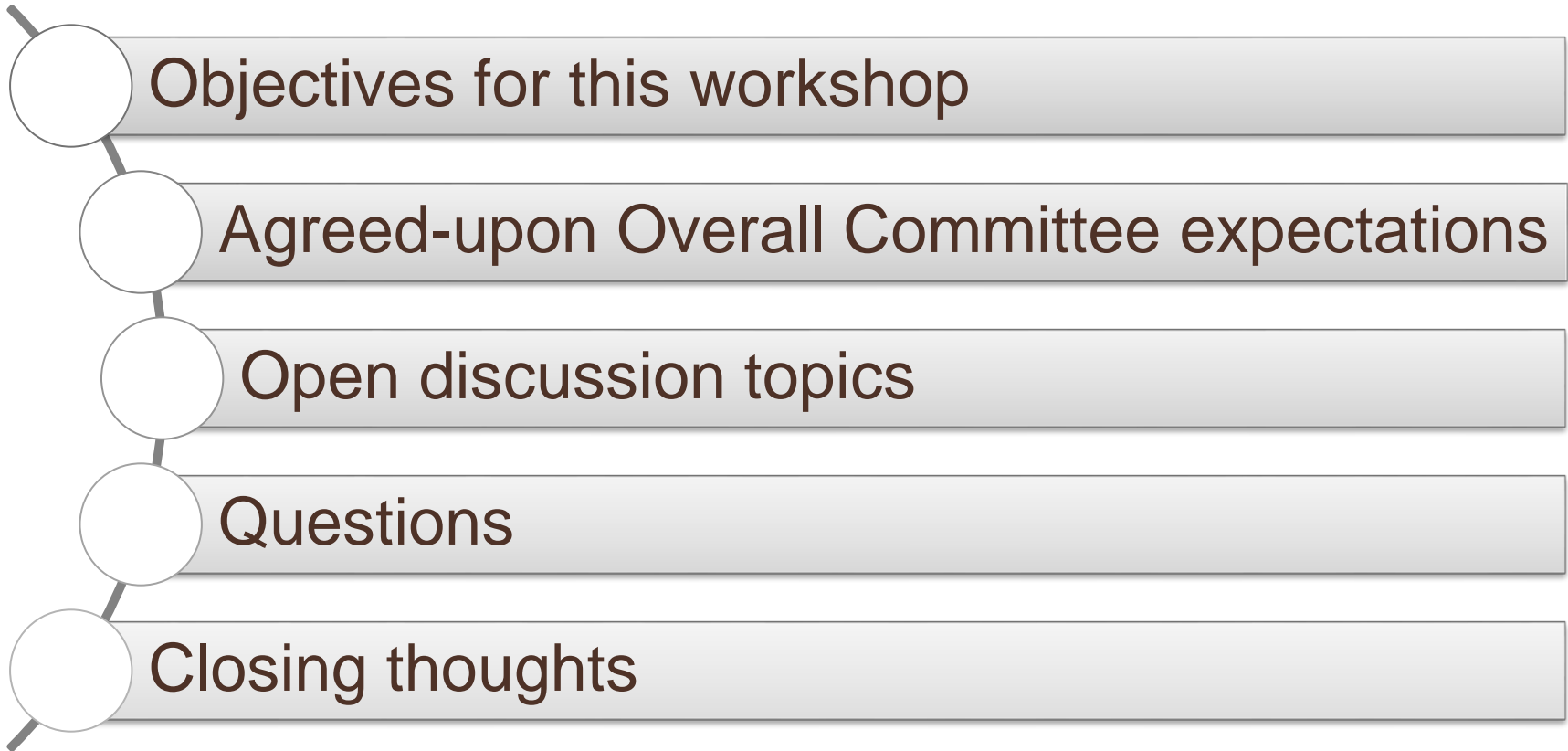




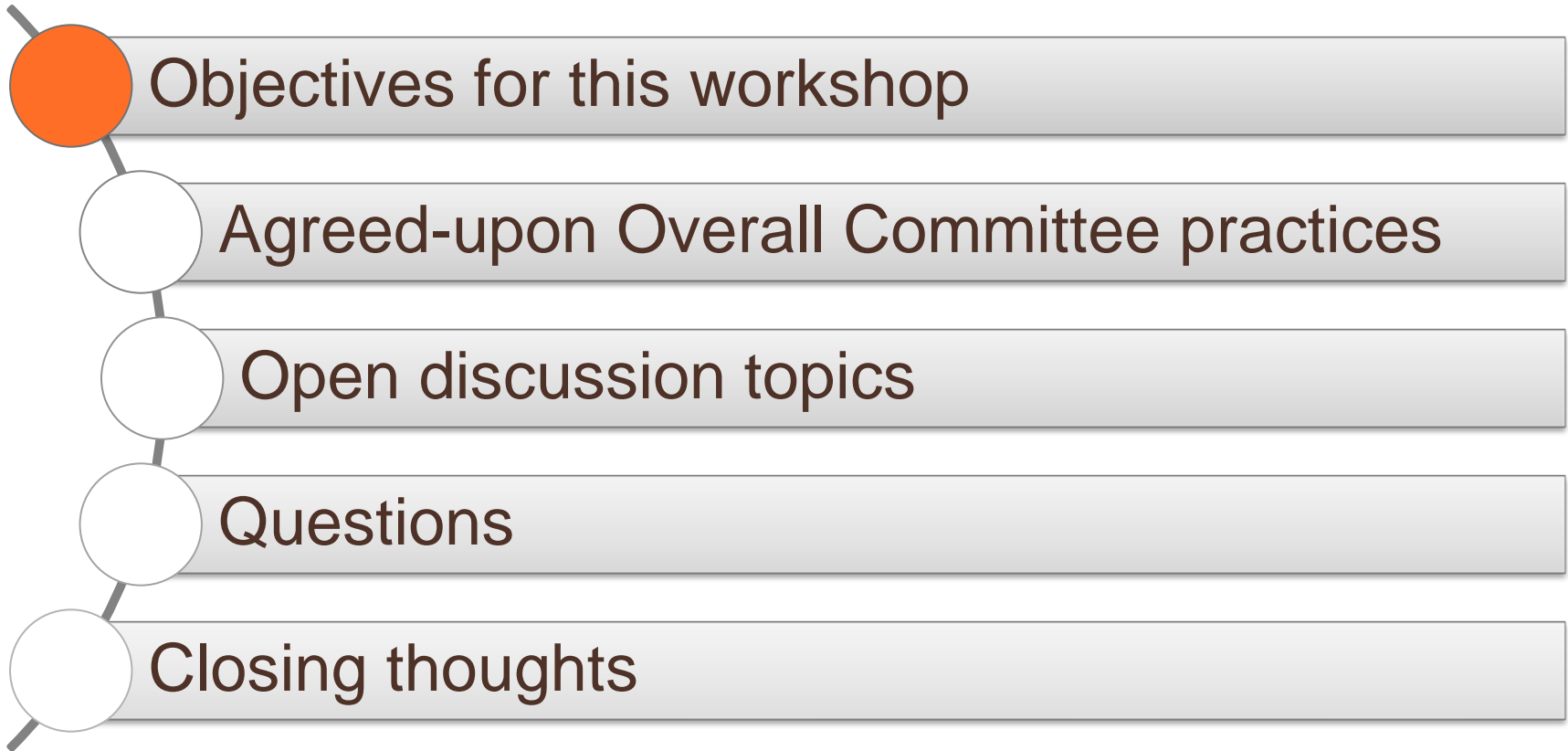
IMPORTANT PRACTICES FOR TENURE AND PROMOTION COMMITTEES

Fall 2014

ROADMAP



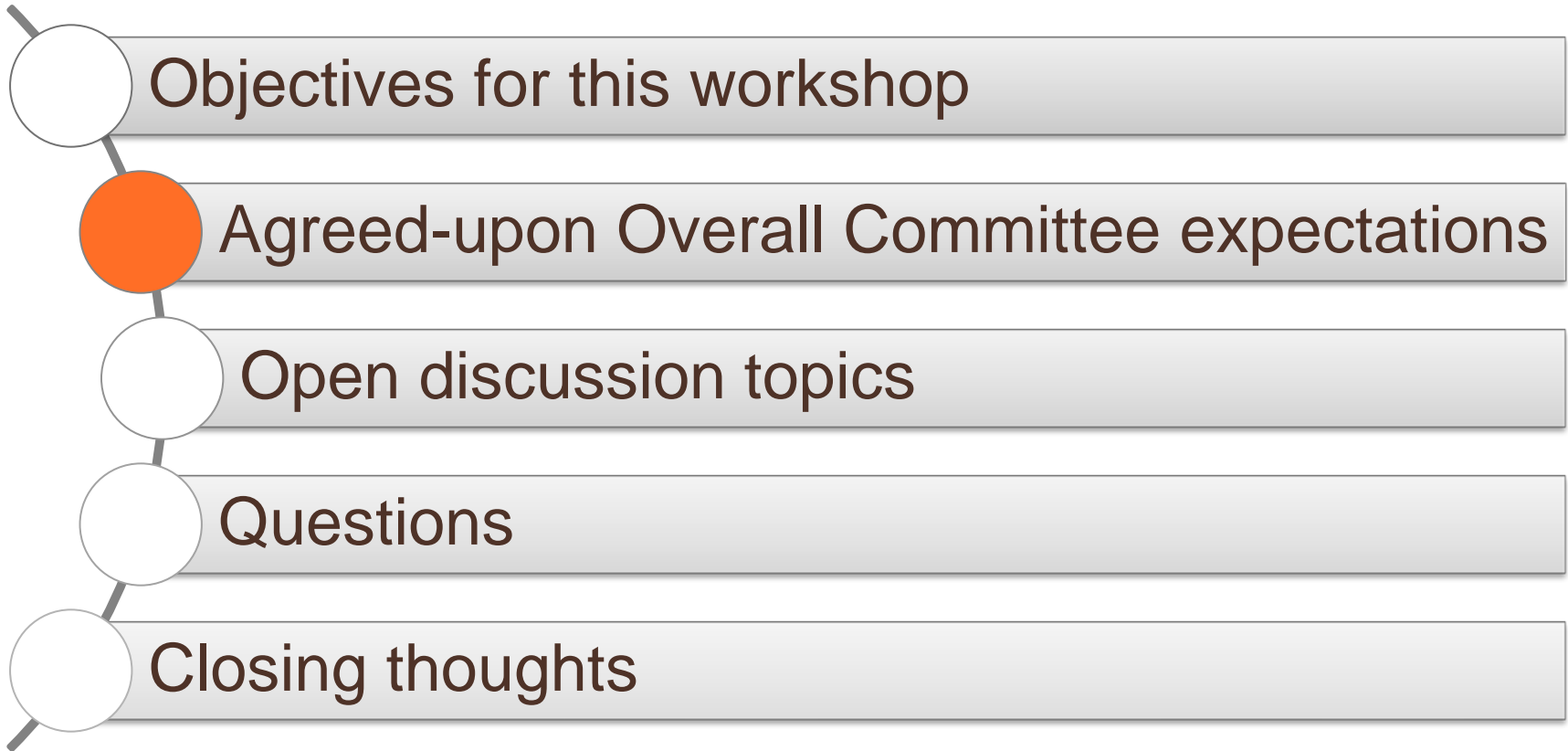
ROADMAP



OBJECTIVES

- ▶ Facilitate a sharing of information on P&T committee practices
- ▶ Articulate upper administration ideas on important process practices for P&T committees - the focus is on process and not criteria
- ▶ Undergird core responsibilities and practices
- ▶ Not intended to be prescriptive or leading to new policy

ROADMAP



OVERALL COMMITTEE PRACTICES*, I

- ▼ **Confidentiality:** No portion of the discussion may be shared except when needed by the dean and provost
- ▼ **Objectivity:** Based on the materials of the package and the college expectations
- ▼ **Role of External letters:** External letters are required and useful for the review; these letters should primarily address the quality of the scholarship

* However, committees are advised to follow current college policy if contrary to these practices.

OVERALL COMMITTEE PRACTICES, II

- ▼ **Interviewing candidates:** Candidates should **NOT** be interviewed by the committee*
 - / If additional information is needed, the committee chair should communicate with the candidate in writing
- ▼ **Summative evaluation:** Committee letter must be unambiguous in communicating the summative evaluation of the candidate's qualifications for tenure

* However, if current college written policy/practice allows interviews, committees are advised to follow policy. The advice is that this should either be done for all candidates or none.

OVERALL COMMITTEE PRACTICES, III

- ▼ **Dissenting Vote(s):** If the vote of the committee is not unanimous, the letter must address issues raised by those dissenting
/ A separate dissenting letter is **NOT** appropriate
- ▼ **Policy/Procedural Precision:** It is imperative that the committee follow policy and procedures in an exacting fashion so as not to introduce violations of due process that might lead to a faculty grievance

