III. Procedures for Recommending Reappointment and Promotion of Lecturers and Associates at Barnard College

This memo concerns procedures for the reappointment and promotion of Lecturers, Associates, Senior Lecturers, and Senior Associates. They serve as officers of instruction for their specialized expertise and superior competence in teaching and are accorded full membership to the Faculty of Barnard College with its attendant duties, service obligations, and benefits.

A. TIMELINE FOR REAPPOINTMENT AND PROMOTION

Lecturers and Associates are reviewed in the third year of full-time service at the College. The Third Year Review provides the College and the department an opportunity to review and comment on the candidate’s record of professional accomplishment, including teaching, service, and scholarship. It also provides an opportunity for the candidate and the department to agree formally upon a set of expectations for reappointment and promotion to Senior Lecturer or Senior Associate in the seventh year.

Subsequent reviews for reappointment of Senior Lecturers and Senior Associates typically occur on a seven-year cycle. The reappointment and promotion of Lecturers and Associates in all ranks begins with the reestablishment of need for the position, followed by a review of the candidate’s performance. The review process begins no later than the candidate’s sixth year of cumulative service since the most recent appointment, promotion, or reappointment.

B. PROCEDURES FOR THE THIRD YEAR REVIEW OF LECTURERS AND ASSOCIATES

The Third Year Review is the first comprehensive review of a full-time officer of instruction at the College. The review is a responsibility of all tenured faculty members of a department. For the purposes of the Third Year Review of Lecturers and Associates, the senior faculty include those holding the ranks of Professor and Associate Professor. If there are fewer than three senior faculty members in the department to conduct the review, the Provost should be consulted about appointing a committee of at least three senior faculty members to oversee the review process. The deadline for submitting the completed Third Year Review letter to the Provost is March 15 of the candidate’s third year of full-time service.

1. Dossier Requirements and Review Procedures

The candidate under review should submit the following to the department:

a. A complete curriculum vitae in the standard format recommended by the ATP (see Exhibit III.1. Format of Curriculum Vitae for Tenure, Reappointment, and Promotion).

b. A statement of approximately five pages in length (single-spaced) on teaching, service, and scholarship and professional accomplishment. The statement should include reflective commentary on the teaching experience, on the development of course
materials and syllabi, and on student course evaluations.

c. The most recent syllabus for each course taught since appointment and other course material as appropriate.

d. Documentation of teaching accomplishments and scholarly and professional work since appointment; works in progress or under review, grant applications, and reviews of the candidate’s work may also be included.

The department is expected to collect and review evidence of teaching effectiveness, including:

1. The candidate’s statement on teaching, as specified above.

2. Representative course syllabi, as specified above.

3. A peer review of teaching by a senior member of the department.

4. Student evaluations for all courses taught since appointment.

Other evidence may be included where relevant. Chairs are encouraged to consult with the Provost or the Dean for Faculty Diversity and Development should they have questions about the departmental assessment of teaching.

The Third Year Review includes a formal interview between the candidate and the chair and at least one other tenured faculty member of the department. Before the interview, the chair should consult all tenured faculty of the department. The interview should include the following:

a. A detailed analysis of the candidate’s record, focusing on teaching, service, and scholarship and professional accomplishment.

b. A discussion of the candidate’s plans for the development of his or her professional career.

The outcomes of the formal interview should be incorporated in a letter from the chair to the candidate, to be shared with all tenured members of the department. It should provide a summary and evaluation of past professional achievement and offer specific advice for the future.

The signed chair’s Third Year Review letter and the candidate’s CV should be submitted to the Provost by March 15. The Third Year Review letter will be submitted to the Advisory Committee on Appointments, Tenure, and Promotion (ATP), chaired by the Provost and Dean of the Faculty. The department chair will incorporate suggestions and changes from the Provost and ATP into the letter and share it with the candidate under review. The signed letter will be returned to the Provost, who may share it with the ATP and President as needed. The Committee’s recommendation is then presented to Barnard’s President for approval.
2. Post-Review Procedures

Each year, the chair should meet with the faculty member to discuss his or her professional progress and contributions to the department and communicate any concerns to the Provost. The section below should be consulted regarding the schedule and procedures for recommending reappointment and promotion to Senior Lecturer or Senior Associate.

