• Trustees raise faculty salaries, but not bind their consciences with restrictions.

• Only committees of other faculty can judge a member of the faculty. This would also insulate higher administration from external accountability decisions.

• Faculty appointments be made by other faculty and chairpersons, with three elements:
  (i) Clear employment contracts
  (ii) formal academic tenure, and
  (iii) clearly stated grounds for dismissal.

http://www.aaup.org/AAUP/pubsres/policydocs/contents/1915.htm
Tenure is a means to certain ends; specifically:

- Freedom of teaching and research and of extramural activities, and
- A sufficient degree of economic security to make the profession attractive to men and women of ability.

Freedom and economic security, hence, tenure, are indispensable to the success of an institution in fulfilling its obligations to its students and to society.

--1940 Statement, AAUP
ACADEMIC FREEDOM

Academic freedom is essential to these purposes and applies to both teaching and research.

Freedom in research is fundamental to the advancement of truth.

Academic freedom in its teaching aspect is fundamental for the protection of the rights of the teacher in teaching and of the student to freedom in learning.
ACADEMIC TENURE

After the expiration of a probationary period, teachers or investigators should have permanent or continuous tenure, and their service should be terminated only for adequate cause, except in the case of retirement for age, or under extraordinary circumstances because of financial exigencies.
EMPLOYMENT PRACTICES

• Non-Tenure Track Employment
  – Reappointment
  – Promotion To Lecturer
  – Promotion to Senior Lecturer

• Tenure-Track Employment
  – Reappointment (Probationary Period)
  – Tenure
  – Promotion to Associate Professor
  – Promotion to Full Professor
Institutionally-defined Peer Review

- Collective Bargaining Agreement
  - Academic Charter
  - Unit Guidelines
- College Guidelines
PEER REVIEW LEVELS

Disciplinary Review (Tenure Track)
  Departmental Review
  Collegial Review
  University Review
TEACHING ACTIVITIES

“Has this person demonstrated a commitment to instructional excellence and student success?”
TEACHING ACTIVITIES

• Student Success
  • Outcomes
• Other Measures:
  • student evaluations
  • peer evaluation
  • course materials
    • syllabus
    • content (readings, exams, quizzes, exercises)
  • appropriate use of technology
SERVICE

• on behalf of unit, college, university
• on behalf of scholarly and professional organizations
• on behalf of community (schools, governmental agencies and boards)

“Has this faculty member engaged sufficiently in governance and engagement?”
SERVICE, SERVICE, SERVICE
RESEARCH & SCHOLARSHIP

• Publication record
  • qualitative aspects
  • quantitative aspects
  • candidate’s intellectual contribution
  • impact on the field
  • publication pattern (trajectory)
• Extramural support
  • proposals submitted
  • funds obtained

“Has this faculty member contributed appropriately to the discipline?”
DISCIPLINARY EXPECTATIONS

• High-Impact Publication
• Quality over Quantity
• Peer Review
• Visibility

TRAJECTORY

- Sustained Progress to Full Professor (Sr. Lecturer)
CAREER TRAJECTORY

Career Trajectory = National Reputation