

# **OBERLIN COLLEGE FACULTY GUIDE**

Last updated June 2010  
(includes SORC revisions as passed by the General Faculty, May 2010)

## **~~b) Conservatory of Music~~**

~~The Conservatory is divided into nine divisions and one program. These include the Divisions of Conducting and Ensembles, Contemporary Music, Music Theory, Musicology, Music Education, Keyboard Studies, Strings, Vocal Studies, Woodwinds, Brass, and Percussion, and the Historical Performance Program.~~

~~Division and program directors are appointed by the Conservatory Faculty Council upon recommendation of the Dean and after consultation by the Dean with members of the division or program.~~

~~The division/program directors are responsible for general supervision of the programmatic affairs of the division or program, coordination of departments within the division, and convening of meetings of the division. They represent the division or program at regular weekly meetings of the Division Directors and Educational Policy Committee. They are responsible for submitting to the Dean an annual report (not to exceed three pages) on the activities of the program or division for the year just concluded and goals for the coming year. Division/program directors are also responsible for the budget of the division and for the timely forwarding of the annual budget requests to the Dean.~~

~~Division directors supervise the administrative and technical employees of their division. Ultimate responsibility for the following matters also rests with the division/program directors, but the detailed work may be delegated as possible:~~

- ~~1. Curriculum, course scheduling, assignment of advisors to majors;~~
- ~~2. Arranging applied music examinations, etc.;~~
- ~~3. Responsibility for departmentally owned or leased equipment (instruments, audio equipment, computers, secretarial equipment, etc.);~~
- ~~4. Responsibility for maintenance of files and records;~~
- ~~5. Requests for new positions and leave replacements, job descriptions, search-and-screen, etc., for hiring new Faculty.~~

~~Together with the Dean of the Conservatory and Associate Deans, the division/program directors serve as the Educational Policy Committee of the Conservatory.~~

## **B. Appointments, Reappointments, Evaluations, Promotions**

The ability to teach is the quality most fundamentally prized in members of the Faculty. The College seeks to recognize and encourage teaching of unusually high caliber. Scholarly and other creative activities are essential to continued teaching excellence. Thus, active research,

rank. In exceptional cases the rank may also be offered to those who have shown outstanding excellence as teachers though not engaged in regular scholarly publication or artistic production. It is assumed that such exceptional persons will continue to have a sure grasp of their subject and that the promise of continued outstanding teaching ability is strong. The rank of Professor will not be granted as a matter of course, even to Faculty members with tenure, but will be normally considered only after six years as Associate Professor and only after careful evaluation demonstrates that the Faculty member does possess the desired qualifications listed above.

## **2. Term of Appointment to Tenure-Track Position**

The term of an initial appointment to the Oberlin Faculty is normally four years with a normal term of reappointment not to exceed three years. When a specific terminal degree is required, persons who have not completed all requirements for the terminal degree in their field at the time of initial appointment to the Oberlin Faculty will be appointed at the level of Instructor for a term of two years, with the provision that the appointment is automatically renewable for two years at the level of Assistant Professor, but if and only if all requirements for the degree have been completed by September 30 of the calendar year following the semester in which the appointment begins. Completion of the requirements for the terminal degree will not constitute sufficient evidence of progress in performance or scholarly productive work to support a case for reappointment after the second two-year term.

## **3. Part-time Faculty**

Part-time Faculty will be appointed using the same procedures as for full-time Faculty. These procedures will include a detailed review of the candidate's dossier by members of the department and the divisional council, and personal interviews by members of the council, the department, and the administration. Part-time Faculty, as is the case with full-time Faculty, are expected to be engaged in scholarly productivity and will assume all normal non-teaching responsibilities, including membership in departmental and Faculty meetings with a full vote. They will be expected to advise students, to serve on committees and to perform other administrative duties, but at rates commensurate with their fractional appointments.

## **4. Visiting Faculty**

Any of the Faculty ranks may be qualified by the term "Visiting," which indicates that the Faculty member is filling a short-term need and is not a candidate for tenure. Visiting Faculty typically serve for only one semester or one year, but they may be reappointed.

