

MEMORANDUM OF GOVERNANCE
Department of Sociology
2019-2020

This document is intended to implement the following motion passed by the departmental faculty in its meeting of May 9, 1973:

Each year by May, the Department faculty shall review its committee structure and selection procedures for the coming year. The text of all motions adopted during the review shall be published in an annual "Memorandum of Governance," to be distributed to all faculty members and graduate students and to be available at the time of the next annual review for reconfirmation or revision.

The following provisions for Departmental governance for the academic year 2018-2019 were approved by the faculty at its meeting on April 3, 2019. They will come up for review by the faculty in May 2020.

1. Faculty and Departmental Meetings:

Ordinarily, the faculty of the Department of Sociology will meet one Wednesday of each month. For purposes of departmental governance the faculty is defined as tenure-line faculty and lecturers on continuing appointments. Ordinarily, all faculty may participate in faculty meeting discussions and may vote on any issues brought forward by committees on which they are eligible to serve.

The chair will schedule an advisory Departmental Meeting open to all faculty, graduate students, undergraduate students, and staff persons who may be interested at least once a year for the purpose of discussing and addressing departmental concerns. Additional departmental meetings may be held at the request of any Departmental Standing Committee, the Graduate Representatives or the Departmental Chairperson. The agenda for such meetings shall be drawn up by the Chairperson after consultation with appropriate faculty, staff, and student representatives.

2. Composition of Elected Faculty Committees:

All elected Faculty Committees in the Department of Sociology shall be composed of Departmental faculty members on University appointments.

3. Establishment and Separation of Personnel and Recruitment Committees:

- a) The faculty of the Department of Sociology shall have a Personnel Committee concerned with internal Personnel Matters.

- b) If necessary, the Department of Sociology shall have a Recruitment Committee having to do with the recruitment of new faculty members.

4. The Personnel Committee:

- a) The Personnel Committee shall consist of five (5) members of the faculty without restriction regarding rank, but not to include any members who shall be in their tenure decision year or being considered for promotion. In the event a member becomes a candidate for such a personnel action, he or she shall resign from the Committee and a successor shall be chosen (See Section 4.b).
- b) The Personnel Committee shall be elected no later than May of each year. The Chairperson is not eligible to be elected. Normally, faculty members who will be on leave, members of the Recruitment Committee, and the Graduate Program, Undergraduate Program, and Labor Center directors are not eligible for election. The departmental expectation is that all eligible faculty will be on the ballot, although in certain limited circumstances, faculty may choose not to stand for election. Election shall be by secret mail/email ballot, with each faculty member voting for five (5) different persons. The five persons with the highest number of votes shall be elected. In the event of a tie there shall be a runoff election by secret mail/email ballot.
- c) The Personnel Committee shall elect its Chairperson from among its members.
- d) The Personnel Committee shall act on promotions, tenure, merit raises, reappointments, other internal personnel actions, and new appointments without tenure. The Department Chairperson may consult with the Personnel Committee as needed and as permitted by established policy and collective bargaining agreements .
- e) All members of the Personnel Committee shall vote concerning merit raises (with the exception of the member's own case or in the case of a family member). For promotion and tenure decisions, committee members at a rank equal to or less than that of the candidate for a major personnel action will take part in the deliberation but will not take part in voting. If fewer than five members of the regularly elected Personnel Committee are eligible to vote for promotion from Assistant to Associate Professor or from Associate to Full Professor, additional members will be drawn in order based on the highest numbers of votes from the faculty of rank who were not elected. If there are not enough faculty of rank among those on the ballot, the department will conduct a special election to select an additional member or members of the Personnel Committee to reach a total of five faculty members of rank. These specially elected

members will serve on the Personnel Committee only for purposes of deliberating and voting on tenure and promotion.

- f) The Personnel Committee Guidelines (see Appendix A) shall be considered a part of the Department's Memorandum of Governance. Subject to annual editorial changes (e.g., specific dates and tasks) the Guidelines will be assumed to apply continuously from year to year unless specifically changed. Personnel Committees will work within the existing guidelines unless specific changes are presented to and approved by the faculty at large.
- g) For all major personnel actions (tenure, mini-tenure, promotion to full professor) the Personnel Committee will allow input from the faculty prior to making any decision. Such consultation will ordinarily take place either at a meeting specifically for that purpose, or at a designed portion of a regularly scheduled faculty meeting. Confidential materials on the Academic Personnel Workflow System will only be made available to the PC or the Department Chairperson.

