

Revision History for the *Faculty Handbook*

Revisions are made to the *Faculty Handbook* annually to reflect changes that were passed by a vote of the Faculty during the previous year, as well as smaller technical or editorial changes made in accordance with the procedure outlined in Section I-E.

Changes made in the 2017-18 edition from the 2016-17 edition:

1. The following paragraph was added to Section I-C after the second paragraph on page 7:

At the beginning of each academic year faculty are asked if they are unwilling to serve on the Committee on Appointments and Promotions, Faculty Steering Committee, Curricular Planning Committee, and Faculty Review Panel respectively. The names of unwilling faculty will not appear on the respective nomination ballot for each of these committees during that academic year. Faculty members may, at any time, contact the Dean of the Faculty to reverse their current preference of service.

2. The bold-faced phrase was removed from the third paragraph of the “Tenure Review Process” subheading of Section II-C on page 16:

*This redacted version does not explicitly state the unit’s recommendation for or against tenure, **nor does it convey the academic unit(s) vote or degree of consensus.** However, the redaction should not obscure other arguments, evaluative statements, or judgments made in the report.*

3. The bold-faced sentence was added to the “Request for Reconsideration” subheading of Section II-D at the end of the fourth full paragraph on page 19:

*The faculty member may also request to receive a redacted version of the department or program evaluation report that was submitted to the CAP. If the faculty member requests the report, the chair of the department or program that submitted the report, working in conjunction with the senior staff of the department or program, the Dean of the Faculty and the CAP, creates the redacted version. This version should be as close as possible to the original report. However, any confidential information, such as information that identifies individuals within the department or program, or comparisons with other identifiable faculty members at Williams or elsewhere, is removed. In addition, any information identifying outside reviewers or information that could be used to infer the identities of the outside reviewers is also removed. However, the typical and, circumstances permitting, most desirable form of redaction is to remove merely those details (name, institutional affiliation, etc.) that identify those quoted, while preserving the substantive remarks verbatim. If a letter or letters from faculty on leave are appended to the end of the department/program report, the import of those letters, if it diverges from that of the rest of the report, will be conveyed in a synopsis incorporated into the redacted version of the report, in a manner that does not divulge the identities of the letter writers. **Unlike the redacted report produced during tenure review (see Section II-C: Tenure Review Process), this version should explicitly state the unit’s recommendation for or against tenure, and convey the academic unit(s) vote or degree of consensus.***

4. The bold-faced phrase was deleted in the “Request for Reconsideration” subheading of Section II-D in the middle of the second full paragraph on page 20:

*Should the faculty member believe that the decision not to reappoint and/or promote to tenure resulted from improper consideration (as defined above), and/or inadequate consideration (as defined above) under the relevant standards of the College, the faculty member may ask the CAP through the Dean of the Faculty for reconsideration of the decision. The request for reconsideration must be made in writing no later than one month **following the date on the CAP explanatory letter.** That request must specify the factors that the faculty member believes warrant such a reconsideration. The decision by the CAP whether to reconsider*

must be communicated in writing to the faculty member by the Dean of the Faculty within six weeks of the receipt of the request.

It was replaced with the following phrase:

after receipt of both the CAP Explanatory Letter and the redacted report

5. The following sections of Section II-L were deleted from pages 40-42 of the 2016-17 Handbook:

Evaluation of Teaching

The following means for the evaluation of teaching include both required procedures and procedures that provide departments with certain options. The evaluation procedures used within a department must in any case be uniform for all untenured department members within a given year. Decisions about which of the non-mandated procedures to use (if any) are made by each department following its usual modes of decision-making.

The Student Course Survey (SCS)

Use of the Student Course Survey (SCS) is required in all courses taught in the College. The SCS consists of a page of questions to which students give numerical ratings and a page inviting descriptive commentary ("blue sheets") primarily for the benefit of the instructor. The numerical ratings are computed by the Director of Institutional Research, who also produces detailed comparisons of individual results with divisional, departmental, course level, peer group and all College results. Each faculty member receives the analysis of his or her own results. Results for all departmental members are sent to the chair. Tenured members collectively make their own interpretations of the results of untenured members of their department. The data and the numerical comparisons for all faculty members are made available to the CAP. Untenured members may wish to share their "blue sheets" with chairs, but this is not required.