C. PROCEDURES FOR RECOMMENDING REAPPOINTMENT AND PROMOTION TO SENIOR LECTURER OR ASSOCIATE

The reappointment and promotion of Lecturers and Associates begins with the reestablishment of need for the position, to be followed by a review of the candidate’s performance. The review process begins no later than the candidate’s sixth year of cumulative service.

1. Affirmation of Line Allocation by the FBPC

If the department determines that there is continuing need for the position, the chair should petition the Faculty Budget and Planning Committee (FBPC) for continuation of the faculty line. The FBPC deadline is normally at the beginning of the spring semester of the candidate’s sixth year of service; Chairs should refer to the “Guidelines for a Petition to the FBPC” for more specific details. Upon approval of the line allocation by the FBPC and the President, the department initiates a review of the candidate’s performance, to be completed in the fall of the seventh year.

2. Nomination for Reappointment and Promotion

Every nomination for reappointment and promotion is subject to thorough review, first by the tenured faculty in the candidate’s own department, then by the Advisory Committee on Appointments, Tenure, and Promotion (ATP), chaired by the Provost and Dean of the Faculty. The Committee’s recommendation is then presented to Barnard’s President for approval.

Chairs must inform the Provost by December 15 whether the department is considering any internal promotions. The ATP has established a deadline of March 1 for the submission of completed internal promotion dossiers to the Provost’s Office to guarantee full consideration before the end of the academic year.

Full-time faculty of the department holding higher rank will make an initial assessment of the candidate’s record since appointment and may confer with the Provost should there be questions about the criteria for proceeding with the promotion review. For the purposes of the reappointment and promotion of Lecturers and Associates, the senior faculty include those holding the ranks of Professor and Associate Professor. The chair may petition the Provost to include faculty from other senior ranks in the review. If there are fewer than three senior faculty members in the department to conduct the review, the Provost should be consulted about appointing a committee of at least three senior faculty members to oversee the promotion process. Following a positive initial assessment, the chair will assemble a promotion dossier as
indicated below. The chair is also expected to consult all senior faculty before writing the departmental statement to accompany the dossier.

3. Criteria for Reappointment and Promotion

Promotion to the rank of Senior Lecturer or Senior Associate requires evidence of achievement in the areas of teaching, service, and scholarship and professional accomplishment. While it is understood that candidates will present records which vary in the balance of achievements in the three major areas of evaluation, there must be convincing evidence of overall excellence, with clear distinction of achievement in at least two of the three areas.

Some of the primary types of evidence the ATP evaluates when considering candidates for promotion to Senior Lecturer or Senior Associate are listed below.

a. Teaching
   i. Evidence of continued excellence in classroom or studio teaching, advising, and mentoring.
   ii. Evidence of curricular development and innovation.

b. Service
   i. Evidence of service to the department, College, and University.
   ii. Evidence of service to the profession.
   iii. Evidence of professionally-related community service.

c. Scholarship and Professional Accomplishment
   i. Evidence of professional accomplishment and recognition since appointment.

4. Dossier Requirements

The dossier should consist of the following materials:

a. A complete curriculum vitae in the standard format recommended by the ATP (see Exhibit III.1. Format of Curriculum Vitae for Tenure, Reappointment, and Promotion).

b. A statement by the candidate of approximately five pages in length (single-spaced) on teaching, service, and scholarship and professional accomplishment.

c. A statement by the chair of approximately three to five pages in length (single-spaced) on behalf of the promotion committee evaluating the candidate’s teaching, service, and scholarship and professional accomplishment. The statement should make explicit reference to the letters from external reviewers and should describe the referee selection and solicitation process (see below).

d. Evidence of teaching effectiveness, including:
i. The most recent syllabus for each course taught since appointment and other course material as appropriate.