5. The Recruitment Committee:

- a) Recruitment Committee shall be appointed as soon in the academic year as it appears the recruitment of new faculty will be required. For tenure-line hires, it shall consist of at least four (4) tenure-line faculty members appointed by the Chairperson with the approval of the Personnel Committee and two (2) elected graduate students, who will have a total of one (1) vote on any committee deliberations. If the hire is in Labor Studies and Sociology, one of the graduate student representatives on the committee will be elected from Labor Studies. If the hire is only in Sociology, both graduate student representatives on the committee will be elected by the Sociology Graduate Student Association.
- b) Recruitment committees will be appointed or consulted whenever full-time multi-year contingent faculty appointments are anticipated. The Chairperson will appoint temporary part-time instructors, or one-year full-time instructors, as needed. For Labor Center classes, the Director of the Labor Center will make a recommendation on temporary part-time instructors or one-year full-time instructors, and the Department Chairperson will make the final appointment.
- c) In ordinary circumstances, the candidates who have been interviewed for a position will be discussed in separate meetings among graduate students only, and among faculty only. The graduate student meeting will be open to all graduate students. Graduate students will then conduct a vote to determine graduate student hiring preferences including (where appropriate) a rank order of the candidates. The results

of this balloting will be advisory to the faculty. Graduate student representatives will present the graduate student voting results and preferences at the opening of the faculty meeting to discuss the candidates. Following this, the graduate students will leave the meeting and the faculty will deliberate on interviewed candidates. Faculty will then vote on the candidates to determine which person should be offered the position(s). All faculty will have voting rights on contract positions; tenure-line faculty have voting rights on tenure-line positions. The voting may also be used to establish a rank order among the candidates. Confidential materials on the Academic Personnel Workflow System will only be made available to the Recruitment Committee or the Department Chairperson.

Voting will be conducted by written secret ballot, using instant run-off voting. Each tenure system faculty member attending the meeting has a vote; all faculty regardless of rank or appointment may discuss the candidates. This procedure requires one ballot per faculty member. Voters rank order their acceptable choices. First choices are tabulated, and if one person receives an absolute majority of votes, that person will be recommended for the first offer. If no candidate receives an absolute majority of faculty's first choices, we simulate a runoff using the preferences recorded on the ballot. The candidate who received the fewest first choice ballots is eliminated; voters who chose the now-eliminated candidate will now have their ballots counted for their second ranked candidate; this process will continue until one candidate receives a majority. In order to determine how offers will cascade, we will successively use the ballots to exclude those already chosen for a recommendation of an offer, and simulate the next runoff.

After the instant run-off vote, a second vote will be taken on whether each candidate is acceptable as a hire. Offers will not cascade to anyone not viewed acceptable by a majority of faculty. All tenured offers require a two-thirds vote in favor of the candidate.

6. Graduate Studies Committee:

- a) The Graduate Studies Committee shall consist of at least four (4) graduate faculty members (including the Director of Graduate Studies) appointed by the Chairperson with the advice of the Personnel Committee.
- b) The Graduate Studies Committee shall conduct its work through such sub-committees it deems appropriate.
- c) The Graduate Studies Committee shall meet (not less than twice each semester) with two (2) graduate students selected by the Graduate

Student Association as the Departmental Graduate Policy Advisory Committee to consider matters of policy and recommendations to the faculty. It shall make recommendations to the faculty through the Director of Graduate Studies or any three (3) members. The agenda for meetings will be circulated in advance. Meetings that include graduate student representatives shall not discuss or evaluate individual candidates for admission or awards.

7. Undergraduate Studies Committee:

The Undergraduate Studies Committee shall consist of four (4) full-time faculty members, and one (1) graduate student voting member selected by the Graduate Student Association; and one (1) undergraduate student non-voting member selected by the Chairperson in consultation with other members of the Committee”.

8. Colloquium and Special Events Committee:

The Colloquium and Special Events Committee shall consist of two (2) faculty members, appointed by the Department Chair with the advice of the Personnel Committee, and two (2) graduate students selected by the Graduate Student Association.

9. Equity and Social Justice Committee:

The Equity and Social Justice Committee shall consist of at least two (2) faculty members, appointed by the Chairperson with the advice of the Personnel Committee, and an equal number of graduate students selected by the Sociology Graduate Students Association. The Committee would also welcome one undergraduate student and one staff member. The Committee shall be co-chaired by one faculty member and one graduate student.

The Committee shall work on equity and social justice issues, including collecting data related to departmental climate and developing programming.

