

Bylaws of the Department of English

This set of bylaws outlines the rules of governance for the English Department. It cannot take precedence over or contradict university policies. It expects all faculty members to participate in faculty governance.

I Administrative Offices

The English Department is headed by a Department Chair, who serves as the department's chief executive and is appointed in accordance with university policy (appended to this document). The Department Chair serves a renewable three-year term.

In addition to the Department Chair's normal responsibilities, the chair is responsible for appointing all other departmental administrative offices: the Associate Chair; the Director and Associate Director of Graduate Studies; the Director of Undergraduate Studies; the Director of the Master of Fine Arts Program; the Director of the American Studies Concentration; the Director of the Professional Writing and Technical Communications Program; the Director for Alumni Relations and Publicity; the Coordinator for the Composition and Rhetoric; and (jointly with the Dean) the Director of the Writing Program. The terms of these offices are as follows:

Associate Chair	2 years
Director of Graduate Studies	2 years
Associate Director of Graduate Studies	2 years
Director of Undergraduate Studies	2 years
Director of Master of Fine Arts Program	2 years
Coordinator of Composition and Rhetoric	2 years
Director of American Studies Concentration	2 years
Director of Alumni Outreach and Publicity	2 years
Director of the University Writing Program	4 years
Director of Professional Writing and Communication	4 years

Appointment to all positions may be renewed at the end of a standard term.

If the Department Chair is unable to fulfill his/her responsibilities for any period of time, he/she shall appoint an Acting Chair to serve in his/her place. If this period is longer than one semester, the dean will appoint an Interim Chair following the same procedures established for appointment of a regular chair.

II. Department Committees

The English Department has both elected and appointed committees. The elected committees are: Personnel, Chair's Advisory, Graduate Studies, Undergraduate Studies, and Grievance Committees. The term of service for elected committees is normally two years, with members of these committees not succeeding themselves. The appointed committees are: search committees, Masters of Fine Arts Program, Composition and Rhetoric, American Studies Concentration, Kaplan Lecture, and Troy Lecture. The term of service for a search committee is one year. The term of service for the Master of Fine Arts Program, the Composition and Rhetoric Program, and the American Studies Concentration is continuous.

The Department Chair may also appoint task forces or ad hoc committees as needs arise. The term of an ad hoc committee should be no longer than one year, although the chair may choose to extend these terms as necessary. All department committees, both elected and appointed, report to the chair and to the department as the chair directs.

A. ELECTED COMMITTEES

1. **Personnel Committee.** The Personnel Committee serves as the primary level of review for the appointment, retention, promotion, tenure, workload, and salary of each member of the department. To this end it evaluates faculty members' scholarly or creative work; teaching; and service to the department, university, profession, and community. The committee records its evaluations in the form of reports included with the Annual Faculty Reports of the department faculty. The committee makes recommendations when it comes to matters of appointment, promotion, tenure, salary, teaching load, exchange appointments, and other matters of workload. Per university policy, a faculty member has the right to review and respond to anything recorded in that member's personnel file. Personnel Committee members must recuse themselves from voting on any matters that affect them personally.

The Personnel Committee consists of seven elected faculty members, one of whom the committee will elect as the chair. Although not technically ineligible, untenured faculty should not be asked to serve on the Personnel Committee unless circumstances warrant. Any untenured faculty member serving on the Personnel Committee may be recused from voting on tenure cases without prejudice. The Department Chair can meet with the Personnel Committee only at the committee's invitation. The Department Chair should not participate in meetings focused on the evaluation of faculty AFRs for merit, or on tenure and promotion cases. The Personnel Committee Chair or the Department Chair may call meetings and set the agenda for a Personnel Committee meeting.

2. **Graduate Studies Committee.** The Graduate Studies Committee shares with the Graduate Program Director primary responsibility for all matters of graduate policy. These include matters of graduate admission, course offerings, degree requirements, and general policy.

The Graduate Studies Committee consists of four elected faculty members of any rank; the Director of Graduate Studies; the Associate Director of Graduate Studies; the Director of the American Studies Concentration; the Coordinator of Composition and Rhetoric; the Director of the Master of Fine Arts Program; and two graduate students. Graduate students are elected for terms of one year with the option to serve an additional year if reelected. Graduate students must recuse themselves from voting on matters that affect them personally.

