

March 18, 2004

To: Lyle Cook, Provost  
Keith Johnson, Faculty Senate  
Re: Jaleh Rezaie, Chair, Chairs Association

The Chairs association met on March 17, 2004 to discuss additions and modifications to the Ad hoc P&T report now before Faculty Senate. The association agreed to forward the following nine recommendations. The Chairs Association recognizes the excellent effort and hard work that went into the committee's report. However, after meeting with members of that committee, evaluating their recommendations and the existing P&T process at EKU, we concluded that certain concepts appropriate to a progressive P&T reform were absent from the report, had not been considered during its drafting and needed to be part of the current debate. We are also suggesting some modifications to the committee's recommendations. Please note that these recommendations are conceptual and are not developed policy. We ask that these recommendations be forwarded to the Faculty Senate for consideration along with the Ad hoc P&T committee report.

**1. Public record of exceptions to tenure and promotion policy:** Recommend a change in language but not intent of #7, page 6 Summary "The Provost and deans shall ensure that exceptions agreed upon are documented at the time of a faculty member's initial appointment, or there after, in a full-time, tenure track position are recognized and applied in the review of applications for promotion or tenure"

**2. Flexible tenure timelines for family and professional development conflicts:** Recommend flexible timelines for tenure that includes entitlement of all tenure track faculty (male or female) to stop the tenure clock for a maximum of two one-year periods for **specified\*** family obligations and/or professional-educational development. These extensions would be available **whether or not** the faculty member was on leave and policy would make explicit that taking such extensions would not impose any greater demands upon the faculty at the time of the tenure decision. \* **Criteria to be established in the policy governing this change if adopted.**

Rational:

(AAUP) "The resolution of pretenure family-work conflicts is critical to ensuring that academic opportunities are truly equitable. Institutions should adopt policies that do not create conflicts between having children, *responding to family obligations* and establishing an optimal research and teaching and service record on the basis of which the tenure decision is to be made." (AAHE) "To ensure that the academic career remains a strong option for the capable, committed scholars we will need in the years ahead, we must understand and address its key problems: lack of a comprehensible tenure system, lack of community, and lack of an integrated life."

**3. Flexibility in Univ. P&T committee membership:** Recommend an alternative to the ad hoc committees recommendation that only full professors sit on the University P&T committee. Amend the wording regarding committee service to establish uniform criteria

for service on college-level and university-level Promotion and Tenure Committees.  
"Membership on college and university level Promotion and Tenure committees shall be limited to tenure faculty members with the rank of Associate or Full Professor."

Rationale:

1. Limiting service on the University Committee to Full Professors will disproportionately exclude female faculty members and faculty members of color. Until such time as women and minority faculty members are proportionately represented among Full Professors, Associate Professors should be eligible for service.
2. As the duties of the college and university committees are substantively similar, those competent to serve at the college level are presumably competent to serve at the university level.

To amend the language in the actual report, simply repeat the college committee language but sub in "university."

4. **Collegiality: Modify** language to the criteria that a faculty member must work effectively with others inside and outside the university in professionally-related activities to further remove any chance it be applied inappropriately:

#### **COLLEGIALITY**

In appraising a candidate's collegiality, department members should keep in mind that the successful candidate for tenure will assume what may be an appointment of 30 years or more in the department. Collegiality should not be confused with sociability or likeability. Collegiality is a professional, not personal, criterion relating to the performance of a faculty member's duties within a department. The requirement that a candidate demonstrate collegiality does not license tenured faculty to expect conformity to their views. Concerns relevant to collegiality include the following: Are the candidate's professional abilities and relationships with colleagues compatible with the departmental mission and with its long-term goals? Has the candidate exhibited an ability and willingness to engage in shared academic and administrative tasks that a departmental group must often perform and to participate with some measure of reason and knowledge in discussions germane to departmental policies and programs? Does the candidate maintain high standards of professional integrity?

Collegiality can best be evaluated at the departmental level. Concerns respecting collegiality should be shared with the candidate as soon as they arise; they should certainly be addressed in the yearly review and the third year review. Faculty members should recognize that their judgment of a candidate's collegiality would carry weight with the Promotion and Tenure Committee.

5. **Locus of tenure decision: Recommend** a resolution by the chairs supporting the locus of decision making to be at the faculty and chair level as proposed. The faculty are

the most directly impacted by a promotion and tenure decision and should retain as much autonomy as possible in making that decision. It is also essential to fostering a culture of shared governance and assigning accountability and responsibility at the appropriate levels. The Ad hoc committee's recommendations already provide sufficient appropriate checks and balances for a fair and explicit process.

6. **External evaluations:** **Recommend** policy-allowing departments to mandate external review for promotion and tenure if they so choose and are approved by their college P&T committees

7. **First year evaluations:** **Recommend** formal evaluations of first-year tenure-track faculty, be completed in the second year of employment; but, that informal feedback to the faculty member be provided by the chair and/or the appropriate department committee prior to the University renewal decision deadlines.

8. **Promotion prior to tenure:** **Recommend** a good deal more discussion on the merits of going up for promotion prior to the tenure decision. The chairs were very divided on this issue.

9. **Non-tenurable faculty:** **Recommend** we substitute current language passed by faculty senate concerning non-tenured positions with the ad hoc committees recommendations