10. Selection of Non-elected Committees, Chairpersons and other Departmental Officers:

- a) The Department Chair, with the advice of the Personnel Committee, shall be empowered to create and appoint Ad Hoc committees of the faculty. Ordinarily an Ad Hoc Committee must become a Standing Committee if it is to last more than two years. Graduate students shall be appointed as members of Ad Hoc Committees subject to the discretion of the Chair.

- b) The following points shall be adopted as suggestions to the Chairperson and the Personnel Committee to guide the making of committee assignments: Every eligible member of the Department shall normally be expected to serve on a Standing Committee; assignments of Departmental members to various committees accommodate personal preferences of the members whenever possible.
- c) The Department Chair will appoint Chairs for all non-elected committees with the advice of the Personnel Committee.
- d) The Department Chair will be an ex-officio, non-voting member of all Standing Committees, excluding the Personnel Committee, but will not be eligible to serve as Chair of any Committee.
- e) The Director of Graduate Studies and the Undergraduate Program Director shall be appointed by the Department Chair with the advice of the Personnel Committee and other appropriate Departmental Committees. Faculty, graduate students, and staff should receive at least three weeks notice, and the Sociology Graduate Student Association should be consulted, before the selection of a new Director of Graduate Studies.
- f) The transfer of authority for elected and appointed Committees shall occur on July 1.
- g) A Departmental Executive Committee, composed of the Graduate Program Director, the Undergraduate Program Director, the Labor Center Director, and the Chair of the Personnel Committee, shall meet at least once each academic semester with the Chairperson of the Department to consider matters concerning the general welfare of the Department and make recommendations for the annual review of the rules of governance of the Department.

APPENDIX A.

PERSONNEL COMMITTEE GUIDELINES

As in years past, the committee is authorized to “act on promotions, tenure, merit raises, reappointments, and other internal personnel actions; and new appointments without tenure.” The present document describes the primary responsibilities of the Personnel Committee and the procedural guidelines and criteria that the Committee will use in discharging those responsibilities.

The responsibilities of the Personnel Committee fall into six (6) general areas:

- a) Tenure decisions required during the year.
- b) Promotions of lecturers, senior lecturers, assistant and associate professors to higher ranks must be considered.
- c) The Committee has the responsibility of evaluating each faculty member on the Annual Faculty Report and Evaluation of Professional Activities for the previous year ending August 31.
- d) Based on (c) and the operative collective bargaining agreements, the Committee must recommend merit increments and possible anomaly adjustments.
- e) The Committee must review the Graduate Faculty status of each faculty member.
- f) During every third year of a Chair’s term, the Personnel Committee must also undertake an evaluation of the Chair of the Department.

The following guidelines and criteria are derived from several sources:

The Sociology Department’s prior Memoranda of Governance and Personnel Committee Guidelines; Trustee Policy as embodied in Document T76-081 (The Red Book); the current Contract between MSP and the Board of Trustees of the University; and discussions of the present and immediate past Personnel Committee.

Specific Procedures regarding reappointment, tenure and promotion

Members of the Personnel committee will be assigned the responsibility of making evaluations in each of the three main areas of scholarship, teaching, and service, or for non-tenure-line faculty, in the job duties areas as specified in their contracts. Faculty and graduate students in the department will be invited to write letters commenting on the candidate’s performance in the three main areas of scholarship, teaching, and service, or for non-tenure-line faculty, in the job duties areas as specified in their contracts.

For possible major personnel actions (tenure and promotion to higher ranks), the Committee must be guided by the language of the Academic Personnel Policy. For example, the promotion criteria for Assistant, Associate, and Full Professor ranks are specified in Section 4.6. Tenure criteria are specified in Section 4.9. Appointment procedures for lecturers as well as adjunct and visiting faculty are specified in Section 4.11.

Complete personnel files (contents specified below) to be used in these cases will be due July 1 for tenure cases; September 1 for promotion to Full Professor, November 1 for promotion to Senior Lecturer; and January 1 for reappointments. Contents of files used in these personnel decisions will include materials specified in the Collective Bargaining Agreement Article 12. Candidates should consult the source directly, as the list changes over time. Faculty members will upload these materials to the eRPT module of the APWS (Academic Personnel Workflow System) for that faculty member. In addition, the faculty member being reviewed should provide the Personnel Committee with a list of faculty in other departments, undergraduate and graduate students who the committee should contact to solicit letters for your files.

Candidates may suggest a list of potential departmental referees. For tenure and promotion cases, the Department Chair, in consultation with the Personnel Committee, will obtain letters from at least two outside scholars of the candidate's own choosing. The Department Chair, in consultation with the Personnel Committee, will also solicit at least four other external reviews, partially guided by a list of names offered by the candidate but taking care to solicit from names not on that list. When the file is complete, the Committee will make its final decision and present to the Department Chair its formal recommendation. The Personnel Committee will also inform the candidate of its recommendation, in accordance with the Collective Bargaining Agreement.