ii. Student evaluations for all courses taught since the Third Year Review. Course evaluations should be retrieved from Courseworks and include both the “concise” reports with student responses to objective questions and unredacted student comments.

iii. A minimum of eight letters from former students/recent alumnae who have been taught and/or advised by the candidate since appointment. The letters should be solicited by the chair from a random sample, as approved by the Provost. A sample letter of solicitation is available from the Provost’s Office.

iv. A peer review of teaching by a senior member of the department. The review should involve a visit by a senior member of the department (or related department) to a class at a pre-arranged time, a discussion between the candidate and the tenured faculty member in advance of the class visit to go over the course syllabus and discuss the particular aims of the class session, and a written memo to the candidate and chair after the class visit providing both a description and an evaluation of the class observed.

e. Documentation of the candidate’s professional accomplishment and recognition, such as copies of published scholarly or creative work in all forms appropriate to the discipline; works in progress or under review, grant applications, and reviews of published work may also be included.

f. A copy of the candidate’s Third Year Review letter.

g. Two to three letters from external reviewers, along with a copy of the letter used for solicitation.

A list of potential reviewers should be compiled by the chair in consultation with the Provost. Some referees may be chosen from individuals who wrote for the initial appointment. A letter from a person in the candidate’s field from the Columbia department is desirable and may count for one of the minimum number of required external letters. The chair may also solicit suggestions of referees from the candidate.

The chair should contact potential referees in advance to determine their willingness to participate in the review. The letter soliciting review by the referees should follow the general format of the College’s standard letter (see Exhibit III.2); the chair should consult with the Provost if substantial changes in wording are necessary for a particular case.

The dossier sent to reviewers should include:

i. The candidate’s CV and statement.
ii. The most recent syllabus for each course taught since appointment and other course material as appropriate.

iii. Evidence of curriculum development activity and copies of any scholarly or creative work related to pedagogy published by the candidate since appointment.

iv. Other documentation of professional accomplishment and recognition, such as copies of published scholarly or creative work in all forms appropriate to the discipline; works in progress or under review, grant applications, and reviews of published work may also be included.

5. Review by ATP and Notification of Outcome

After review by the Provost, the entire dossier is forwarded to the ATP for formal consideration. The ATP may request other materials including additional testimony, referee letters, or clarification from the chair. Whenever such supplementary material or counsel is sought, the chair is informed.

Upon recommendation by the ATP and the decision by the President, the Provost will inform the candidate and the chair of the decision on promotion and may supply additional comments on the review for the benefit of the candidate and department.

If reappointment and promotion is recommended, the faculty member may be eligible for a Professional Development Leave and will be awarded $1,500 to support direct professional, scholarly, or research expenses. This fund supplements travel grants and mini-grants.

A faculty member not recommended for reappointment will be offered a final year of employment at the College.

D. PROCEDURES FOR RECOMMENDING REAPPOINTMENT OF SENIOR LECTURERS AND ASSOCIATES

The reappointment of Senior Lecturers and Senior Associates begins with the reestablishment of need for the position, followed by a review of the candidate’s performance. The review process begins no later than the sixth year of cumulative service since the most recent appointment, promotion, or reappointment.

1. Affirmation of Line Allocation by the FBPC

If the department determines that there is continuing need for the position, the chair should petition the Faculty Budget and Planning Committee (FBPC) for continuation of the faculty line. The FBPC deadline is normally at the beginning of the spring semester of the candidate’s sixth year of service; chairs should refer to the “Guidelines for a Petition to the FBPC” for more specific details. Upon approval of the line allocation by the FBPC and the President, the department initiates a review of the candidate’s performance, to be completed in the fall of the seventh year.
2. Nomination for Reappointment

Every nomination for reappointment is subject to thorough review, first by the senior faculty in the candidate’s own department, then by the Advisory Committee on Appointments, Tenure, and Promotion (ATP), chaired by the Provost and Dean of the Faculty. The Committee’s recommendation is then presented to Barnard’s President for approval.

The ATP has established a deadline of December 15 for the submission of completed dossiers for reappointment to the Provost’s Office to guarantee full consideration before the end of the academic year.

