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--Special Edition--



MARSHALL UNIVERSITY • OFFICE OF UNIVERSITY RELATIONS • HUNTINGTON, WEST VIRGINIA 25755 • March 10, 1993

NEWSLETTER

Deans endorse tenure statement

EDITOR'S NOTE—The following "Statement on Tenure," prepared by Vice President for Academic Affairs Alan B. Gould after a series of discussions with the academic deans, was unanimously endorsed by the deans at the conclusion of a March 3 meeting. It is to be submitted to President Gilley for consideration.

The deans also recommended the establishment of a special committee to review a draft of proposed tenure guidelines. The committee would be composed of two academic deans appointed by the vice president for academic affairs, two chairs appointed by the Council of Chairs, and two faculty members appointed by Faculty Senate.

This special edition of the Marshall NewsLetter also includes the draft "Guidelines for Tenure."

STATEMENT ON TENURE

As a major premise, we must be ever mindful when making tenure decisions that "tenure is designed," to quote Section 8 of Policy Bulletin #36, "to ensure academic freedom and to provide professional stability for the experienced faculty member."

Yet it must be remembered that tenure is a "million dollar commitment" and, as we know, a very serious investment made by the university.

Additionally, our policy also states that tenure is not something that should be granted automatically or without giving serious consideration to such issues as the tenure profile of the university, the current and projected mission of the institution and its components, and the "preservation of opportunities for infusion of new talent." Moreover, the application of tenure must allow for a genuine response to the programmatic and educational needs of the institution and the constituencies we serve. Consideration must be given to the recent BOT Initiatives guidelines which state that "each member of the University System will focus his or her attention on our clients, be they students, patients, research organizations, and/or West Virginia citizens."

Mindful of these factors, I must make my recommendations on tenure decisions taking into account the perspective of a potential 10% personnel reduction, a known 1% budget reduction for FY 1993-94, changing programmatic needs, and institutional objectives.

It was my profound hope that the recent separation of tenure and promotion would greatly assist in maintaining or even perhaps increasing needed flexibility. Such, unfortunately, is not the case.

As I understood it, a central reason for tying promotion

to tenure was the expressed attempt to curtail the then current and growing dilemma of "early" promotion. Justifiably, senior faculty complained about the practice of bringing new hires into the institution at the same or higher rank as existing faculty, especially when the new faculty usually held less total years of higher education experience. The expectation was that this would resolve the situation, as "normal" tenure recommendations then usually involved six years service. Unfortunately, the opposite effect has occurred. Instead of extending the years in rank to attain promotion, the policy has reduced the years of service needed to obtain tenure!

A survey of what has occurred since AY 1988-89 when tenure and promotion were bound together shows that the process for promotion has kept pace with that of recent years while the years needed to acquire tenure have dropped significantly. Between AY 1988-89 and AY 1991-92 the university granted early tenure to thirty-eight faculty of which thirty-one were granted promotion. **The average time span for which tenure was granted to those thirty-one faculty was 2.19 years!**

Alarmed about this series of events, the Deans' Council went on record asking for a reversal of the 1988-89 policy. I appeared before the Faculty Senate at the October 1992 meeting and expressed my growing concern over the long-term ramifications of this policy. The Senate voted to rescind, effective immediately, the tying together of tenure and promotion. Word of the separation was promptly sent to the deans who in turn informed the chairs and other interested parties of this action. Those seeking both promotion and early tenure were asked to reconsider their earlier decisions.

The deans were made aware that requests for early tenure were now to be evaluated separately. It was hoped that this would help alleviate the condition which had confronted the institution for the previous five years. Unfortunately, this year no less than twenty-two of the twenty-five requests for tenure called for early tenure decisions. Or to put it perhaps more graphically, only three requests for tenure out of the twenty five submitted involved persons in the sixth year of service at Marshall University. Parenthetically, this is the highest number of early tenure requests made since institution of the policy in 1988-89. The second highest number was in AY 1991-92 when twelve early tenure requests were made and ten of that number were granted.