The Personnel Committee will undertake an evaluation for reappointment purposes (commonly referred to as "mini-tenure") of all junior faculty normally during their third year in the department. This reappointment evaluation will be conducted separately by the department's Personnel Committee, the Department Chair, the College's Personnel Committee, the Dean, and finally the Provost. The reappointment, subject to the Provost's decision, will ordinarily carry candidates into their mandatory tenure decision year, but may also result in a recommendation for a one or two year reappointment. The evaluation procedure for reappointment or for the promotion of lecturers will follow that of the tenure review process, with the exception that outside letters will not be solicited.

Each year the Personnel Committee will take the opportunity to discuss the potential promotion of any faculty member who is scheduled to submit a PMYR report that year at any rank less than Full Professor. Current faculty activity reports, vita, publications, and other materials contained in personnel files will

be available to Personnel Committee members to assist them in making their judgments.

All lecturers with at least six years of full-time equivalent service will be eligible for consideration for promotion to the rank of Senior Lecturer. All lecturers with at least six years of full-time equivalent service as a Senior Lecturer will be eligible for consideration for promotion to the rank of Senior Lecturer II. The Chair will notify all eligible lecturers of their eligibility each Fall.

Specific Procedures regarding Annual Faculty Reports

All faculty members will submit the Annual Faculty Report and Evaluation of Professional Activities (AFR), using the Academic Personnel Workflow System (APWS). The chair of the Personnel Committee will send out the section of the Memorandum of Governance focused on the AFR every September, in order to guide faculty in what to submit with their Annual Faculty Report materials, and to remind them about how merit is calculated.

Files accompanying the AFR should be uploaded to the APWS for the faculty member. The file should contain a current vita, the Annual Faculty Report, and quantitative teaching evaluations. It is the faculty member's responsibility to assure that the file contains all the documentary materials; however, the departmental staff will upload quantitative teaching evaluations for each faculty member.

Scholarship (in all forms), *teaching*, and *service* to the academic and larger communities are all important faculty functions that will be recognized in the evaluation process.

Although the results of scholarly activities take diverse forms, those forms that are evaluated or reviewed by editors or other referees before publication are more likely to be significant contributions than those not so reviewed. With these considerations in mind, the Committee will evaluate: (1) books: monographs, textbooks, edited works (including reviews of these); (2) research proposals and articles in refereed journals, chapters or selections in edited collections, articles in non-refereed journals; (3) research notes, book reviews, bibliographies, other publications; (5) presentations at conferences and in other places; and (6) awards given to scholarship. Results of scholarship other than those specified above will be evaluated as they come to the Committee's attention. As in years past, the Committee will seek to reward scholarship primarily in the year in which it is published, although evidence of significant work in progress (conference presentations, submissions and resubmissions of papers, progress made on books) will, of course, be taken into consideration.

In its evaluation of teaching, the committee will use the following kinds of information: (1) courses taught; (2) instructional innovations; (3) advising on

undergraduate honors papers, graduate student comprehensive exams, and dissertations; (4) quantitative and qualitative teaching evaluations, allowing for variation in whether the course is required, the level of course offering, the size of the course, and other factors that may bias evaluations; and (5) non-departmental recognition or awards. The committee will also take into consideration other documentation related to teaching as it comes to its attention. In cases where student complaints have been taken to the Ombud's Office and no mediated resolutions have been achieved, the Ombudsperson's final reports will be placed in faculty personnel files for a period of seven years.

Members of the faculty on sabbatical or other leaves during the previous year will be evaluated based on their responsibilities during the year in question; if they had modified responsibilities (e.g., during a parental leave), they will receive the median merit raise for the department that year.

Service activities include: (1) participating in the work of university, college, departmental committees; (2) participating in the work of the Faculty Senate and its committees, and the Massachusetts Society of Professors and its committees; (3) performing administrative tasks for the Department and the University, such as serving a Graduate or Undergraduate Program Director; (4) editing or refereeing manuscripts, service on editorial boards or as editors, and reviewing governmental or foundation proposals; (5) serving as a consultant or advisor to governmental or other agencies outside of the University; (6) serving on committees or in offices of professional or general scholarly associations (e.g., ASA, MSP, SSSP, etc.); (7) public service and public sociology, particular service related to scholarship. The committee will also make an effort to recognize particularly time-consuming service obligations (e.g., Recruitment Committee). The Committee will also take into consideration other documentation, descriptions, and evaluations of service activities as these come to its attention.