## **5. Term-Limited Appointments**

The divisional councils may recommend to the General Faculty Council and the President the appointment of an individual to a Faculty position for a limited period of time.

## **6. Adjunct Status, Lecturer, Teacher**

scholarship, artistry, or performance is expected of every member of the Faculty. Each member of the Faculty is also expected to assume a reasonable share of the Faculty's general responsibility to the College community by advising students, assisting in the administrative work of his or her department or program, and serving on Faculty committees; but ordinarily, and particularly in the case of untenured Faculty, such service will not be expected or rewarded in lieu of teaching or scholarship, artistry, or performance. Specific evidence related to the above criteria will be considered in Faculty evaluations.

Because Oberlin places such high value on teaching, a person offered initial appointment to the Faculty ought to exhibit promise of excellence as a teacher; a person offered reappointment ought to exhibit clear progress toward fulfilling that promise; and a person granted reappointment with tenure ought to have achieved excellence as a teacher. At the same time, evidence of scholarly or artistic production of high quality is essential for reappointment or promotion.

Appointments and reappointments are made in accordance with internal rules established by the Councils. Oberlin College is an Affirmative Action/Equal Opportunity employer.

## 1. Qualifications

The following statements set forth the qualifications expected of persons holding the several faculty ranks at Oberlin College. These titles may apply to tenure-track and non-tenure-track appointments and may vary in duration and expectations as determined by the divisional Faculty Council and Dean.

**Instructor:** Appointments at this rank are generally used for those who have not yet earned the Ph.D. (or other appropriate terminal degree). An appointment to the Faculty as Instructor will normally presume little teaching experience but an excellent prior academic record and excellent promise as a teacher and scholar.

**Assistant Professor:** An appointment or promotion to this rank will normally be limited to those whose subject-matter training has been completed to the standard commonly expected of specialists in the field (for example, in the fields in which this degree is appropriate, the Ph.D.). Reappointment to this rank will normally be limited to persons whose teaching and scholarly or artistic activity reveals that the excellence expected of teachers at Oberlin is being realized in practice.

**Associate Professor:** In addition to the requirements for Assistant Professor, an appointment or promotion to this rank will require demonstrated excellence and maturity in teaching and scholarly or artistic work. For those in tenure-track appointments, the granting of tenure normally is accompanied by promotion to the rank of Associate Professor, subject to the requirements for obtaining tenure.

**Professor:** In addition to the requirements for Associate Professor, excellent teaching, scholarly or creative production of recognized merit, and good promise that such teaching and scholarly activity will be maintained in the future are the normal requirements of persons receiving this

From time to time divisional councils may recommend to the General Faculty Council and the President the appointment of an individual with adjunct faculty status, which may carry any title and rank, including Lecturer, Teacher, Assistant Professor, Associate Professor, or Professor. Normally, appointments with adjunct status are given to persons who teach less than full-time during a semester on an interim basis, although renewed appointments of adjunct faculty are possible. Individuals with adjunct status should be recognized authorities in their field; they are not members of the General Faculty or of the divisional faculties unless so stated in their letter of appointment. Persons entitled to appointment as Lecturers include (1) full-time members of the Administrative and Professional Staff who without additional stipend offer at least one course for credit during the academic year and (2) directors of language or program houses who also offer courses. Lecturers, except those who are also program house directors, are not members of the General Faculty or of the divisional faculties unless so stated in their letter of appointment or by virtue of their Administrative and Professional Staff appointment. The title of Teacher is used only in the Conservatory of Music and is given to individuals who teach applied music on a part-time, hourly rate basis. Unless specified in the letter of appointment, or subsequently authorized in writing by a divisional Faculty Council and Dean, adjunct faculty are not eligible for paid leaves, College benefits, or tenure consideration.

Lecturers may be entitled to other College benefits. Lecturers should contact Human Resources for more information regarding eligibility for other benefits. Unless otherwise stated herein, adjunct faculty, lecturers and teachers must comply with the policies herein that apply to the Faculty as a whole.