OVERALL COMMITTEE PRACTICES, IV

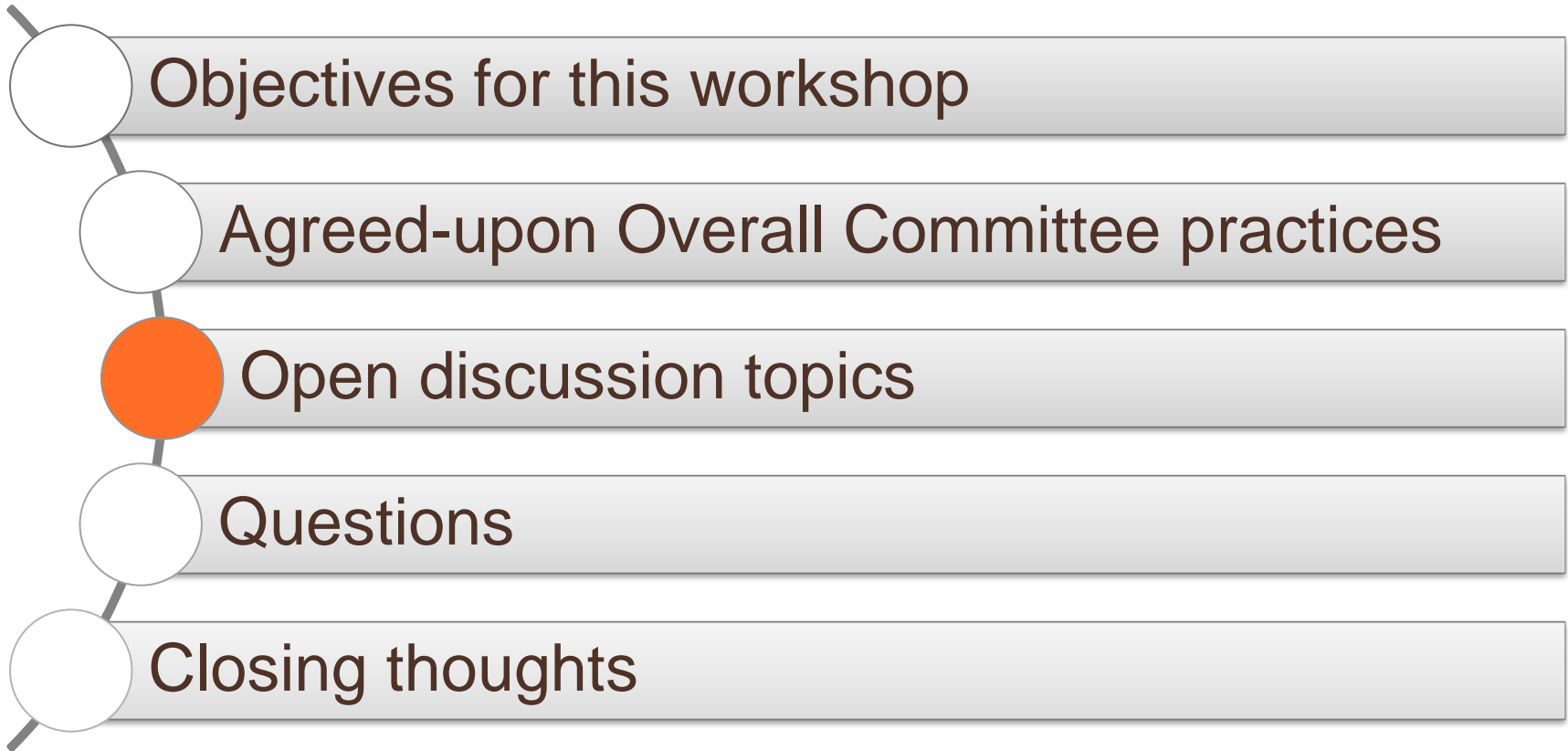
▼ **Committee Review of Candidate**

Documentation: It is expected that each member of the committee will conduct his or her own review of the candidate materials

/ It is not advised to assign this task to one member of the committee

▼ **Committee Recommendation Letter:** The representative from the candidate's department should **NOT** write the committee recommendation letter

ROADMAP



OPEN DISCUSSION TOPICS I

▼ Departmental Peer Recommendations (Votes):

- / What type of supporting rationale should the tenure committee look for in these recommendations?
- / Often, department faculty write one or two lines in each of the performance categories...is that sufficient?
- / If committee weighs departmental peer recommendations differently based on the evidence that the peer uses to make judgment, should peers know this at the beginning of the process?

OPEN DISCUSSION TOPICS II

- ▼ **External Letters:** What should the committee look for in the external letters?
 - / Quality of the institution of the reviewer?
 - / Rank or stature of the reviewer?
 - / Thoroughness of the letter to assess quality of the scholarship?
 - / Should these criteria be applied to all 4 letters or only those reviewers recommended by the candidate?
 - / Should these criteria be applied at all, since the reviewers have been pre-approved?

