~before that in which the tenure decision is scheduled, except under the extraordinary conditions that would justify terminating tenured faculty.

- 2. Renewable positions.** A renewable position is a non-tenurable, ~~“visiting”~~ position to which reappointment for successive one- or two-year terms is possible.

The maximum number of years of employment possible in a renewable position ~~will~~shall be specified in the initial letter of appointment. No renewable position may be held for more than six years.

- 3. Term positions.** A term position is created to meet a particular short-term need of the College. Appointment to it is made for a specified period of time. The large majority of term positions are ~~“visiting”~~ positions created for a term of one year to enable the College to appoint replacements for continuing members of the Faculty on leave. Post-doctoral fellows who teach one or two courses have the rank of Lecturer; those who teach three or more courses have the rank of Visiting Assistant Professor. Post-doctoral fellows who are not teaching any courses have the rank of Research Associate.

4. **Adjunct positions.** An adjunct position is created to meet a specific need that cannot be met by faculty members serving in full- and part-time positions. Adjunct appointments normally are less than half-time and are not tenurable. ~~Adjunct~~ Faculty in adjunct positions hold the title of Lecturer.

B. Procedures for Defining Positions as Non-Tenurable and for Discontinuing Positions

When the ~~VP/Dean, the chair of~~ the Committee on Academic Policy ~~(after consultation with the Committee)~~, and the relevant department ~~and/or~~ program all recommend defining or redefining a position as other than tenurable, or discontinuing a renewable position before the specified maximum period of occupancy, such action may be taken without further consultation. When the ~~VP/Dean, and the department and/or program, and the Committee on Academic Policy are not all in agreement~~~~disagree~~, or when any of them recommends discontinuing an occupied tenurable position, ~~the VP/Dean will ask~~ the chair of the Committee on Academic Policy ~~to shall~~ convene and chair an *ad hoc* committee ~~consisting of a three-member subcommittee that also includes two members of the Committee on Appointments chosen by the chair of the Committee on Appointments and the chair of the Committee on Academic Policy~~. The *ad hoc* committee ~~will shall~~ consult with the department ~~and/or~~ program holding or sharing the position ~~and then make a recommendation to the VP/Dean. Those involved in the decision will~~ The *ad hoc* committee shall weigh such matters as the nature of the position, the composition of the department or program, the availability of suitable candidates, financial concerns relating to the position, the relevance of the position to the general College curriculum, and the probable effects on other departments or programs. In all cases, the *ad hoc* committee shall provide a written document recommendation will be produced to the VP/Dean, who shall make the final decision. Copies of the recommendation shall be distributed to the department or program and the Committee on Academic Policy.

C. Ranks of the Faculty

1. Research Associate. Appointments to the Faculty in this rank are provided to post-doctoral fellows who are supported by external grants to conduct research under the supervision of a continuing faculty member. Research Associates do not teach courses.
25. Lecturer. The rank of Lecturer is offered to persons for the specific purpose of teaching one or two courses. ~~Appointments to this rank will normally be less than half-time.~~ Such appointments ~~will shall~~ be made for one or more terms on an annual basis. Lecturers who are reappointed on a regular basis ~~will shall~~ be evaluated for the purposes of reappointment according to standards of teaching and scholarship similar to those for other faculty appointments and according to a schedule agreed upon between the ~~VP/Dean~~ and the department or program, with the understanding that all continuing lecturers ~~will shall~~ be evaluated at least every three years.
31. Instructor. Appointments to the Faculty in this rank are normally made for persons who have not completed the requirements for the doctoral or other

appropriate terminal degree. Appointments in this rank normally are made for one year and normally may not be renewed more than twice. Faculty holding tenure-track appointments should expect to complete all requirements for the appropriate degree no later than the beginning of their third year at the College.

42. Assistant Professor. This is the usual rank for initial appointments to the Faculty, and it is offered to qualified individuals who have completed the doctoral or other appropriate terminal degree. Appointments are normally for a three-year term.

Appointments as Assistant Professor may be made contingent on completion of the doctoral or other appropriate terminal degree. In the case of appointees who have not yet completed the requirements for the terminal degree, the appointment will-shall be as Instructor for a term of one year. If the requirements for the degree are completed prior-to-before September 1 of the year of appointment, the appointment will-shall be converted to Assistant Professor. Promotion to Assistant Professor after September 1 of the year of appointment requires the recommendation of the department and/or program and will-shall normally be an option only if the degree is completed by December 31.