3. **Undergraduate Studies Committee.** The Undergraduate Studies Committee shares with the Undergraduate Program Director primary responsibility for all matters of undergraduate policy. These include approving courses, judging award essays, and advising the undergraduate studies director on matters of policy that affect the undergraduate curriculum.

The Undergraduate Studies Committee consists of four elected faculty members of any rank; the Director of Undergraduate Studies; and the Chief Undergraduate Advisor. For any meetings that involve course programming, the committee shall invite the Associate Chair of the Department, who serves in the capacity of scheduling officer, to attend. For meetings that concern

programming in the undergraduate major, the committee should invite the head of the undergraduate Student Advisory Board to attend.

4. **Chair's Advisory Committee.** The Chair's Advisory Committee advises the chair in the allocation of department resources.

The Advisory Committee consists of six faculty members, who should reflect departmental constituencies. Three are appointed by the Department Chair and three are elected by the faculty. The committee shall be headed by the Department Chair.

5. **Grievance Committee.** The Grievance Committee consists of three elected faculty members of any rank, one of whom shall be elected chair annually. The committee receives grievances and acts in a manner consistent with university policy and agreement.

B. APPOINTED COMMITTEES

1. **Search Committees.** A search committee facilitates the process of hiring for a specific position in the department. In this capacity, the committee reviews applications, including letters of application, letters of recommendation, writing samples, and other materials submitted for review. It arranges to interview candidates and at the conclusion of the search prepares a list of candidates to the Department Chair, who, along with the dean, is the appointing authority.

See the more complete description of search committees, their membership, and their responsibilities in section VIII: ENGLISH DEPARTMENT SEARCH PROCEDURES

2. **Master of Fine Arts Committee.** The Master of Fine Arts Committee administers the Master of Fine Arts Program including course offerings and staffing, program projects and curriculum, alumni outreach and development, job placement, organization of an annual spring literary festival, appointment and review of graduate student teaching, organization and hosting of Visiting Writers Series guests and residencies, annual review of MFA applications, annual review of awarded fellowships, scholarships and prizes. This committee is governed by its own bylaws, although those bylaws should not contravene these departmental bylaws.

The Master of Fine Arts Committee is appointed by the Department Chair and consists of faculty members whose teaching and research consists of creative writing.

3. **The Composition and Rhetoric Committee.** The Composition and Rhetoric Committee administers the composition and rhetoric course offerings and staffing, programming projects, and curriculum; alumni outreach and development; job placement; and annual review of awarded fellowships, scholarships and prizes. This committee also selects speakers for the department's annual Gibson Lecture.

The Composition and Rhetoric Committee consists of the faculty members who teach courses or conduct research in the field of composition and rhetoric.

4. **American Studies Committee.** The American Studies Committee administers the American Studies Concentration, including the concentration's admissions, examinations, and

requirements. The Committee consists of the Director of the American Studies Concentration and other faculty members who teach courses or conduct research in the field.

5. **Kaplan and Troy Lecture Committees.** These committees select speakers for the department's Kaplan and Troy Lectures. The committees consist of faculty members in the fields of American studies (Kaplan) and literature or creative writing (Troy). The committees shall consist of up to five faculty members appointed by the Department Chair.

III. Review

The Department Chair shall offer a brief annual review of faculty serving in appointed positions. This review should be made available to the faculty member. If the Department Chair is under consideration for a second consecutive term, the dean shall review and evaluate the chair's performance and will solicit evaluations from all department members.

IV. Election Procedures

The Nominating Committee produces slates of candidates for each elected committee in the department. The committee begins this process by soliciting nominations for available positions. No name shall be put forward against a candidate's wishes, but it is recognized that all faculty members share a responsibility for department governance. The normal term of service on each committee is two years, with terms staggered to allow for continuity. Terms may be adjusted to facilitate this. No member of the department may serve as an elected member on more than one of the four following committees: Personnel, Chair's Advisory, Graduate Studies, and Undergraduate Studies. Members of the Personnel Committee may not serve on the Grievance Committee and vice versa.

The Nominating Committee Chair presents the slates at a faculty meeting before the end of the spring term. At this point the Nominating Committee Chair calls for any additional nominations and confirms the willingness of candidates to stand for election.

Elections take place by ballot before the end of the semester.

The Nominating Committee consists of five faculty members, each elected for a one-year term. The person elected with the largest number of votes acts as the Nominating Committee Chair. Members of the Nominating Committee may not succeed themselves.