Procedures for Gathering Individual Student Opinion

Departments choose which procedure for gathering individual student opinion best suits their needs, so long as the same procedure is used for all untenured members in a given year. The alternatives are: a) interviews, b) letters, c) departmental questionnaire (administered in class or through the mail), or d) either b or c with follow-up interviews. (If interviews are chosen, see following protocols.) Whatever procedure is selected, it will have a standard format devised in consultation with the untenured members of the department.

Departments should make a good faith effort to gather at least ten individual student responses per year for each untenured member, with proportional adjustment for those teaching less than a full load. They should be gathered as late in the term as possible. In any event they should be completed in time for the results to be included in the next departmental staffing report.

The students selected should fairly reflect the range of the untenured member's experience during the academic year with majors and non-majors, large and small classes, lecture and discussion classes, and introductory versus advanced level classes. The grade of each respondent will be noted.

A good faith effort should be made to select roughly half the students from a list provided by the untenured faculty member; the rest will be chosen by the department.

The department should have a written record of each student's responses. All materials will be confidential.

Departments' evaluations of these responses will be communicated annually to untenured members by department chairs in accordance with existing procedures governing communication between departments and untenured faculty (see Section II-F: Departmental Governance: Communication).

Optional senior exit interviews or questionnaires and letters solicited from alumni or alumnae will be in addition to the minimum of ten timely student responses collected over the course of the year in which the classes being evaluated were taught.

Protocols for Conducting Interviews

- *Students coming to an interview will have received either a letter of invitation explaining the purpose of the interview and the general areas to be reviewed or a copy of the questionnaire which the department uses.*
- *Only one student will be interviewed at a time. There will be no group interviews.*
- *Interviews will be conducted by one or more tenured members, two tenured members being the preferred number. The interviewer(s) will be any tenured member(s) of the department. If a department has only one or two senior members, the chair may request the Dean of the Faculty to assemble an advisory committee of tenured members from other departments to assist in these interviews.*
- *If possible, interviews pertaining to a given untenured member in a particular year will not all be conducted by the same person; as many tenured members of a department as possible are expected to take part over the course of the untenured members' years at the College.*
- *Students who have taken courses from more than one untenured instructor in a department can be asked to comment on each one of them. Comparative comments may be elicited. Students may be asked about all the courses they have taken from a given instructor, including those within the preceding year. Although all interviewers should raise the same questions, the departments' procedures should allow interviewers flexibility in pursuing issues raised by students' responses to specific questions.*

Peer Reviews and Class Visits

Although no common form of direct faculty assessment has been mandated, each department is required in its annual staffing report to give an interpretation of all available data on the teaching effectiveness of its untenured members. Many departments maintain programs of class visits, and, in some, tenured and untenured faculty regularly exchange visits to each other's classes. Other departments have opportunities for team-teaching or departmental colloquia in addition to regular opportunities for interaction at departmental meetings. By such means the departments have a context for interpreting student opinions.

Guidelines for Class Visits (for departments that have chosen this option):