## **C. Reappointment, Tenure, and Promotion**

The term of an initial appointment is specified. Although terms are often set forth upon appointment and reappointment, employment is not guaranteed for a specific time period. Reappointment also depends on the authorization to continue a position. The credentials and performance of candidates for reappointment will be evaluated in terms of the standards set forth above.

There are no guarantees that reappointment or tenure will be granted to a candidate, and candidates should not rely upon any promises or assurances to the contrary. Annual letters regarding progress towards reappointment or tenure do not guarantee an outcome of the tenure process. They are designed to offer comments, concerns, and suggestions in regard to improving one's work at Oberlin, but by their nature they do not match the intensive scrutiny of the tenure process.

## ***College of Arts and Sciences***

## **General Procedures**

All reappointment, tenure, and promotion decisions are made on the basis of established criteria and with the utmost care. The Dean will discuss the criteria used as a basis for reappointment, tenure, promotion, and salary decisions with new appointees to tenure track positions on the Faculty within four months after the beginning of the Faculty member's appointment.

Each year the Dean and Council are to establish and publish a calendar of personnel actions listing the dates by which departmental personnel recommendations are to be completed.

The criteria used within each department or program for evaluation shall be consistent with those stated herein. Within those constraints, however, a department or program may recommend the use of evaluation procedures that deviate from the standards described below. (For example, the evaluation of artistic work may require a deviation from the process used to evaluate published books and articles.) Any such variation from standard practice must be put in writing and submitted by the department chair to the Dean for approval. Once approved, a copy must then be made available to each member of the department or program, particularly the person being evaluated.

When Faculty are considered for reappointment, tenure, or promotion, all Faculty members of the department on tenure track appointments are eligible to participate fully in departmental deliberations. Untenured Faculty in their first year of tenure-track service may participate in, or simply choose to observe, departmental deliberations, but may not vote. Untenured Faculty on the tenure track beyond their first year of service may, without prejudice, decline to vote. However, should they wish to exercise this option, they should indicate this decision well in advance, in writing to the department, and in all cases prior to the first departmental meeting at which the case is deliberated. Only tenured and tenure-track Faculty, with the exception noted above, are eligible to participate in these departmental deliberations and to vote on cases of reappointment, tenure, or promotion.

All tenure track members eligible to vote should make every effort to attend those meetings regarding the reappointment, tenure, and promotion of a member of their department. If that is impossible (because of a leave or sickness), the department should make every effort to arrange for the absent member to participate at the meeting via telephone conferencing technology (making sure that the absent member can both hear the proceedings and speak at them), or video conferencing facilities. Only in those circumstances will an absent member of the department be allowed to vote on the case, and only if he/she has read the appropriate documentation prior to the meeting.

If fewer than three Faculty in a department are available to participate in deliberations and to vote on a reappointment or tenure case in the College of Arts and Sciences, then the College Faculty Council, in consultation with the department, will augment the reappointment or tenure committee for the purposes of the reappointment or tenure decision. Hereafter the word "committee" refers to the reappointment or tenure committee, which in most cases will be the department.

The Faculty are reminded of the importance of maintaining confidentiality during and after the evaluation of a candidate for reappointment, tenure, or promotion. In particular, a departmental report should not attribute comments to particular members of the faculty or to particular external evaluators. Candidates for tenure should not be informed of the identities of their external evaluators.

The Dean shall bring before the divisional Faculty Council any piece of correspondence addressed to Council related to the candidate under consideration. In any matter bearing directly upon the reappointment, promotion, or tenure of any member of the Faculty, an unsolicited letter or statement from any other member of the Faculty may be considered by the divisional council only after the person whose work is under consideration has been informed of the essence of the letter or statement.

The Dean shall receive any faculty member who wishes to discuss a Council decision. Only the Dean may speak on behalf of the Council.

Conflict of interest: Faculty may not participate in any way in the evaluation of other Faculty if a conflict of interest is present. Conflict of interest is considered to be present, among other situations, when evaluating members of one's family, those with whom one is in a committed domestic partnership, or those with whom one is in a business relationship.

