

**Oregon State University
Promotion and Tenure Process Review**

***DISCUSSION DRAFT
RECOMMENDATIONS***

**PRESENTED TO FACULTY SENATE
and
PROVOST'S COUNCIL**

March 2007

Promotion and Tenure Process Review Project
Co-sponsored by:
AFAPC, PCOSW, and Faculty Senate P&T Committee

Recommendations

1. Clarify roles:

As a university, OSU must engage in an active process to clarify the expected role of the department Head/Chair in supporting the progress of each faculty member to eventual tenure and/or promotion. In this case, “role” means efforts beginning before the first day of employment, and continuing through a successful promotion and/or tenure decision.

	Specific actions to accomplish recommendation	Who	When
1a	Convene conversations between faculty, faculty senate, and administration to clarify roles	Fac Senate Provost Ac Affairs	
1b	Revise procedural guidelines for Promotion and Tenure to include explicit information about the roles of the individuals involved in each step of the P&T process Revise P&T flowchart to include early pre-tenure responsibilities and steps	Fac Senate P&T Committee Academic Affairs	
1c	Offer detailed workshops addressing all aspects of the 6-year P&T process for Department Heads/Chairs and other academic administrators Require participation within one year of assuming the administrative role	Academic Affairs Provost and Deans	
1d	Offer follow-on workshops for Department Heads/Chairs and other academic administrators to stay current with emerging practices and concerns Require participation every 3 years, more often if possible	Academic Affairs Provost and Deans	
1e	Develop and implement assessment of workshop effectiveness	Academic Affairs	

2. Clarify expectations:

Department and faculty members should *mutually* clarify the following expectations and commitments in writing. The chair's or head's signed approval *and* the dean's signed acknowledgement of each written agreement would be required, and a copy of each approved and signed agreement should be returned to the faculty member in a timely manner.

	Specific actions to accomplish recommendation	Who	When
2a	<p><i>Initial Agreements:</i> During the first year of employment and annually thereafter, the department head/chair would involve the tenure-track faculty in developing and fine-tuning the following documents:</p> <ol style="list-style-type: none"> 1. <i>Position description:</i> A detailed description of teaching, scholarship/creative activity, service, and other duties which includes percent of effort allocated to each area 2. <i>Scholarly expectations agreement:</i> At the discretion of the faculty member, a mutually agreed-upon set of expectations for scholarship and creative activity may be developed to clarify concerns about the acceptability of atypical or ground-breaking scholarship 3. <i>Performance standards:</i> Realistic general productivity and performance guidelines based on availability of resources and the individual's position description; these guidelines should be informative rather than prescriptive 4. <i>Departmental support plan:</i> a support structure or plan detailing steps and initiatives the department will undertake to support the faculty member's success in P&T <p><i>Examples include but are not limited to:</i></p> <ul style="list-style-type: none"> • <i>Orientation plan to introduce resource people, key colleagues, administrative processes, social/professional networks, and formal/informal norms and practices</i> • <i>3-person formal mentoring committee including faculty inside and outside the department, to support the success of new faculty member during the pre-tenure period</i> • <i>Regular/ongoing peer evaluation of teaching with constructive feedback and resources for improvement beginning in the first year</i> • <i>Standard pre-tenure review form and P&T dossier format provided during the first year, including explanations, expectations, and guidance about how to use these tools to guide the pre-tenure career path</i> • <i>Recent examples of successful P&T dossiers for similar positions in the department or college</i> 	<p>Policy – Academic Affairs</p> <p>Implement—Deans/Dept Heads</p>	

	Specific actions to accomplish recommendation	Who	When
2b	<p><i>Management of Agreements:</i> Agreements or revisions to agreements require written acknowledgement by the Dean in a timely manner. All versions of agreements, dated/signed, shall be included in the P&T dossier as context for candidate's accomplishments</p> <p>Changes in leadership at the department, college, or university level do not automatically negate or justify a unilateral change of an existing scholarly expectations or departmental support agreement.</p> <p>Failure to supply agreed-upon support may be grounds for extending the tenure clock</p>	<p>Policy – Academic Affairs Fac Sen P&T Committee</p> <p>Implement— Provost, Deans, Dept Heads/Chairs</p>	
2c	<p><i>Assessment and adjustment:</i> Annual and 3rd-year reviews will include explicit review of agreements and opportunity to determine whether updates are needed. Review will address</p> <ul style="list-style-type: none"> • Performance of faculty member in meeting day-to-day expectations of the position, including details about strengths <i>and</i> areas for improvement • Progress of faculty member towards successful P&T, with specific recommendations to improve chance of success 	<p>Policy— Academic Affairs</p> <p>Implement— Academic Affairs, Deans, Dept Heads/Chairs</p>	

3. Ensure broad representation of perspectives and expertise in P&T decision-makers at all levels.

	Specific actions to accomplish recommendation	Who	When
3a	<p>Broad range of perspectives should be an explicit consideration in forming of department and college-level committees. Suggestions include:</p> <ul style="list-style-type: none"> • Establish term limits for college-level committee membership to ensure regular turnover • Rotate department representation on college-level committees to ensure that particular discipline-specific norms do not dominate college standards • Include trained outside representatives (similar to “grad reps” on graduate student committees) on department and college P&T committees to provide different perspectives and P&T process expertise <p>Evaluate annual P&T process on this objective</p>	<p>Policy—Fac Senate P&T Committee</p> <p>Implement— Deans Dept Heads & Chairs</p> <p>Fac Senate P&T Committee</p>	

4. Increase transparency of the P&T process and develop quality assurance measures.

	Specific actions to accomplish recommendation	Who	When
4a	<p>Design and implement rigorous assessments of the quality and consistency of the P&T process.</p> <p><i>Examples include:</i></p> <ul style="list-style-type: none"> • <i>Compare P&T recommendations at each level—how frequently are there significant differences between the final University-level decisions and earlier-stage recommendations? Are there particular departments or colleges whose recommendations are consistently reversed? If so, explore causes</i> • <i>Collect information about faculty who withdraw their dossier after the department or college review. Why were dossiers withdrawn? Evaluate/address concerns or patterns</i> • <i>Continue to evaluate process impact on particular identity groups over time</i> 	<p>Academic Affairs -and- Faculty Senate P&T Committee</p>	
4b	<p>Departments should develop and disseminate their internal P&T procedures to all faculty.</p> <ul style="list-style-type: none"> • Approval of these procedures is needed from the college Dean and from Academic Affairs, to ensure consistency with college and institutional policy and practice. • Approved procedures should be made public— suggestions include posting on each departmental web page with links from the Faculty Senate Promotion and Tenure web page to the procedures for each department. 	<p>Academic Affairs -and- Faculty Senate P&T Committee</p>	
4c	<p>Develop and implement specific strategies to ensure that all faculty members understand the process and their rights at each stage.</p> <p><i>Examples include:</i></p> <ul style="list-style-type: none"> • <i>Require departments and colleges to inform each candidate of her/his right to review/respond to committee and administrator P&T recommendations at each level</i> • <i>Notify candidate when recommendations are added, make the recommendations accessible, ensure that candidate has a reasonable amount of time to respond before the dossier proceeds to the next level</i> 	<p>Policy – Academic Affairs & Fac Senate P&T Committee</p> <p>Implement— Deans & Dept Heads/Chairs</p>	