Comments on Annual Faculty Activity Report

The Personnel Committee shall provide each member of the Department with an indication of the comments the Committee is planning to make on his or her Annual Faculty Report and Evaluation. These comments will take the form of an overview of the faculty member's major contributions during the previous year, as appropriate to their expectations within rank. Recommended merit awards and other information about merit awards for the entire Department will not be reported on the AFR, but will be communicated separately. Individual members who have questions regarding the proposed comments or recommended merit awards may ask for a meeting with the Chair of the Personnel Committee or with the Department Chair. The individual also has the right to respond to the Personnel Committee's comments and the Department Chair's comments on the given year's AFR in the APWS system.

Merit/Equity Awards

As soon as these are available in the Fall, the Committee will summarize for the faculty the pertinent details of the operative collective bargaining agreement and University policies as these bear on merit/equity awards.

Merit: The period covered for merit is September 1 through August 31 of the previous academic year. Evidence of contribution to the profession, University and/or Department indicates that a faculty member is eligible for a merit increment. However, an individual may receive no merit increment, if the Committee's evaluation is that no merit has been evidenced.

Merit for any faculty member must take into account the person's assigned duties and responsibilities during the year under review. All faculty, including non-tenure-track faculty, must complete the AFR in order to be considered for merit.

Acting independently, each member of the Committee will evaluate each faculty member separately. Considering all of the dimensions of scholarship, teaching, and service described above, each Committee member will look at the accomplishments as a whole during the past year and rate each faculty member in one of the following categories:

- A. Marginal: Fails to meet basic requirements
- B. Excellent: Strong work deserving of merit pay
- C. Exceptional: Distinguished as among the top 1-3 candidates

Individual evaluations will then be discussed, case-by-case, by the Committee as a whole. Discrepancies in evaluations between Committee members will be identified and discussed, with a possibility of rating changes, before final decisions are made. Cases that cannot be argued to consensus will be resolved by majority vote.

Merit will be allocated in the following way:

- Faculty in Category A will not be eligible for merit pay and will be removed from the merit pool.
- Each faculty member in Category C this year will have \$25 added to the below-listed merit allocation.
- The remainder of the merit pool will be distributed equally among all faculty in Categories B and C.

For any faculty member who is not a full-time employee of the Department of Sociology, the amount of merit pay will be pro-rated based on their quarter, half, or three-quarter time appointment. In the event that a faculty member for whom a merit raise has been calculated is no longer employed in the unit when

merit pay is disbursed, her/his merit allocation will be returned to the pool and merit distributions to all others in the unit will be recalibrated accordingly.

Graduate Faculty Evaluation

Newly hired tenure-line faculty will be presumed members of the Graduate Faculty unless it is explicitly decided by the Personnel Committee not to grant such standing. At the time of any other major personnel action or Periodic Multi-Year Review, the Personnel Committee shall review graduate faculty membership status of the faculty involved. To remain in the graduate faculty a member must, over the review period, either have published or delivered at least two scholarly papers in a recognized professional forum, or published a book or monograph, or made significant progress on some longer-term project (e.g., book, monograph, or research project.) In the interim between major actions and reviews any faculty member who is not on the graduate faculty shall be granted that status at their, or the Department Chair's request if the Personnel Committee's evaluation of AFRs demonstrates that they have met these criteria. Membership in the Graduate Faculty may be extended by the Personnel Committee, with approval of the Chair, to any similarly qualified social scientists for a renewable 7-year period."

Evaluation of the Chair

Although the department's chair will rotate every three years, if there are exceptional circumstances and the chair is reappointed, then the PC will evaluate the chair. The Personnel Committee is responsible for developing the procedures (in consultation with the faculty and the Dean) and for implementing the process. This process must be consistent with Senate Document 82-021.

Recruitment and Appointment of Labor Center Director

The Labor Center Director serves a three-year term. Every three years, in the semester before the term ends, the following procedures shall be followed:

- a) The department chair shall put out a call to the Sociology Department for nominations and self-nominations for Labor Center Director.
- b) The department chair shall appoint a committee to handle the vetting of nominations. A majority of the committee will be core Labor Center faculty or representatives appointed by the Labor Center faculty.
- c) The committee shall deliberate about the names and make a selection. This deliberation and all conversations resulting from this deliberation shall remain confidential.

- d) The committee shall convey its recommendation to the Department chair.
- e) The department chair shall make a decision concerning the committee's recommendation.