- *Visits for the purpose of evaluation may begin in either the first or second year of an assistant professor's time at Williams, continuing each semester until, but not including, the semester of the tenure decision.*
- *Each semester the chair should designate a tenured faculty member to visit each untenured faculty member's classes after consulting with the untenured member as to which tenured faculty member would be the most appropriate visitor in a given semester and which course would be the most appropriate to visit. The final decision on the visitor and the course to be visited should be the chair's.*
- *To the extent possible, different tenured members should visit each untenured member's classes in different semesters. That is, over time as many tenured faculty as possible should visit each untenured person's classes.*
- *Typically, tenured faculty visit two or three classes taught by the untenured faculty member. The untenured faculty member should suggest two or three classes, normally consecutive, which would be appropriate for the tenured faculty member to visit. Before the visits, the two should discuss the relation of the classes to the aims and structure of the course as a whole. Students should be told that the visits are a routine vehicle for evaluation and constructive feedback.*
- *The visitor should discuss his or her observations with the untenured faculty member after the set of visits. A written statement of the strengths and weaknesses of the classes observed and suggestions for improvement should be given to the untenured faculty member and to the chair.*
- *Departments' evaluations of classes visited during the year, based on visitors' written statements and departments' discussion of them, will be communicated to untenured faculty members by department chairs in accordance with existing procedures governing communication between departments and untenured faculty (see Communication under Section II-F: Academic Department Governance).*

The following sections were added in place of the deleted material on pages 40-42 of the 2017-18 Handbook:

The Evaluation of Teaching

Units must use three different methods to evaluate the teaching of untenured faculty members. 1) The Student Course Survey (SCS). 2) A method, other than the SCS, for gathering individual student opinion. 3) A method of peer review that involves observation of the untenured faculty member's teaching.

The evaluation procedures used within a unit must be uniform for all untenured unit members within a given year. Each year, the unit must provide an explanation of their evaluation procedures to the CAP. Although a unit must use the SCS, a method other than the SCS for gathering student opinion, and a method of peer review that involves observation of the untenured faculty member's teaching, if a unit chooses to deviate from any other aspect of the required evaluation procedures outlined in the Faculty Handbook, such deviations must be submitted to the CAP for its approval.

The Student Course Survey (SCS)

Use of the Student Course Survey (SCS) is required in regular-semester courses taught in the College, with the exception of those with the EXPR prefix. The SCS consists of a form and a separate page inviting descriptive commentary ("blue sheets") primarily for the benefit of the instructor.

The responses from the form are compiled by Institutional Research, who provides analyses of individual quantitative results and comparisons with various group results. Aggregated responses and analyses of quantitative results for all unit members are sent to the chair. Tenured members collectively make their own interpretations of the responses and analyses for untenured members in their unit, in conjunction with information from the other methods of evaluation used. The responses for all faculty members are made available to the CAP.

Untenured members may wish to share their "blue sheets" with chairs, but this is not required.

Methods for Gathering Individual Student Opinion

Units choose which method for gathering individual student opinion best suits their needs, so long as the same procedure is used for all untenured members in a given year. The options include: interviews or unit questionnaire. Whatever procedure is selected, it will have a standard format.

Units' evaluations of the student opinion gathered will be communicated annually to untenured members by unit chairs in accordance with existing procedures governing communication between units and untenured faculty (see Section II-F: Departmental Governance: Communication).

Protocols for Conducting Interviews

Units should make every possible effort to gather at least ten individual student responses per year for each untenured member, with proportional adjustment for those teaching less than a full load. They should be gathered as late in the term as possible. In any event they should be completed in time for the results to be included in the next unit staffing report.

The students selected should fairly reflect the range of the untenured member's experience during the academic year with majors and non-majors, large and small classes, lecture and discussion classes, and introductory versus advanced level classes. The grade of each respondent will be noted.

A good faith effort should be made to select roughly half the students from a list provided by the untenured faculty member; the rest will be chosen by the unit. The untenured faculty member may also suggest, and to the extent possible should explain why, certain students should not be interviewed.

Students coming to an interview will have received either a letter of invitation explaining the purpose of the interview and the general areas to be reviewed or a copy of the questionnaire which the unit uses.

Only one student will be interviewed at a time. There will be no group interviews.

Interviews will be conducted by one or more tenured members, two tenured members being the preferred number. The interviewer(s) will be any tenured member(s) of the unit. If a unit has only one or two tenured members, the chair may request the Dean of the Faculty to assemble an advisory committee of tenured members from other units to assist in these interviews.