## **1. Reappointment**

The evaluation of a candidate for reappointment in tenure-track positions is expected to proceed along the following steps:

- a. The candidate completes a Personal Information Report, which includes an optional self-evaluation component, and assembles materials that will be part of the reappointment dossier, including a current curriculum vitae and copies of any scholarly or artistic work that the candidate wishes to include for evaluation.
- b. The Chair of the department compiles the reappointment dossier that, in addition to the items mentioned above, includes all student evaluation of teaching forms collected while the candidate has been on the Oberlin Faculty and all progress toward tenure reports previously generated by the department or by the College Faculty Council.
- c. After all materials are in place and have been reviewed by members of the reappointment committee, the committee meets to discuss the case and to make the department recommendation. A vote is taken openly<sup>1</sup> on the question of whether or not the candidate should be recommended for reappointment. Only persons who have reviewed the materials and have participated in the deliberations are to vote, although this participation may be via telephone or video conferencing. The Chair then writes the Department Report, presenting the committee's

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<sup>1</sup> A vote by secret ballot may be allowed if the reappointment committee petitions the College Faculty Council, at the beginning of the process, and the Council approves of the use of a secret ballot.

assessment of the performance of the candidate in each of several areas. All other committee members review the Department Report for accuracy and completeness. The Chair also prepares the Chair's Report, which reports the committee vote, presents any minority views within the committee, and certifies the process that was followed in committee deliberations. The Chair's report will be made available to the candidate and should not include the names of any committee members when reporting the votes.

d. The final versions of the Department Report and the Chair's Report are given to the candidate and department at least one week before being sent, with the dossier, to the College Faculty Council. This is to insure for the candidate the opportunity to provide the Council with additional information if he or she feels such information is advisable. A copy of this information is to be given to the Department for its response in addition to being forwarded to the Council.

e. The College Faculty Council reviews the reappointment dossier. It may ask for clarification or for additional input from the department and/or the candidate.

f. If after consideration of a recommendation regarding reappointment it becomes apparent that the College Faculty Council may take an action to decide against the recommendation submitted by the department, or against reappointment, the Council shall delay action on the case until the Dean has informed the candidate and the department Chair about the concerns of the Council and subsequently informed the Council about whatever views may have been expressed in response by the persons who were consulted.

g. The College Faculty Council makes a decision regarding reappointment, which may take one of three forms: The candidate may be denied reappointment, the candidate may be reappointed through the period in which a tenure decision will be made, or the candidate may be reappointed for a shorter period, with the understanding that an additional reappointment decision will be made at a later, specified, date.

## **2. Tenure**

Unless otherwise set forth herein, Oberlin College supports and observes the criteria set forth in the AAUP *Statement of Principles on Academic Freedom and Tenure*. Tenure is granted only to those persons whose probationary performance as teachers and scholars meets the standards of excellence expected of Faculty members at Oberlin College. Decisions on tenure are made on the basis of careful evaluation of appropriate information about a Faculty member's past record and future promise.

Specific evidence of excellent teaching is necessary for each member of the Faculty who is to be recommended for reappointment with tenure. Examples of such evidence include, but are not limited to:

- Student evaluations of teaching and comments from former students;
- Evaluations by co-teachers and other colleagues who directly observe the teaching performance.



- An examination of the candidate's syllabi and assignments over the probationary period.

A positive decision about tenure should be based on evidence and the conviction that the member of the Faculty under consideration has demonstrated solid achievement, and not mere promise or progress toward achievement, as a teacher, as a scholar or creative/performing artist, and in active engagement with the broader professional community and the likelihood that that contribution will continue.

- Publication or acceptance for publication of original scholarly work of high quality while a member of the Oberlin Faculty is generally expected as evidence of scholarly achievement.
- Maintenance of an active creative and performing life and demonstrated excellence through public performance is generally expected for Faculty members in the creative and performing arts.
- A positive decision about tenure should be based on the evidence that scholarly or artistic work is likely to continue at a high level in future.

In exceptional cases tenure may also be offered to those who have shown outstanding excellence as teachers though not engaged in regular scholarly publication or artistic production.