V. Grievance

Grievances may be addressed in writing to the Chair of the Grievance Committee, which then acts on them in a manner consistent with the University Agreement Policies.

VI. Department Meetings

The Department Chair may call a department meeting whenever business warrants; meetings must be called when the chair receives a petition signed by at least a third of the department. Notice of meetings shall normally go to faculty a week in advance.

A quorum of 25% tenure stream faculty is necessary to pass any changes to department policy or programs. Decisions or program changes requiring a department-wide vote can be passed by simple majority. The Department Chair determines which program changes merit a faculty-wide discussion.

Eligible to vote at meetings of the department are all full-time faculty members. Also eligible to vote are part-time faculty who have been, or will be, teaching in the department for more than a year.

Minutes shall be taken at each department meeting by a representative appointed by the Department Chair. They will be kept on file in the department office. Minutes from department committees shall be kept in the relevant departmental offices.

VII. Department Procedures for Reappointment, Promotion, and Tenure:

- A. **THE 4.2 REVIEW** follows guidelines established by Massachusetts Society of Professors (MSP) Redbook. One year before the 4.2 review, the faculty member will meet with Department Chair to discuss preparation and deadlines.
- B. **TENURE AND PROMOTION TO ASSOCIATE:** The compilation, distribution, and review of the tenure and promotion case now exist online through the University's Workflow System. New faculty members initiate the system online and are encouraged to begin routinely saving their materials to the system as early as possible. The department encourages its junior faculty to attend all tenure and promotion workshops offered by the administration as well as by the MSP.
1. **External Reviewers:** The candidate's tenure and promotion file should include six to eight letters from qualified external reviewers. External reviewers from U.S. institutions must be at the rank of associate or full professor; senior lecturers may offer an equivalent rank in UK and other academic institutions abroad. Exceptions may be made for creative writers evaluating MFA candidates, however, as tenuring practices are uneven in this field. Most important, reviewers' qualifications should include publications and national recognition in the area of specialization they share with the candidate, regardless of institutional affiliation.

During the semester before the formal Tenure Decision Year begins, the Department Chair will solicit a list of qualified reviewers from both the candidate and other sources (including outside and regular faculty members and the Department Personnel Committee). Once names have been identified, the chair will meet with the candidate and discuss the merits of individual reviewers as well as their specific relationship to the candidate. To insure objectivity, the department prefers reviewers not identified as having a "close" relationship with the candidate; no more than two reviewers in the final pool should have such a "close" or "collaborative" relationship with the candidate. Once a list of at least twelve names has been established, the Department Chair will begin informally contacting reviewers to make sure that at least six to eight reviewers are available and willing to review for the tenure case. Approximately half of the external reviewers will be identified by the Department Chair and Department Personnel Committee and half by the candidate. Once six to eight reviewers have committed to the review, the Department Chair or the Department Secretary formally contacts the reviewers using the online Workflow process; the final list of names will be available to the candidate through Workflow. The candidate is responsible for indicating the nature of his or her relationship with each reviewer through Workflow.

Only after all tenure materials available to external reviewers have been fully uploaded into Workflow should the candidate submit the online waiver form. After signing the online waiver, no changes can be made to what the external reviewers will receive. Materials added to the file after the initial waiver will be available to internal evaluators. Exceptions to this policy can be made only when the addition to the candidate's file is judged to be significant, such as a book contract or other important publication.

2. **Internal Evaluation:** Tenure and promotion reviews originate with the Department Personnel Committee. Tenure and promotion require excellence in two of the three areas under review: research, teaching, and service. The benchmark for research is having a completed book manuscript (or equivalent) accepted for publication. A wide range of elements will inform the evaluation of teaching, including pedagogical statements from the applicant, student evaluations, peer observations, course offerings, and evidence of applicant's engagement with teaching over time. Evaluation of service will include the applicant's work for the department, the college, the university, or Five Colleges, and when appropriate, for his or her broader discipline on a national level. The department has a long tradition of protecting junior faculty from undue service burdens so that they might focus on their publications and teaching. Since quality rather than quantity is being evaluated, the department's protection from undue service burdens should not negatively influence this area of the review.

Once the Department Personnel Committee has completed its review letter, it will be sent directly to both the Department Chair and the candidate. The candidate has up to five days to respond to this letter with additional information or clarifications if needed before the Department Chair submits his or her own review to the dean. This response time is the same for every level of review. Should candidates need more than five days to respond, they may apply to the Office of the Provost for additional time. Such requests can be made either by the Department Chair or the MSP, and are usually granted. If no response is made within five days, the review moves on automatically to the next level of review.