Those who are appointed in the rank of Assistant Professor to tenurable positions and who have no previous post-doctoral teaching experience will normally stand for promotion to Associate Professor with tenure during their sixth year of full-time service and between-the-sixth-to-ninth-years-in-the-sixth, seventh, eighth, or ninth years of part-time service as Assistant Professor at Hamilton. Full-time appointees with one-to-three years of post-doctoral teaching experience at another institution will normally stand for promotion and tenure during either their sixth or seventh year of full-time post-doctoral teaching but not normally before their fourth year at Hamilton. Full-time appointees with four or more years of post-doctoral teaching experience elsewhere will normally stand for promotion and tenure in their fourth year at Hamilton, unless, after consultation with the Committee on Appointments, a different year is agreed to at the time of the initial appointment.

Part-time appointees with one-to-three years of post-doctoral teaching experience at another institution will normally stand for promotion and tenure betweenin the fifth, sixth, seventh, eighth, and-or ninth years of part-time service at Hamilton. Part-time appointees with four or more years of post-doctoral teaching experience elsewhere will normally stand for promotion and tenure betweenin their fourth, fifth, sixth, or and seventh years of service at Hamilton. For all appointees, the maximum probationary period prior-to-before promotion and tenure review will-shall be established at the time of hiring or during the first year of service at Hamilton. In all cases, determination of , or changes to, the tenure review year will-shall come after consultation among the faculty member, the department or program chair, and the ~~VP/~~Dean.

Reappointment in rank beyond the sixth year for full-time appointments, or beyond the ninth year for part-time appointments, normally will-shall be terminal appointmentsand for one year only.

53. Associate Professor. Initial appointments to the Faculty in this rank normally are made for a term of two years with the expectation that a decision regarding

tenure ~~will~~ shall be reached during the third year of full-time service, or fourth or fifth year of part-time service at the College unless, after consultation with the Committee on Appointments, a different year is agreed upon at the time of the initial appointment.

Promotion into this rank ~~ordinarily~~ normally is with tenure. However, ~~in certain cases promotion and the granting of tenure may be separate actions,~~ particularly if the individual has served on the Faculty for a relatively brief period, ~~the granting of tenure may be a separate action.~~

~~—Consideration for promotion to Professor normally does not take place before the seventh year in rank. Consideration for promotion to Professor reflects not only the number of years in rank but also the candidate's attainment of a level of distinction that merits such consideration. Promotion will be considered before the seventh year only under exceptional circumstances.~~

64. Professor. Those appointed to the Faculty with this rank or promoted into this rank are expected to provide distinction to the Faculty as teachers, to have demonstrated sound, continuing growth as scholars, and to serve as leaders of the academic community. Promotion to Professor marks eminence as a teacher and a scholar. Initial appointments to this rank may be with or without tenure. In those cases where tenure is not initially offered, the appointment normally ~~will~~ shall be for a term of two years with the expectation that a decision regarding tenure will be reached during the ~~third~~ second year of full-time service, or fourth or fifth year of part-time service to the College unless, after consultation with the Committee on Appointments, a different year is agreed upon at the time of the initial appointment.

~~Consideration for promotion to Professor normally does not take place before the seventh year in rank. Consideration for promotion to Professor reflects not only the number of years in rank but also the candidate's attainment of a level of distinction that merits such consideration. Promotion shall be considered before the seventh year only under exceptional circumstances.~~

D. Conditions of Appointments

Normally appointments, reappointments, and promotions become effective July 1. Term appointments normally end June 30. Except when an appointment states explicitly that renewal will not be considered, notice of non-reappointment, or of intention not to reappoint, shall be given in writing ~~at least six months before the expiration of an appointment~~ by January 31 for members of the Faculty in their first year of service at Hamilton, ~~at least six months before the expiration of an appointment for members of the Faculty in their~~ or second year of service at Hamilton, and at least twelve months before the expiration of an appointment for members of the Faculty who have served at Hamilton for more than two years. When notice of non-reappointment comes later than these standards, a terminal year appointment shall be offered.