### **Procedure for Tenure Consideration**

Tenure will only be considered for those Faculty members in tenure-track positions. The granting of tenure can be considered by the divisional Faculty councils in a Faculty member's sixth year of service (except in cases of special negotiation by the Dean and as set forth in writing), on the basis of performance in the preceding years. A recommendation for tenure may be made in the third, fourth, or fifth year only if required (in accordance with AAUP *Statement of Principles on Academic Freedom and Tenure*) because a Faculty member has taught full-time before coming to Oberlin, or if there are other compelling reasons for an early decision. Normally, a tenure decision will be made not later than the sixth year of service at Oberlin, unless the Faculty member successfully petitions the appropriate divisional Council for a delay in the decision. If a decision regarding tenure is not rendered by the College Faculty Council in the first seven years of a tenure-track appointment, then the candidate will automatically not receive tenure at Oberlin College.

For Faculty members appointed as Assistant Professors or Instructors, equivalent service, whether full- or part-time, up to a maximum of three years in a college or university, after completion of subject-matter training expected in the relevant field, may be counted toward the probationary period of service needed to be considered for tenure. The amount of prior service to be counted will be negotiated between the Dean and the prospective Faculty member at the time of the initial appointment and will be specified in the letter of initial appointment.

The evaluation of a candidate for tenure is expected to proceed along the following steps:

- a. The candidate completes a Personal Information Report, which includes an optional self-evaluation component, and assembles materials that will be part of the tenure dossier, including a

current curriculum vitae and copies of any scholarly or artistic work that the candidate wishes to include for evaluation.

b. The candidate compiles a list of scholars who might serve as external evaluators of the candidate's scholarship or artistic activity. The department creates its own, similar, list of external evaluators. Friends, former teachers, or close collaborators of the candidate may not be among the external evaluators. Any level of collaboration or friendship should be disclosed by the candidate. It is desirable, but not necessary, to include among the external evaluators at least one person with experience teaching at a liberal arts college. However, the primary consideration in selection of evaluators is their professional expertise and ability to assess the quality and importance of the work under review.

c. The candidate compiles a list of Oberlin College Faculty outside of the candidate's department who might serve as observers of the departmental deliberations concerning the tenure case. These observers will have complete access to materials used by the department and are to receive copies of the Department Report and the Chair's Report (see paragraph h below). They are to submit, independently, letters to the Dean attesting to the fairness of the departmental process, or noting any manner in which the department may have failed to follow proper procedure in considering the tenure case. It is not the role of these outside observers to comment on the merits of the tenure case. Any tenured member of the Faculty (excluding those serving on the College Faculty Council or the General Faculty Council) may serve in the role of observer. The candidate should discuss the choice of observers with the chair or with the Dean. The two observers must be mutually acceptable to the candidate and the department.

d. The Dean meets with the candidate and the Chair of the department to discuss the tenure evaluation process, giving special attention to the materials to be included in the dossier. If the process is expected to deviate in any way from the normal process outlined here (e.g., if specific evidence of scholarly or artistic productivity is to be presented outside of the normal review process) the Dean, the candidate, and the Chair must agree on this departure and state such agreement in writing. A ranked list of potential external evaluators is agreed upon at this time, but the Dean has authority to make the final choice of evaluators.

e. The Chair secures agreement from three external evaluators and sends materials to them, together with a cover letter outlining their responsibilities. The cover letter is to follow the format provided by the Dean's Office. The names of the external evaluators are not shared with the candidate. The Chair also secures agreement from two persons to serve as observers.

f. The Chair arranges for former students to be surveyed (perhaps by electronic means) for their assessment of the teaching and mentoring abilities of the candidate. (Note that this surveying is conducted entirely by the faculty, not by students.) The department is expected to provide qualitative and quantitative summaries of the survey results.

g. The Chair compiles the tenure dossier that, in addition to the items mentioned above, includes all student evaluation of teaching forms collected while the candidate has been on the Oberlin Faculty and all progress toward tenure reports previously generated by the department or by the

divisional Faculty Council. The department is expected to provide qualitative and quantitative summaries of these forms.