- C. **PROMOTION TO FULL PROFESSOR:** An associate professor has the right to initiate the promotion process to full professor at any time after receiving tenure and is encouraged to do so once the candidate has a record of achievement that meets the terms of *The Redbook*: "substantial recognition on and off campus from scholars or professionals in his or her field" and the "significant potential for continuing professional achievement." The candidate should notify the Department Chair of his or her intention to seek promotion and, consistent with past practice of the department, may informally discuss with the Department Chair his or her record of achievement and the feasibility of making a successful case for promotion. After deciding to proceed with the promotion, the candidate should begin to assemble materials for a formal review. The details for the subsequent review procedures—solicitation and collection of letters from external reviewers and the internal evaluation of teaching and service—are the same as for the tenure recommendation procedure

VIII. ENGLISH DEPARTMENT SEARCH PROCEDURES

The following description addresses the usual search and hiring procedures for tenure-stream faculty in the English Department. The English Department is committed to the hiring and retention of a diverse faculty, and thus nothing written here supersedes Equal Opportunities and Diversity (EO&D) and

university regulations governing the search process (for example, the use of interview exchange, the need for a diverse pool of candidates, etc.)

- A. **HIRING PRIORITIES:** A list of faculty hiring priorities is developed in several ways: at the English Department's biennial faculty retreat, in discussion with the Chair's Advisory Committee, in ad hoc committees engaged in planning, and in faculty meetings. Hiring priorities are also affected by recent and impending retirements, which can be used to advocate for replacements or for faculty renewal positions in other areas. The list of hiring priorities guides the Department Chair's request each year for particular hires. The department recognizes that permission for hiring is granted by the Dean of the College in consultation with the Provost and that there is no guarantee of hiring approval in any given year.
- B. **SEARCH COMMITTEE MEMBERSHIP & RESPONSIBILITIES:** Once hiring in a particular area is approved by the dean, the Department Chair appoints a search committee and invites the faculty members closest to the area being searched to develop a position description. The search committee is composed of a diverse group of three to five people, and may include faculty members in related areas from other departments as well as experts in the field being searched. The Department Chair also appoints the chair of the search committee, and except in highly unusual circumstances, that faculty member should be outside the specific area of expertise being searched. Lecturers and untenured members of the department are able to serve on department search committees. The Department Chair recognizes the amount of work involved in any department search, however, and takes faculty members' other service contributions and commitments into consideration when appointing a committee. A faculty member is free to refuse service on a given search committee for any reason without prejudice, but it is recognized that all faculty members share a responsibility to participate in the hiring process. Although not technically ineligible, faculty members who are on sabbatical leave should not be asked to participate on a search. Although graduate students do not serve on the search committee itself, the Department Chair and the search committee insure their active participation by setting up specific meeting times with the candidates and by giving graduate student responses due consideration in any final recommendation.

The search committee chair is responsible for administering all university regulations and procedures with regard to the search. The Search Committee Chair works with the Department Chair and staff to make sure the position ad is listed in appropriate venues (such as MLA online, the *Chronicle of Higher Education*, and specific list serves). The committee chair keeps a list of all venues in which the position is advertised as well as a list of all emails directly soliciting applications. The search committee chair is also responsible for striving to ensure that there is a diverse pool of candidates and for working with department staff to generate the necessary reports for Office of EO&D.

Once a candidate has applied, and before any interviews are approved, the Hiring Manager (e.g., Mary Coty) is the only person allowed to contact the applicant. If a search committee member, for example, sees that some materials are not yet in, they must ask for the Hiring Manager to contact the applicant about it.

- C. **APPLICATION REVIEW & INITIAL INTERVIEWS:** The search committee as a whole is responsible for reading and discussing the applicant files and applying the list of stated department priorities to limit the number of qualified candidates. The committee selects a small group of semifinalist

candidates (typically 8-12) to interview, either by SKYPE or in person at the MLA annual meeting. Before initial interviews, the Department Chair will review the list of candidates to make sure that no qualified diversity candidates have been overlooked.

Once the interview list has been approved, the search committee chair contacts the selected applicants, schedules interviews, and, later, organizes itineraries for on-campus visits. At this time, the search committee chair may ask the Hiring Manager to contact all applicants not on the interview list to thank them for their interest and indicate that they have not been chosen for an on-campus interview.

