



HARVARD
Faculty of Arts and Sciences

Dear Colleagues,

Last fall, the FAS Tenure Track Review Committee (TTRC) concluded their nearly year-long review of the tenure-track system and submitted a comprehensive report for my consideration. Their central finding was that the tenure-track system is structurally sound but that there were opportunities to improve our processes and procedures.

I [shared this report](#) with you in October and described my intention to work with colleagues to develop a thoughtful implementation plan. I am pleased to share that [plan](#) with you today. This culminates efforts over the past eighteen months, and I believe our tenure-track faculty and our academic community as a whole will benefit from these changes.

One key step in the implementation process was to hear feedback from faculty and academic leaders. In November and December, TTRC Chair Professor Hopi Hoekstra and committee members met with FAS colleagues to discuss TTRC's report. I am grateful to all who joined those discussions, including the department and area chairs in the three academic divisions and SEAS, Faculty Council, and the Standing Committee on Women. We received feedback as well from Senior Vice Provost for Faculty Development and Diversity Judith Singer, Provost Alan Garber, President Lawrence Bacow, and the academic deans and faculty affairs deans from across the University. The thoughtful input offered by all who contributed to the TTRC process is a testament to our shared and profound commitment to the faculty and the FAS.

The implementation plan stays true to the guiding principles articulated in the TTRC report. But ultimately the success of our tenure-track system will depend on the efforts of each of us, with an important role for tenured faculty in particular. As I said in October, I endorse TTRC's view that we need "a greater degree of senior faculty engagement with our tenure-track colleagues, not just proximate to promotion reviews, but in an ongoing way from the point of hire, symmetrical with our tenure-track colleagues' own continual focus on their journey towards promotion and possible tenure."

All of us can, as a first step, understand the improvements that are being made to the tenure-track system. With a few exceptions (noted in the plan), all the changes will go into effect as of July 1, 2022. The AY 2022-2023 FAS Appointment and Promotion Handbook will be updated to reflect these changes.

To help familiarize you with the amended processes and procedures, the FAS will be holding informational sessions starting this spring and continuing next

year. **I strongly encourage all tenure-track and tenured faculty to participate in these sessions.** You will soon be receiving invitations to these meetings. The FAS also will hold informational sessions for department/area administrators, who provide critical administrative support during review processes. Finally, later this semester, we will host “Demystifying CAP” and “Demystifying the Ad Hoc” sessions, as we know that those stages of the tenure review process are not always clearly understood.

In addition, you are always welcome to reach out to your divisional dean/SEAS dean, your assistant dean for faculty affairs, or the dean for faculty affairs and planning, who are happy to answer any questions.

Our collective efforts over the past eighteen months have produced improvements that we can be proud of. I thank you for your participation in this vital effort of building and supporting our world-class faculty.

Sincerely,
Claudine

Claudine Gay
Edgerley Family Dean of the Faculty of Arts and Sciences