If all early tenure requests recommended by the various college Promotion & Tenure Committees were approved, Marshall University's faculty would become

(Continued on page 2)

Statement of Tenure

(Continued from page 1)

71% tenured. If only those approved by the deans were granted early tenure, the institution would become 68% tenured. Presently, the institution is tenured at 70% or more in fifteen of its thirty-eight divisions/departments and this constitutes nearly 40% of our divisions/departments. Moreover, if all twenty-five tenure requests are approved, the number of divisions/departments tenured at over 70% rises to twenty-two of the existing thirty-eight, or 58% of the total.

A review of the most recent data (1991-92) of eight peer institutions (the only ones I have available at the present time) shows a 61% average tenure rate. Ours for the same period stands at 64%. Additionally, four of our peers have provided data from 1987-88 to 1991-92, showing that three of the four have declined in the percentage of tenured faculty while one showed an increase. Additionally, I might add that in the fall of AY 1991-92, West Virginia University stood at 63% tenured faculty and the university system at 64%.

The realities of funding, institutional needs, university-wide perspective and the legitimate recommendations of divisions/departments and colleges make it all the more imperative that tenure decisions be made as judiciously and wisely as humanly possible. Understandably, department and/or collegiate requirements may be different from institutional needs. These must be taken into careful consideration. Mention should also be made of the fact that sixteen of the twenty-three faculty presently under consideration for early tenure are also being considered for promotion. Recognition of their contributions by such promotions will carry considerable weight in any future tenure decisions.

Also, I had hoped that through the natural retirement process a reasonable balance would occur which, in turn, would assist in maintaining an historic tenure rate. Again, the facts do not support the expectation. Between AY 1985-86 and AY 1988-89, some forty-six faculty members retired from the university, but between AY 1989-90 and the present AY 1992-93 only twenty-two faculty are listed as retirees. These statistics, in addition to recent federal law which lifts mandatory retirement for college faculty, are yet other significant factors that now must be given serious consideration. These conditions take on perhaps even greater meaning in light of the fact that we will have no less than eighteen faculty, including six early tenure requests for this year, who will complete their sixth year of service to the university in AY 1993-94.

Prophetically, a Commission on Academic Tenure in Higher Education established in 1971 under a Ford Foundation grant made the following observation:

"If institutions continue to award tenure to 60 to 80 percent, or more, of eligible faculty, and if faculty size does not grow proportionately, many will find themselves, within a few years, with tenure staffs so large that promotion for younger faculty will be increasingly difficult. The effort to bring increased numbers of women and minority-group members into the higher teaching ranks may be frustrated. Institutions will lack the vigor and freshness of a substantial junior faculty."

The same Commission, sponsored by the Association of

American Colleges (AAC) and the American Association of University Professors (AAUP), stated that the probationary period in tenure should be long enough to permit careful consideration of the faculty member's qualifications. The probationary period must be long enough for its value as "central to the tenure process" to be fully realized. The 1940 AAUP Statement on Academic Freedom and Tenure reduced the maximum probationary period from 10 years to seven. The ten-year rule had been recommended in the 1915 declaration.

The Commission in its judgment found the probationary period of many institutions to be much too short. They found

"even if initial appointment procedures were more careful, even if arrangements for assisting new faculty were more effective, even if criteria for reappointment and institutional needs and priorities for the future were more fully harmonized, a period of one, two, or three years is too brief. The award of tenure is not only a major commitment of future resources, vital as this is, it is a decision about future quality, content, and direction of the institution's educational program, and it therefore must be taken with extreme seriousness."

In their report, the Commission urged institutional policies to deliberately use longer probationary periods, except in cases of a mismatch between the individual and the institution. The Commission affirmed the period of seven years of probationary service should stand as the current standard.

In conclusion, the Commission stated that "if the initial selection of faculty members were perfect, if every new appointee had precisely the qualifications needed by the institution for the long term, and if the institution's needs did not change during the probationary period, then the need for a probationary period would be meaningless and tenure would become instant upon appointment."