E. Reappointment, Tenure, and Promotion, ~~and Tenure~~ Criteria

The Faculty and officers of the College have the responsibility to recruit and retain the finest faculty possible within the means and resources of the institution, and they should be accorded the widest latitude consistent with academic freedom and fairness in the

discharge of this responsibility. Reappointment, promotion, and tenure represent different kinds of commitment on the part of the College. These decisions, especially those involving promotion and tenure, are made on a highly selective basis. They are based on accomplishments and promise in teaching, in scholarship, and in professional service, and, within the limits stated above in section A.1, the College's continuing need for the position. Of the three criteria, the first two are the more important, but all weigh in the decision [and the quality of teaching is the most heavily weighted criterion](#). It is understood that the standards of merit and the relative emphases in the application of these criteria may vary among evaluators and from case to case. In the case of tenure decisions, such variations may not result from consideration of the current or prospective tenure ratio in a department or program or from consideration of the future need for the position.

1. **Teaching.** Teaching is a complex task. Its evaluation requires consideration of several characteristics that should be reflected in an instructor's performance: commitment to teaching; knowledge and mastery of the discipline; and the ability to communicate with, stimulate, and evaluate students.

Hamilton considers teaching to be a professional commitment on the part of the instructor and expects to find in its faculty members evidence of a sustained interest in teaching as a vocation and a willingness to carry out such instructional duties as the department or program requires.

The instructor should possess knowledge and mastery of the discipline. The instructor's teaching should reflect both depth and breadth: an understanding of the best and most rigorous work in a subfield of the discipline as well as the broader outlines of the discipline and its connections with other disciplines.

An instructor should also be effective in working with students. Effective instructors will transmit to students their enthusiasm for the discipline, convey central insights into the subject, encourage students to work diligently and independently, set high standards, and evaluate the work of students in a fair and constructive manner.

2. **Scholarship.** Hamilton expects its faculty to be productive scholars of high quality. Scholarship is important in its own right for the advancement of knowledge and as a creative act, and as a means by which teaching is continually refreshed and revitalized. Scholarship supports teaching. [The synthesis, integration, and representation of knowledge complements the advancement of original scholarship.](#)

[The synthesis, integration, and representation of knowledge complements the advancement of original scholarship.](#) Original research and its equivalent expression in the performing and creative arts are the principal forms of scholarship, but scholarship may also include the interpretation of a scholarly field to a general audience. Scholars should make the results of their work available to professional colleagues for their evaluation and judgment. Publications and other formal presentations serve to ensure that faculty members have a continuing involvement with their professional peers, and that their work has been subjected to the criticism and insights of those best able to evaluate it.

- 3. Service to the College.** A faculty member contributes to the life of the College outside of the classroom in a number of ways: as ~~colleague~~, advisor, colleague, administrator, and participant in campus decision-making and governance. Such contributions are vital to Hamilton as a residential college. The quality of a candidate's service to the College community therefore is a third important criterion for reappointment, promotion, and tenure.

Advising students concerning academic matters is an important responsibility of each faculty member. Colleagues should contribute when possible to each other's scholarly and intellectual growth and assume an active and responsible role in the development and administration of the educational program and the academic affairs of the department or program and the College. Participation in Faculty meetings and service on committees is a normal part of each faculty member's duties at the College. Such service is also valuable when extended beyond the campus in regional and national activities that draw on or improve the instructor's professional competence and that benefit the College.

F. Principles of Evaluation for Teaching, Scholarship, and Service **Reappointment, Tenure, and Promotion Procedures**

- 1. Evaluation of Teaching.** Since the quality of teaching is to be the most heavily weighted criterion for reappointment, promotion, and tenure, solid evidence of that quality must be secured. ~~At least some~~All voting department or program colleagues should be in a position ~~both~~ to assess from firsthand knowledge the classroom effectiveness of the instructor; and ~~all should be in a position~~ to evaluate to some degree the instructor's knowledge and mastery of the discipline. The letter from the department or program chair should summarize the evaluations of classroom teaching by all voting members.