Based on their assessment of the interviews, the search committee selects 3-4 finalists to bring to campus for on-campus interviews. Note: Any on-campus interview list must first be approved by the Office of EO&D, the dean, and the Office of the Provost.

- D. **ON-CAMPUS INTERVIEWS OF FINALISTS:** The finalists are invited to a full-day on-campus interview, which includes a formal presentation as well as meetings with Dean of the College of Humanities and Fine Arts, the Department Chair, and various English faculty and graduate students. The search committee chair contacts the finalists and makes arrangements for the on-campus interview schedule. Once the on-campus interview schedule is set, the search committee members help the Department Chair organize the visits of each candidate, making sure that each candidate has ample opportunities to meet and interact with a variety of faculty and students in the department in both formal and informal settings.

Role of Faculty Committees: In most cases, the Department Personnel Committee will meet with all finalists during the on-campus interview. This practice insures that the candidate meets faculty members from across subfields in semiformal settings outside the job talk, and that representative faculty members other than the search committee have a chance to interview candidates and comment on their qualifications for the position. In the event that the department has more than one search in a given year, the Department Personnel Committee may choose to delegate some of its responsibilities to the Chair's Advisory Committee. In order to offer a reliable comparison of interview performance, care should be taken that committee members attend each of the meetings with the candidates in a given search.

After meeting with all the candidates of a particular search, the designated faculty committee will write a letter to the search committee describing the strengths and potential weaknesses they perceive in each candidate based on their interviews. This feedback will be considered along with individual faculty and graduate student responses in the search committee's final deliberations.

A major part of the candidate's campus visit is a formal lecture on the candidate's scholarly work. The candidate is to be instructed by the search committee chair as to the appropriate length and subject matter of the job talk, which should be consistent among all candidates. Every effort should be made to ensure a strong faculty and student turnout for the talk, and sufficient time should be allocated for questions and answers.

Faculty and students are invited to submit their individual comments in writing or by email to the search committee chair within 1-2 days of the candidate's talk. Faculty may also write at the

end of all on-campus interviews for the search if they would like to offer a comparison of the visiting candidates, assuming that they have attended all of the talks.

- E. **Final Deliberations:** The search committee's final role is to fairly and accurately compile the full range of comments and opinions received from faculty and students in order to make a recommendation to the Department Chair. That recommendation may be an unranked list of candidates, in which strengths and weaknesses of each candidate are listed. If a clear consensus emerges from the faculty and student comments, then the committee is free to offer a ranked list of candidates along with the supporting faculty and student comments. At this point, the chair of the search committee will finalize all paperwork, including the report to EOD and the appointing authority.
- F. **Hiring:** As the appointing authority, the Department Chair consults with the dean before making any offer, and within the parameters set by the dean, is responsible for all negotiations with the successful candidate. Those negotiations should remain confidential. Once the candidate informally agrees to the offer, an official offer letter fully vetted by the dean and the provost is sent to the candidate, and the candidate is given 10-14 days in order to make a final decision and return a signed copy of the offer. At this point, the department secretary (e.g., Meg Caulmare) begins processing the necessary paperwork to complete the hire, including orientation information and security checks.
- G. **Note on the Hiring of Part-time Lecturers:** Each year, the department is faced with the need for hiring short-term replacements for faculty members who are on leave or on sabbatical. The dean usually provides funding for Research Intensive Leave and sabbatical replacements on a per course basis for each fiscal year. The Department Chair is the sole appointing authority in these cases. Department past practice has been to offer lecturers who are still in the area, and who have taught for our department successfully in the past, the right of first refusal if the needed course assignments fall in their area of expertise. Otherwise, the Department Chair is free to informally search and offer replacement courses to any other qualified candidates. The chair regularly asks faculty members in the area being replaced for replacement suggestions, and the department keeps a CV file of qualified area residents for this purpose. In order to be hired on a per-course basis, the applicant must submit a current CV and three letters of recommendation to the Department Chair.

IX. Amendment Procedures

The Department Chair, any elected committee of the department, or at least 20% of the department may propose changes to these bylaws. Such changes must be circulated to members of the department in written form at least 10 days before a department meeting. After discussion and perhaps amendment, the proposal must again circulate in written form before a vote. The vote will take place by ballot. If the vote is favorable, the new bylaws will immediately replace the old.