Full-time faculty of the department holding higher rank will make an initial assessment of the candidate’s record since the most recent promotion, appointment, or reappointment and may confer with the Provost should there be questions about the criteria for proceeding with the review. For the purposes of the reappointment and promotion of Lecturers and Associates, the senior faculty include those holding the ranks of Professor and Associate Professor. The chair may petition the Provost to include faculty from other senior ranks in the review. If there are fewer than three senior faculty members in the department to conduct the review, the Provost should be consulted about appointing a committee of at least three senior faculty members to oversee the review process. Following a positive initial assessment, the chair will assemble a reappointment dossier as indicated below. The chair is also expected to consult all senior faculty before writing the departmental statement to accompany the dossier.

3. Criteria for Reappointment

Reappointment of Senior Lecturers and Associates requires evidence of achievement in the areas of teaching, service, and scholarship and professional accomplishment. While it is understood that candidates will present records, which vary in the balance of achievements in the three major areas of evaluation, there must be convincing evidence of overall excellence, with clear distinction of achievement in at least two of the three areas.

Some of the primary types of evidence the ATP evaluates when considering candidates for reappointment as Senior Lecturer or Senior Associate are listed below.

a. Teaching
   i. Evidence of continued excellence in classroom or studio teaching, advising, and mentoring.
   ii. Evidence of curricular development and innovation.

b. Service
   i. Evidence of service to the department, College, and University.
   ii. Evidence of service to the profession.
   iii. Evidence of professionally-related community service.
c. Scholarship and Professional Accomplishment
   i. Evidence of professional accomplishment and recognition since appointment.

4. Dossier Requirements

The dossier should consist of the following materials:

a. A complete curriculum vitae in the standard format recommended by the ATP (see Exhibit III.1. Format of Curriculum Vitae for Tenure, Reappointment, and Promotion); the CV should be highlighted to indicate new information since the last promotion, appointment, or reappointment.

b. A statement by the candidate of approximately five pages in length (single-spaced) on teaching, service, and scholarship and professional accomplishment, focusing on activities since the last review.

c. A statement by the chair of approximately three pages in length (single-spaced) on behalf of the senior faculty of the department evaluating the candidate’s teaching, service, and scholarship and professional accomplishment, focusing on activities since the last review.

d. Evidence of ongoing teaching effectiveness, including:

   1. The most recent syllabus for each course taught since the last review and other course material as appropriate.

   2. Student evaluations for courses taught since the last review, including, at a minimum, one set of evaluations for each course taught in the past three years. Course evaluations should be retrieved from Courseworks and include both the “concise” report with student ratings on objective questions and unredacted student comments.

   3. A peer review of teaching by a senior member of the department. The review should involve a visit by a senior member of the department (or related department) to a class at a pre-arranged time, a discussion between the candidate and the tenured faculty member in advance of the class visit to go over the course syllabus and discuss the particular aims of the class session, and a written memo to the candidate and chair after the class visit providing both a description and an evaluation of the class observed.

e. Documentation of the candidate’s professional accomplishment and recognition, such as copies of published scholarly or creative work in all forms appropriate to the discipline; works in progress or under review, grant applications, and reviews of published work may also be included.
5. Review by ATP and Notification of Outcome

After review by the Provost, the entire dossier is forwarded to the ATP for formal consideration. The ATP may request other materials including additional testimony, referee letters, or clarification from the chair. Whenever such supplementary material or counsel is sought, the chair is informed.

Upon recommendation by the ATP and the decision by the President, the Provost will inform the candidate and the chair of the decision on reappointment and may supply additional comments on the review for the benefit of the candidate and department.

If reappointment is recommended, the faculty member may be eligible to apply for a Professional Development Leave and will be awarded $1,500 to support direct professional, scholarly, and research expenses. This fund supplements travel grants and mini-grants.