Voting members of the department or program and participants in other College academic programs in which the instructor participates should comment, and the untenured members of the department or program should be given the opportunity to comment, on the candidate's qualities as a teacher. Any College course evaluation forms approved by ~~a majority of~~ the Faculty ~~will~~ shall be taken into consideration. Letters of evaluation from students selected by the candidate, as well as letters from former and ~~present~~ current students randomly selected by the Registrar, ~~will~~ shall be submitted to the ~~VP~~ Dean, the department or program, and the Committee on Appointments at the time of reappointment, tenure, and promotion. All letters solicited for reappointment shall become part of the tenure file.

Additional evidence may include course syllabi and other course-related materials prepared by the candidate, published works and works in progress ~~and unpublished articles or essays~~ on teaching, new courses developed or old courses revised and updated, innovative teaching methods, participation in redesigning curricular offerings, work in cross-disciplinary courses, ~~and~~ guidance of independent study, and other course evaluation forms developed by departments or individual faculty members.

The College may obtain outside evaluations of teaching by sending teaching-related materials to faculty members at other institutions. In addition, colleagues

may be asked to evaluate an individual's contributions within the College that bear upon the qualities of excellence in teaching.

- 2. Evaluation of Scholarship.** Because of the variety of forms that scholarship takes, the evaluation of the quality of scholarship may be made in a number of ways. In all cases, the College should seek evidence relevant to each discipline. Whenever appropriate, tenured members of the department or program should be asked to evaluate a candidate's published and unpublished work. Reviews in professional journals of the candidate's work offer an independent evaluation of that work by professional peers. Awards and grants to support scholarly research and creative activity may be yet another measure of evaluation of scholarly work by a candidate's professional colleagues. In the creative and performing arts, evidence of the quality of professional activity should be gathered from departmental or program peers, members of similar departments at other institutions, other artists in the same field, or published reviews. The ~~VP~~Dean may solicit confidential evaluations of a candidate's scholarly work from professional peers outside of the College, and the ~~VP~~Dean must do so in the case of a candidate standing for promotion to Associate Professor, with or without tenure, or Professor. In the case of faculty members for whom performances are the major form of scholarship, it is the responsibility of the department or program committee chair, with the assistance of the ~~VP~~Dean, to have performances evaluated by outside scholars and to place written records of the evaluations in the departmental/program files and to provide the ~~VP~~Dean with such records. In decisions on promotion to Associate Professor without tenure or to Professor, candidates may add a reasonable number of other professional references who ~~will~~shall also be asked to submit confidential evaluations of the candidate's scholarly work.
- 3. Evaluation of Service.** Considerable flexibility is needed in evaluating a candidate's service to the College community because of the variety of activities that are subsumed under this term. Departmental~~a~~ or program colleagues should be asked to evaluate the candidate's contributions to the work and intellectual life of the department or program. Others in the College in positions to evaluate the candidate's contributions in advising and other kinds of service may be asked to do so by the ~~VP~~Dean. Care must be taken at all levels to insure that the evaluation of service is fair and based on adequate evidence, and that the academic and personal freedom of each faculty member has been preserved.
4. Additional Principles for Promotion to Professor. Promotion to Professor shall be granted to those faculty members who have in their years at the College distinguished themselves as teacher-scholars, and for whom it can be stated that high achievement is likely to continue. Distinguished teaching should reflect the growing maturity and scholarly imagination necessary to challenge all types of students. Sound and developing scholarship, an important sign of sustained learning, creativity, and professional growth, should be demonstrated through forms of public scholarship such as publication, critical investigation, invention, and the presentation of papers, or exhibitions or performances.
Each candidate for promotion to Professor may have different strengths in

teaching, scholarship, and service. In all cases, however, it is expected that the candidate will present evidence of accomplishments in all three categories. Of these three categories, the first two are the more important, but all weigh in the decision.

G. Reappointment, Tenure, and Promotion Procedures

1. Procedures for Reappointment of Faculty in Tenurable Positions.

~~Procedures for promotion to Associate Professor without tenure are also covered in this section.~~ The dates provided in this section are guidelines intended to enable candidates to learn of the decisions as soon as possible. They are not deadlines in the strict sense that failure to meet them would constitute procedural impropriety.

Timeline:

May 1: Department or program chair shall provide to the Dean a list of the names of faculty for whom reappointment is pending during the coming academic year. See part a below.

