

Review Memos: Guidelines for Tenure Track Faculty and Lecturers

Prior to the tenure/promotion review at Year 6, faculty are reviewed in Years 2 and 4 to assess, and provide feedback on, performance in the areas of teaching, scholarship,¹ and service. Performance expectations are laid out in Chapter 4 of the Academic Handbook. In the course of these reviews, faculty receive two memos formally evaluating performance in these three areas.

- The **department memo** summarizes the views of senior departmental colleagues about strengths and weaknesses in each of these areas. Often, it also will include specific objectives the department would like to see achieved in advance of the next review, along with advice or direction to resources. Faculty under review receive a copy of this letter at the time it is submitted to the Faculty Personnel Committee (FPC).
 - After receiving this memo, FPC recommends that faculty meet with their department chair to discuss it and clarify any formal or informal department expectations. Conversations with other senior faculty may also be helpful.
- At the conclusion of the review process, a **College memo** summarizes FPC’s assessment of performance in each the reviewed areas. Normally, FPC uses the following designations to indicate the extent to which performance in each area conforms to College standards:
 - **“Fully meets”** expectations (in some memos, this has sometimes been worded as “exceeds” expectations)

This language indicates that performance surpasses standard College expectations for the Year 2 or Year 4 review.
 - **“Meets”** expectations

This language indicates that performance satisfies standard College expectations for the Year 2 or Year 4 review. In some cases, areas for improvement may be specified even if a faculty member meets expectations on the whole.
 - **“Minimally meets”** expectations

This language indicates that performance falls below standard College expectations for the Year 2 or Year 4 review and that demonstrated improvement is expected in advance of the subsequent review.
 - Because the College’s expectations for teaching, scholarship, and service are higher at each pre-tenure/promotion review, there is an expectation that even faculty who “meet” or “fully meet” expectations in reviewed areas will continue to demonstrate growth and improvement in order to meet expectations at the subsequent review.
 - After completion of the review, FPC recommends that faculty meet with their department chair to discuss the College memo. If there are questions, a further discussion with the FPC liaison may also be helpful.

¹ Scholarship is not an expectation of lecturers and is not assessed as part of the review process for lecturers.