Thus, in light of the rather detailed review cited above, I am recommending to the president that we invoke a moratorium on all early tenure decisions for this year. This recommendation should in no way be construed as a judgment on the quality and/or qualifications of the candidates presently under consideration for early tenure. Additionally a set of tentative guidelines has been submitted to the president for consideration employed in making tenure decisions next year.

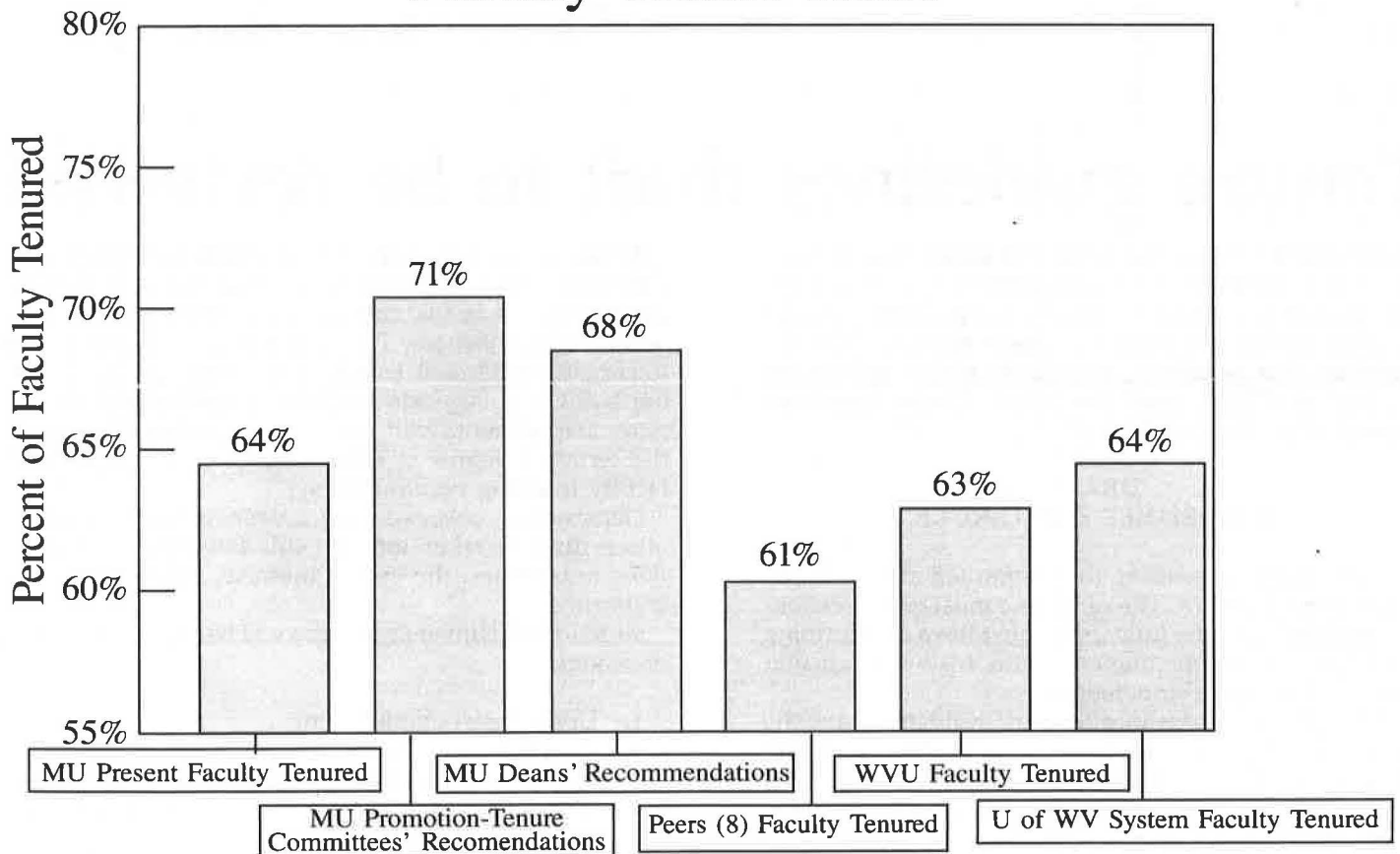
Realizing the discomfort and concern this decision will have on many of us, myself included, I would not consider such actions if I did not feel they were truly warranted. My decision rests on the responsibility I have at the university-wide level and is comforted somewhat with the fact that some faculty will be promoted and none of the faculty possibly affected are in their sixth year of service to Marshall University.