October 15: The candidate shall provide the Dean with a list of up to fifteen former or current students to whom the Dean shall write for a letter of evaluation. See part b below.

January 10: The candidate shall provide the Dean with six sets of materials the candidate believes will be helpful to an adequate consideration of the case. See part b below.

February 1: The department or program recommendations for reappointment shall be conveyed in writing by the chair to the Dean along with evidence of the candidate's qualifications, and the Dean shall forward the complete file to the Committee on Appointments. See parts a and c below.

By March 1: The Committee on Appointments shall provide its written recommendation to the Dean. See part d below.

By April 15: The President shall notify the candidate in writing of her or his decision. See part e below.

~~a~~b. Role of the Department or Program. On or before ~~March~~May 1 each department or program chair shall provide the ~~VP~~Dean with a list of the names of departmental or program faculty for whom reappointment is pending during the coming academic year.

When the candidate is to be considered for promotion to the rank of Associate Professor without tenure, the department or program ~~will~~shall provide the ~~VP~~Dean with the names and addresses of two colleagues from outside the College who can review the candidate's scholarship.

Upon receipt of the materials ~~from the VP/Dean~~listed in section d ("Role of the Dean"), the chair shall make them available to voting members of the department or program and ~~will~~shall convene a meeting of the voting members to discuss and vote on the candidacy. Any voting members unable to attend ~~will~~shall convey their votes and any evaluative observations to the

chair in writing before the meeting, and the chair ~~will~~ shall share that information with ~~those attending all~~ voting members.

By February 1, the department's or program's recommendations for reappointment shall be conveyed in writing by the chair to the ~~VP/~~Dean along with evidence of the candidate's qualifications, including a detailed statement on the candidate's performance as a teacher, a scholar, and a faculty colleague, with reference in the last instance to capability to assume broad responsibilities within the department or program and the ~~Faculty as a~~ whole. The chair must include a report of the departmental or program vote and a summary of the views of the voting members, ~~including his or her own~~. The chair ~~will~~ shall also request that the voting members sign the recommendation, indicating that they have read and confirm its report of the vote and its summary of the evidence collected. The chair shall provide every member of the department or program, whether a party to the decision or not, with the opportunity to evaluate aspects of the candidacy by writing to the chair or directly to the ~~VP/~~Dean. The chair shall forward with the department or program recommendation any letters from non-voting members.

At each reappointment, the chair ~~will~~ shall report/discuss the departmental or program ~~evaluation recommendation and the reasons for it to~~ with the candidate, ~~normally before~~ after sending it to the ~~VP/~~Dean.

ba. Role of the Faculty Member. By October 15 of the academic year during which a candidate is to be considered for reappointment, ~~she or~~ she shall provide the ~~VP/~~Dean with a list of up to ten/fifteen former or present/current students to whom the ~~VP/~~Dean ~~will~~ shall write for a letter of evaluation. By January 10 of that academic year, a candidate shall provide the ~~VP/~~Dean with six sets of copies of the remaining materials ~~she or~~ she believes will be helpful to an adequate consideration of the case, including: a personal statement on teaching, scholarship, and service; a current *curriculum vitae*; and any relevant information or documents such as syllabi, other teaching materials, and scholarly work.

When a candidate is to be considered for promotion to Associate Professor without tenure, ~~she or~~ she ~~should~~ shall also provide to the ~~VP/~~Dean a list of two scholars from other institutions from which the ~~VP/~~Dean ~~will~~ shall select one to evaluate the candidate's scholarly materials. In such cases, the timetable outlined under the Procedures for Tenure Decisions shall apply.

ca. Role of the Committee on Appointments. The Committee advises the President and the ~~VP/~~Dean ~~on matters of~~ in cases of reappointment, tenure, and promotion. ~~Advice takes the form of~~ The Committee on Appointments shall provide a written recommendation, the reasons for it, and the number who voted for and against the recommendation. The advisory process for reappointments is initiated by the ~~VP/~~Dean, who sends to the Committee all documentation gathered for the review in progress. The Committee may gather additional information during its consideration of the case through discussions with the ~~VP/~~Dean, members of the ~~F~~faculty, and students, and by such other means as it ~~desires~~ deems necessary. When the ~~S~~subcommittee of

the Committee on Appointments differs with the department or program, the Subcommittee shall confer with the ~~parties to~~ voting members of the departmental or program ~~recommendation~~ before the Committee on Appointments makes its recommendation. ~~In instances where reappointment decisions are affected by curricular reallocations, the Committee must satisfy itself, before making a recommendation, that the Committee on Academic Policy has considered the matter.~~ Committee deliberations and voting always occur in executive session.