If possible, interviews pertaining to a given untenured member in a particular year will not all be conducted by the same person; as many tenured members of a unit as possible are expected to take part over the course of the untenured members' years at the College.

Students who have taken courses in a particular unit from more than one untenured instructor can be asked to comment on each one of them. Comparative comments may be elicited. Students may be asked about all the courses they have taken from a given instructor, including those within the preceding year. Although all interviewers should raise the same questions, the units' procedures should allow interviewers flexibility in pursuing issues raised by students' responses to specific questions.

A written statement summarizing the students' responses should be given to the untenured faculty member and to the chair, and should preserve each student's anonymity.

Protocols for Questionnaires

Unit questionnaires should solicit primarily qualitative responses from students.

Questionnaires should be administered for every semester for every course taught by the untenured faculty member. Units should administer the questionnaire to as many of the students in the untenured faculty member's courses as possible. In any case, units should make every possible effort to gather at least ten individual student responses per year for each untenured member, with proportional adjustment for those teaching less than a full load.

Student responses to questionnaires should be given to the untenured faculty member and to the chair, and should preserve each student's anonymity.

Methods of Peer Review

Units choose which method of direct faculty assessment best suits their needs, so long as the same procedure is used for all untenured members in a given year. The options include: class visits or observation of video-recorded classes.

Protocols for Class Visits

Visits for the purpose of evaluation may begin in either the first or second year of an assistant professor's time at Williams, continuing each semester until, but not including, the semester of the tenure decision.

Each semester the chair should designate a tenured faculty member to visit each untenured faculty member's classes after consulting with the untenured member as to which tenured faculty member would be the most appropriate visitor in a given semester and which course would be the most appropriate to visit. The final decision on the visitor and the course to be visited should be the chair's.

To the extent possible, different tenured members should visit each untenured member's classes in different semesters. That is, over time as many tenured faculty as possible should visit each untenured person's classes. If a unit has only one or two tenured members, the chair may request the Dean of the Faculty to assemble an advisory committee of tenured members from other units to assist in these visits.

Tenured faculty must visit at least two classes taught by the untenured faculty member. The untenured faculty member should suggest classes which would be appropriate for the tenured faculty member to visit. Before the visits, the two should discuss the relation of the classes to the aims and structure of the course as a whole. A discussion of initial observations might take place between the first and last visit. Students should be told that the visits are a routine vehicle for evaluation and constructive feedback.

The visitor should discuss his or her observations with the untenured faculty member after the set of visits. A written statement of the strengths and weaknesses of the classes visited and suggestions for improvement should be given to the untenured faculty member and to the chair.

A unit may also decide to conduct reciprocal class visits, whereby the untenured faculty member is encouraged to visit a class taught by the tenured faculty member.

Units' evaluations of classes visited during the year, based on visitors' written statements and units' discussion of them, will be communicated to untenured faculty members by unit chairs in accordance with existing procedures governing communication between units and untenured faculty (see Communication under Section II-F: Academic Department Governance).

Protocols for Observation of Video-Recorded Classes

Observations of video-recorded classes for the purpose of evaluation may begin in either the first or second year of an assistant professor's time at Williams, continuing each semester until, but not including, the semester of the tenure decision.

Each semester the chair should designate a tenured faculty member to observe the video recording of each untenured faculty member's classes after consulting with the untenured member as to which tenured faculty member would be the most appropriate observer in a given semester and which course would be the most appropriate to observe. The final decision on the observer and the course to be observed should be the chair's.

To the extent possible, different tenured members should observe each untenured member's video-recorded classes in different semesters. That is, over time as many tenured faculty as possible should observe each untenured person's classes. If a unit has only one or two tenured members, the chair may request the Dean of the Faculty to assemble an advisory committee of tenured members from other units to assist in these observations.

Tenured faculty must observe at least two video-recorded classes taught by the untenured faculty member. The untenured faculty member should suggest classes which would be appropriate for video recording and observation. Before the video recording and observations, the two should discuss the relation of the classes to the aims and structure of the course as a whole. A discussion of initial observations might take place between the first and last video-recorded classes. Students should be notified in advance that a class will be video recorded.