Immediately, I will be asking the Deans' Council, the Council of Chairs, the Faculty Senate and others to assist in developing guidelines which will enable the university to more clearly articulate tenure requirements. These requirements will both safeguard the interests of the faculty and simultaneously encompass university objectives. Such a decision can come only by studied choice arrived at through the interaction of the affected constituencies. Presently, however, it is a condition which confronts us, not a theory.

TENURE REQUESTS 1988-89 TO 1991-92 (approved)

Year	Number	(Early tenure request) Prom. to Asc. Prf.-Prf.	Early Tenure	%	Avg. Years
1988-89	16	7	11	69%	2.27
1989-90	18	8	9	50%	2.00
1990-91	15	6	6	40%	2.33
1991-92	15	10	12	80%	2.16
Totals	64	31	38	59%	2.19

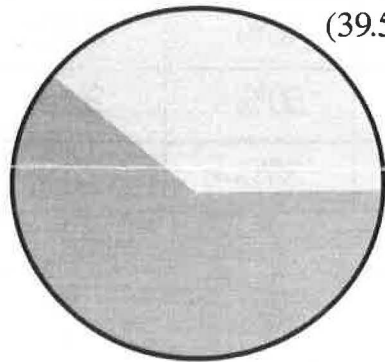
Faculty Tenure Rates



Percentage of Tenured Departments-Divisions

Departments tenured at 70% or more

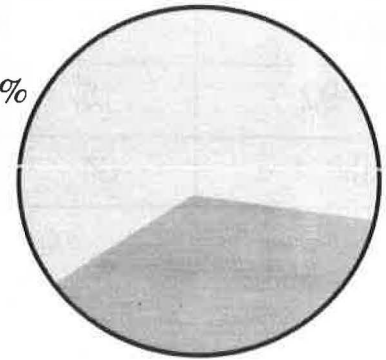
1992-1993



(39.5%) Depts > 70%

(57.9%) Depts < 70%

1993-1994*



(60.5%) Depts > 70%

(42.1%) Depts < 70%

* by Deans' Recommendations

Tenure guidelines draft to be reviewed

EDITOR'S NOTE—The academic deans have recommended a committee be established to review the following draft guidelines for tenure. The committee would be composed of two academic deans appointed by the academic vice president, two chairs appointed by the Council of Chairs, and two other faculty members appointed by Faculty Senate.

DRAFT GUIDELINES FOR TENURE

Tenure is not something that is granted automatically or for years of service. The candidate must be professionally qualified and the university must have a continuing need for the faculty member with his/her particular qualifications and competencies.

The professional qualifications are evaluated using the guidelines which pertain to promotion. The candidate must have demonstrated effective **performance** and achievement in all of his or her major areas of responsibility. Additionally, the candidate must have demonstrated **excellence** in two areas, one of which must be teaching and advising.

Tenure is a serious commitment and investment by the University. Each case must be weighed carefully. In making tenure decisions consideration must be given to several critical factors. These factors are: changing and uncertain enrollment trends, the tenure profile of the department, college and institution, and financial projections. Departments with graduate programs must require the terminal degree in field in order to meet graduate faculty teaching requirements.

Department, collegiate and university-wide considerations must be taken into account and these considerations must reflect the overall interests and needs of the institution.

At Marshall University tenure will be granted on three occasions:

1. Upon initial employment;
2. In order to retain a faculty member who has been offered a tenured position at another institution with qualifications critical to maintain a program at the university, or;
3. During the sixth year of probation as set forth in PB36 and in accordance with AAUP standards.