OPEN DISCUSSIONS TOPICS

III

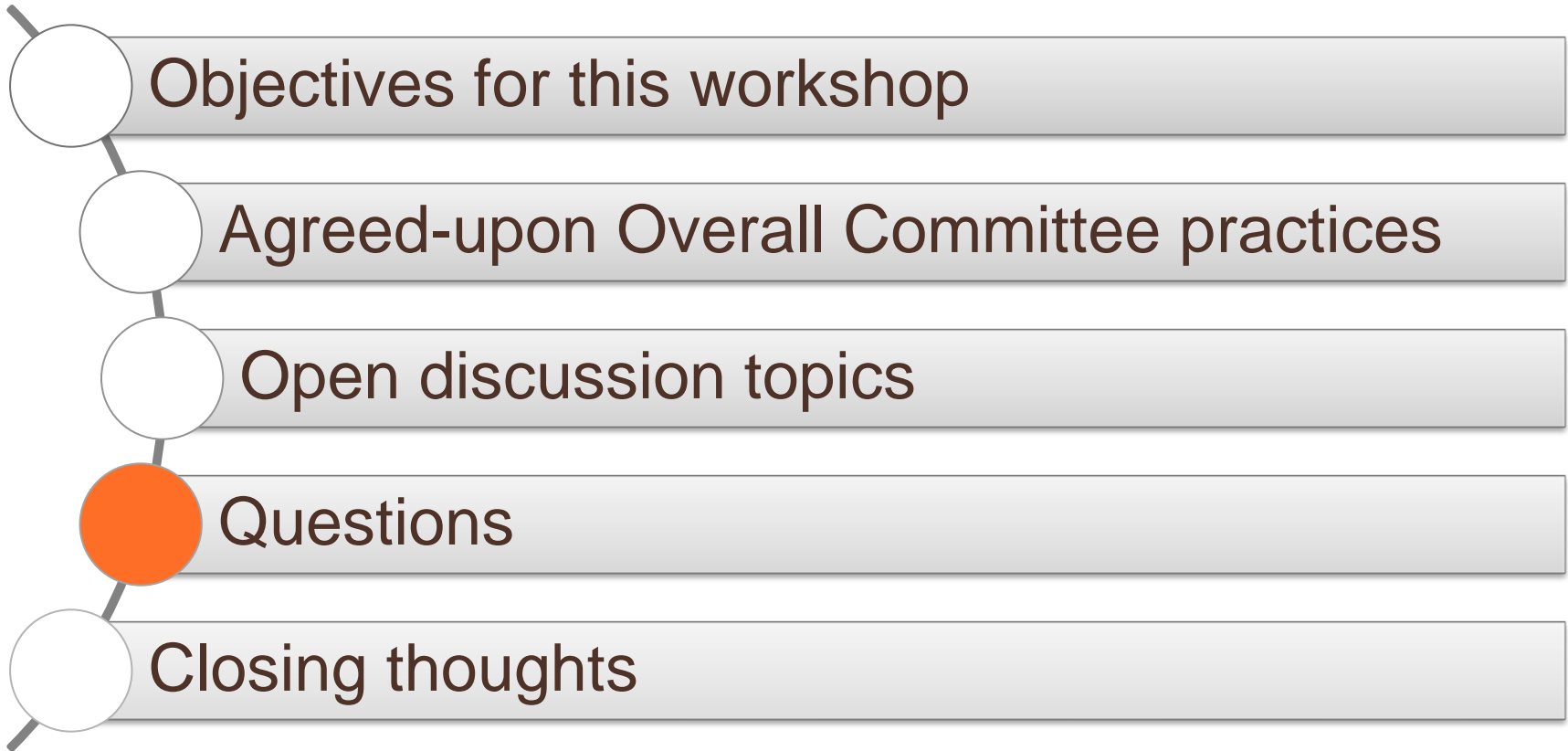
- ▶ **Sources of evidence:** Should the committee decide what weight to give to different sources of evidence?
 - / If yes, how?
- ▶ **Annual Reviews:** What role does the annual evaluation play in committee decisions?
 - / Should the mid-tenure review have more or less importance than annual reviews?
- ▶ **Voting:** Should the department representative be allowed to vote both as a department peer and then as a committee member?