h. After letters have been received from the external evaluators and other materials are in place and have been reviewed by members of the department, the department meets to discuss the case, in the presence of the observers. A vote is taken openly<sup>2</sup> on the question of whether or not the candidate should be recommended for tenure. Only persons who have reviewed the materials and have participated in the deliberations are permitted to vote, although this participation may be via telephone or video conferencing. The Chair then writes the Department Report, presenting the committee's assessment of the performance of the candidate in each of several areas. All other committee members review the Department Report for accuracy and completeness. The Chair also prepares the Chair's Report, which reports the committee vote, presents any minority views within the committee, and certifies the process that was followed in committee deliberations. The Chair's report will be made available to the candidate and should not include the names of any committee members when reporting the votes.

i. The final versions of the Department Report and the Chair's Report are given to the candidate and department at least one week before being sent, with the dossier, to the divisional Faculty Council. This is to insure for the candidate the opportunity to provide the Council with additional information if he or she feels such information is advisable. A copy of this information is to be given to the Department for its response.

j. The divisional Faculty Council reviews the tenure dossier. It may ask for clarification or for additional input from the department and/or the candidate.

k. If after consideration of a recommendation regarding tenure it becomes apparent that the divisional Faculty Council may take an action to decide against the recommendation submitted by the department, or against the awarding of tenure, the Council shall delay action on the case until the Dean has informed the candidate and the department Chair about the concerns of the Council and subsequently informed the Council about whatever views may have been expressed in response by the persons who were consulted.

l. The divisional Faculty Council votes in favor of or against recommending tenure for the candidate. A majority of at least two votes is required for the adoption by the Faculty Council of a decision to recommend the award of tenure. Abstentions do not affect the outcome of voting. If a total of three or more Faculty Council members withdraw or abstain from voting on a tenure recommendation, then only a simple majority is required for a positive recommendation.

m. If the vote of the divisional Faculty Council is positive, the decision is forwarded to the General Faculty Council, which makes its own recommendation.

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<sup>2</sup> A vote by secret ballot may be allowed if the tenure committee petitions the College Faculty Council, at the beginning of the process, and the Council approves of the use of a secret ballot.

n. The President presents to the Trustees the cases of those candidates being recommended for tenure. The Trustees have the power to ratify a positive recommendation and award an appointment with continuous tenure or to deny the awarding of tenure.

For Faculty members appointed as Associate Professors or Professors, a tenure decision may be made at the time of appointment or a short probationary period may be specified in the initial appointment letter. If a tenure decision is made in conjunction with an offer of appointment, parts (a) - (l) of the process outlined above will be modified through discussions between the department and the Council. Typically, the department will evaluate the record of scholarship, augmenting its judgment with that of external sources where possible. The department will also assess teaching ability through the review of student evaluations of teaching collected at the candidate's current institution. After reviewing the evidence, the department will send a recommendation to the Council.

### **~~Part-time Faculty~~**

~~Each year of service at a half-time or greater rate will earn one year toward tenure consideration. Here, tenure consideration refers to evaluation for tenure by a department and Council. The standards, policies, and procedures for award of tenure at Oberlin College are the same for part-time as for full-time service, and are described above and in subsequent guidelines approved by the Councils. As with full-time Faculty, persons may be recommended for tenure by a department at any time. Part-time Faculty may be given tenure to a fractional position: one-half time, two-thirds time, etc.~~

~~To change from a tenured part-time position to tenure at another fractional level, or to a tenured full-time position, requires action by the appropriate divisional Council, the General Faculty Council, and the President.~~

### **~~3. Promotion to Full Professor~~**

~~The evaluation of an associate professor for promotion may take place at any time, but will normally be considered only after six years have been completed in the rank of associate professor. The Chair of a department that wishes to initiate the process of evaluation should consult with the Dean early in the year. The process is as follows:~~

~~a. The candidate completes a Personal Information Report, which includes an optional self-evaluation component, and assembles materials that will be part of the promotion dossier, including a current curriculum vitae.~~

~~b. The Chair of the department compiles the promotion dossier that, in addition to the items mentioned above, includes a summary of student evaluation of teaching forms collected while the candidate has been on the Oberlin Faculty, giving special attention to evaluations of courses taught at the rank of associate professor. [Note that all student evaluation of teaching forms are~~