A faculty member not recommended for reappointment will be offered a final year of employment at the College.
Exhibits

EXHIBIT III.1. FORMAT OF CURRICULUM VITAE FOR TENURE, REAPPOINTMENT, AND PROMOTION

Use of this standard format for a curriculum vitae is encouraged for all personnel actions at the College. It is especially important that it be followed in the consideration of tenure, reappointment, and promotion cases; review by the ATP or other involved may be delayed if the information provided is not complete.

N.B. - Within a category, begin with most recent. If categories do not apply, they may be omitted. Always include current date on CV.

A. Name, Current Rank, Work and Home Addresses and Phone Numbers

B. Degrees in Higher Education
   - Institution
   - Dates attended and date of degree
   - Major(s)
   - For the Ph.D., include name of adviser and title of dissertation

C. Additional Professional Training
   - Institution
   - Dates attended and date of degree
   - Major(s)

D. Professional Experience in Higher Education (Note if less than full-time)
   - Institution and department
   - Dates
   - Rank

E. Professional Experience Outside Higher Education (if any) (Note if less than full-time)
   - Institution and department
   - Dates
   - Rank

F. Academic and Professional Honors

G. Current Membership in Professional Societies

H. Courses Taught
   - List noting courses taught at Barnard, Columbia, and elsewhere
   - Independent study/senior theses, etc.
   - Graduate dissertation committees
I. Publications and Creative Work
   • Separate into appropriate sections:
     - Books/Monographs
     - Journal Articles
     - Chapters in Books/Anthologies
     - Book Reviews
     - Conference Presentations and Lectures
     - Exhibitions/Performances
     - Reports and Other Work
   • Clearly indicate works that are edited, co-authored, translated, completed, etc.
   • Clearly indicate reprinting of a work following its original citation
   • Include only works published, in press, or accepted for publication; for those in press or accepted for publication, clearly indicate the status and append verification of the publication status
   • Include complete page citations

J. Works in Progress / Submitted for Publication
   • Indicate stage of progress and approximate length

K. Grant Activity (Research and Institutional)
   • Separate into appropriate sections:
     - Prior Awards Now Terminated
     - Active Grants
     - Grants Submitted for Funding
   • Project title
   • Granting agency
   • Term of grant
   • Amount of award
   • Indicate co-investigators, if any

L. Service to the College/University
   • Name of committee or special appointment
   • Dates of service
   • Role (member, chair, etc.)

M. Service to the Profession
   • Name of committee or special appointment
   • Dates of service
   • Role (member, chair, etc.)

N. Professionally-related Community Service

O. Consultantships
EXHIBIT III.2. STANDARD LETTER TO SOLICIT REVIEW BY REFEREES FOR PROMOTION TO SENIOR LECTURER OR SENIOR ASSOCIATE

Dear <>,

Thank you for agreeing to evaluate <candidate’s name>, who is being considered for promotion to <Senior Lecturer/Associate> in the Department of <> at Barnard College. This evaluation is focused on the period since <his/her> appointment as <Lecturer/Associate> in <year>. Enclosed please find a copy of Professor <>’s dossier for promotion.

Every nomination for promotion at Barnard is subject to thorough review, first by the senior faculty in the candidate’s own department, then by the Faculty Advisory Committee on Appointments, Tenure, and Promotion, chaired by the Provost and Dean of the Faculty. The Committee’s recommendation is then presented to Barnard’s President for approval.

Positions in the <Lecturer/Senior Lecturer or Associate/Senior Associate> ranks at Barnard are designed for officers of instruction whose performance is judged on 1) the quality of teaching, including evidence of continued professional growth as a teacher, and 2) service to the College, the University, and the profession.

Please address the following questions in your evaluation:

- In what capacity do you know Dr./Ms./Mr. <>?
- How would you assess <his/her> teaching record?
- If there are publications related to pedagogy, to what extent do they represent a significant contribution to the designated field? (Note: publications are not required.)
- How does the totality of <his/her> work in service compare to that of other lecturers/associates at or near <his/her> seniority in the field?

Any other comments on the matter of this promotion are welcome. We would appreciate your response by <date to be four weeks from letter date>. We extend our collective thanks for your participation in this important evaluation process.

Sincerely,
Department Chair