OPEN DISCUSSIONS TOPICS

IV

- ▼ **Unconscious bias:** What are some signs of such bias?
 - / When processes are biased in subtle, often invisible ways, or when processes fail to provide equal protection and transparency for all faculty, they may result in inequity that serves to maintain the status quo.
- ▼ **Collegiality:** Collegiality can be used in decision-making but evidence must be presented as to how the lack of collegiality has undermined effectiveness in the three areas of faculty work
 - / How can lack of collegiality manifest in this way?
 - / Could unconscious bias creep into discussions of collegiality?

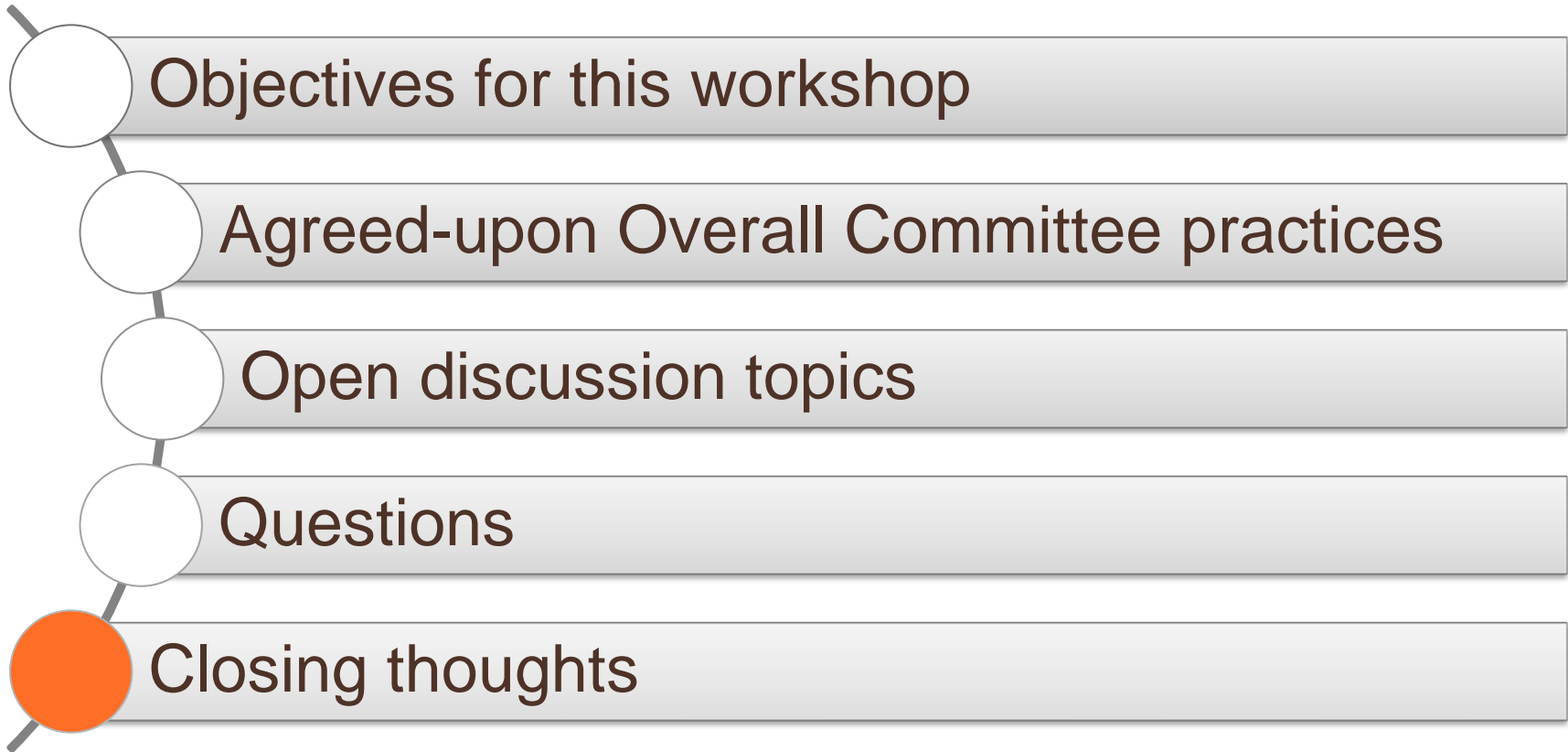
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QUESTIONS?

ROADMAP



IMPLICIT BIAS VIDEO FROM OHIO STATE UNIVERSITY

Brief [video](#) on Impact of Implicit Bias from OSU [4]