The video recording of the class should be viewed only by the designated observer, and should be destroyed after viewing.

The visitor should discuss his or her observations with the untenured faculty member after the set of video-recorded classes. A written statement of the strengths and weaknesses of the classes observed and suggestions for improvement should be given to the untenured faculty member and to the chair.

Units' evaluations of video-recorded classes observed during the year, based on observers' written statements and units' discussion of them, will be communicated to untenured faculty members by unit chairs in accordance with existing procedures governing communication between units and untenured faculty (see Communication under Section II-F: Academic Department Governance).

Optional Methods of Evaluation

In addition to the three required methods of evaluation, a unit may choose to use other methods to gather information about an untenured faculty member's teaching. These methods might include: senior exit interviews; letters solicited from alumni. The use of any such additional methods of evaluation must be explained in the unit's evaluation procedures.

6. The following paragraph was deleted from the Group 1 subheading of Section III-G on page 107 of the 2016-17 Handbook:

Administrative Staff are eligible to live in College rental housing for three years from the date of hire until June 15 after their 3rd anniversary.

7. The following subsection entitled "AIDS Policy" under Appendix D was deleted in its entirety from pages 168-69 of the 2016-17 Handbook:

AIDS Policy

The College policy, when Acquired Immune Deficiency Syndrome (AIDS) or infection with the HIV virus (as indicated by a positive antibody test) has been diagnosed in an employee, is that standard medical rules of confidentiality will apply; i.e., the privacy of the employee will be protected in accordance with the procedures stated below. This policy applies also to any external requests for information about an employee, such as applications for health insurance, references, et al.

Prospective and present employees are not required to report diseases to the College. Should the fact that an employee has AIDS or is HIV-positive come to the attention of the Director of Health, the Director will confer with the employee to make sure that an appropriate medical care plan has been established with the employee's primary physician, but the College will ordinarily take no administrative action regarding the employee. Should the employee wish to have his or her medical condition known to others, the employee may do so. Since AIDS is a reportable disease, the Director of Health must confirm that the Massachusetts Public Health Service has been informed.

A diagnosis of AIDS/HIV-positive by itself is not a clinical cause for termination or for a change in conditions of employment, including location of employment. The concern of the College shall be for the employee and his/her risk of exposure to primary and secondary infections. In cases of requests by fellow employees for changes in jobs for fear of acquiring AIDS, the person with AIDS or HIV-positive diagnosis will not be displaced, and the fellow employee(s) will be provided with education and counseling about the disease. No transfer should be assumed.

Any judgment about an employee's continuation at the College based on his/her health or risk to others will be made by the Director of Health in consultation with the appropriate supervisor, Director of Human Resources, members of the President's Senior Staff, and legal counsel.

Ordinarily, information about an employee with AIDS or who is HIV-positive will be given to no other person or office at the College without the employee's permission. Should the Director of Health feel that others need to be informed, he/she will work with the employee in a confidential manner to encourage the employee to inform that person or office.

The medical staff of the College Health Service is available to answer questions from any member of the Williams community about AIDS/HIV and to discuss antibody testing. The Health Service will provide medical treatment to students and will refer employees to other primary care physicians with whom they may develop a medical care plan. Area physicians and dentists are available for referral and treatment. Other area medical services available to those with AIDS or who are HIV-positive are the Visiting Nurse Association and Hospice of Northern Berkshire, the North Adams Regional Hospital, and the Berkshire Medical Center. Additional referral and counseling services include the American Red Cross in Pittsfield and the Bennington AIDS Project.

Individuals with questions or concerns should feel free to contact the Director of Health, the Health Educator, the Director of Human Resources, the Dean of the College, the Vice President for Finance & Administration and Treasurer, the Dean of the Faculty, or the Vice President for Institutional Diversity and Equity. Additional information can be obtained by referring to "What Everyone Should Know about AIDS," which is available through the College Health Service.