- d. Role of the VP/Dean. For reappointments, ~~in consultation with both the chair and the candidate,~~ it is the responsibility of the VP/Dean, in consultation with both the chair and the candidate, to gather as full and complete a record as appears useful to the pending decision. Whenever possible, the VP/Dean ~~will shall~~ ensure that the appointments of academic program committee voting members provide continuity in all decisions relating to reappointment, promotion, and tenure. The VP/Dean ~~will shall~~ seek a recommendation from the committee members of any academic program to which the candidate regularly contributes.

In the case of promotion to Associate Professor without tenure, the VP/Dean ~~will shall~~ solicit an evaluation from four outside scholars, one suggested by the candidate, one suggested by the department or program, and two selected by the VP/Dean. ~~To supplement the teaching evaluations filed in the Office of the VP/Dean for colleagues standing for promotion to Associate Professor without tenure, the VP/Dean may seek evidence in the form of letters from students who have studied under the candidate. Such students shall be selected at random by the Registrar from among concentrators and non-concentrators and from among current students and recent graduates.~~

The VP/Dean ~~will shall~~ gather the materials submitted by the candidate, ~~will~~ contact the students selected by the candidate for a letters of recommendation, and ~~will~~ solicit letters from ~~up to ten~~ fifteen former or ~~present~~ current students randomly selected by the Registrar, including concentrators and non-concentrators and students from both lower- and upper-level courses. As early as possible the VP/Dean ~~will shall~~ provide these materials to the voting members of the department or program. \

The VP/Dean shall forward the departmental or program recommendation to the Committee on Appointments, along with copies of all evaluations, prior letters of appointment and reappointment, and all information gathered by the VP/Dean for this decision from the candidate, the department or program, and other sources.

Upon receipt of the recommendation of the Committee on Appointments, the VP/Dean shall consider both that recommendation and the departmental or program recommendation and present a written recommendation, with supporting reasons, to the President, along with copies of all documentation gathered for the review.

When the VP/Dean's recommendation is at variance with the recommendation of the Committee on Appointments or of the department or

program, the ~~VP/Dean will shall ask the chair of the Committee on Appointments to~~ call a meeting of the Committee on Appointments ~~chair and the Committee on Appointments~~ Subcommittee that considered the case, the ~~VP/Dean~~, and the ~~voting members of the~~ departmental or program ~~chair~~ in order to seek agreement before the recommendations go to the President.

For each reappointment ~~review~~, it is the responsibility of the ~~VP/Dean~~, after consulting with the department or program chair, the Committee on Appointments, and the President, to provide the faculty member with a written evaluation of her or his teaching, scholarship, and service.

- e. Role of the President. The President ~~will shall~~ receive the materials on the candidate from the ~~VP/Dean~~ along with the recommendations of the Committee on Appointments and the ~~VP/Dean~~ and, on the basis of this and any additional information ~~she or he~~ the President may gather, ~~will shall~~ make her or his decision.

Final authority for all ~~appointments, reappointments, and promotions~~ lies with the President according to the terms of the Charter and By-Laws of the Board of Trustees. When the President's tentative decision is different from that of the ~~VP/Dean~~, or the Committee on Appointments, ~~or the department or program~~, the President ~~will shall~~ call a meeting of the ~~VP/Dean~~, ~~and the Committee on Appointments chair, the Committee on Appointments Subcommittee, and the department or program chair~~ in order to try to reach agreement before making a final decision.

~~In reappointments and promotions,~~ The final decision and the reasons for it, ~~including an evaluation of the candidate's teaching, scholarship, and service~~, shall be communicated in writing by the President or the ~~VP/Dean~~ to the candidate, the chair of the department or program, and the chair of the Committee on Appointments. ~~Prior to~~ Before doing so, the President may inform a candidate of the decision orally, or invite the ~~VP/Dean~~ or the chair of the department or program to do so on her or his behalf.