

## INTRODUCTION

The University draws its strength from the faculty, whose intellectual capacity, creative talent, and competence shape the institution's culture and reputation. Having chosen the life of the mind as its mission, both as an end and value in itself and a means to a better life, the University must attract, recruit, and retain the faculty of highest quality. Not only is the University's academic mission at stake; so is its capacity to address the rising needs of the country and anticipate the demands of a fast-changing and fiercely competitive world. Decisions on faculty hiring, retention, and promotion are crucial in determining the nature and form of the department and the College as a whole and, indeed, the very future of the University.

Hence, Deans and Department Chairs must apprise all academic staff of their departments, and in particular, those they newly recruit into the faculty, of institutional goals and individual expectations of faculty members, including the areas of performance in which the faculty are to be evaluated. This policy statement is issued to assist the process of communication and enable the faculty to internalize the University's academic value system. The statement is not intended as a compilation of policies and guidelines, although some are included here for emphasis. Rather, the statement is an explanation of these policies and an affirmation of the academic values that underpin them. These values—academic freedom, high academic standards, professional ethics, and the commitment to sustained intellectual growth—are the only standpoint from which the statement is to be interpreted. Bureaucratic and narrow legalistic interpretations diminish the statement's spirit and purpose.

Recognizing that certain procedures vary across constituent universities and among colleges and departments, the statement asserts three fundamental premises of academic life.

The first is the primacy of academic standards as the basis of faculty appointment, tenure, and promotion. This is the guarantee of academic freedom, a right and a value without which the University ceases to exist.

Second is the demonstrable character of the academic grounds for appointment, tenure and promotion. Faculty members must be able to show proof of merit to deserve membership of the faculty, tenure, and promotion.

The final premise is the value of peer review in arriving at decisions on appointment, tenure, and promotion. By submitting themselves to the judgment of their peers at various levels, faculty members gain recognition of their achievements and the meritorious ones are awarded tenure and promoted.

To address differences in procedure, units are enjoined to write down the core guidelines that direct the manner in which they arrive at recruitment, tenure, and promotion decisions and the criteria on which these decisions are founded. The guidelines are the product of a collegial undertaking and must have the approval of the department and preferably, also the College