

## I. TENURE

The statement explains what tenure is, the rights and obligations it entails, the procedure for the grant of tenure, and the rationale behind policies and processes.<sup>1</sup> The document addresses both faculty on tenure track, who are regularly evaluated and must eventually demonstrate that they deserve tenure, and tenured faculty, who recommend the granting of tenure and are themselves expected to maintain a vigorous academic life. Units are advised to put their procedures and requirements in writing so as to guide tenure-track and tenured faculty alike, ensure that policies are followed, minimize conflict, and facilitate the review and improvement of policies and processes.

### A. Meaning and Purpose of Tenure

#### 1. Meaning of Tenure

- 1.1. Right of faculty member to continuous employment until he/she retires, voluntarily leaves the University, or is dismissed for cause
- 1.2. Pact between the University and the faculty member, in which the University agrees to guarantee the academic freedom and economic security of the faculty member and provides a place of work for teaching and scholarly activities, and the faculty member agrees to undertake these functions as best as he/she can and to fulfill other institutional responsibilities
- 1.3. The start, not the end of an academic career; a responsibility, not an attainment that exempts the tenured faculty member from periodic evaluation

#### 2. Aims of Tenure

- 2.1. To foster and safeguard the academic freedom of faculty
- 2.2. To enable the University to attract and retain the best faculty

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<sup>1</sup> Practices in various universities abroad were used as references for the sections in part I, such as the University of Illinois Seminar on Tenure, December 1996; Mississippi State University Faculty Handbook (AOP 13.07); University of Michigan Senate Assembly, "Toward a Definition of Tenure," 12 December 1994; Simon Fraser University Tenure-Track Faculty Workload Policy, 1 September 1999; Carmen Silva-Corvalan et al., "White Paper on the Meaning of Tenure," USC Academic Senate Resolution 95/96-007, 8 May 1996; University of North Carolina, last revised 3 October 2002; University of Virginia, 1 March 2000; University of Houston; Amherst College Faculty Handbook; University of Pittsburgh, 5 July 1988; Virginia Commonwealth University, 1997; and Donna R. Euben, American Association of University Professors, "Tenure: Current Perspectives and Challenges," October 2002.

**F Evidence of Merit**

- 1 During the probationary period, the tenure-track faculty member must be able to show why he/she deserves to be reappointed as faculty or to receive tenure.
- 2 Units are encouraged to adopt the practice of having tenure-track faculty apply for tenure just as temporary faculty have to apply for reappointment. By asking tenure-track faculty to apply for tenure, the department sends a clear signal that: (a) tenure is not automatically granted, and (b) the burden of proof of merit rests on the faculty member who applies for tenure.
- 3 The faculty member's record of teaching, research, and service is reviewed by peers (by tenured faculty, in the case of the award of tenure). The tenure-track faculty member is entitled to a fair evaluation of his/her record but may not presume an entitlement to renewal of appointment or tenure simply by virtue of being on tenure track. Tenure decisions are individually determined in light of the University's minimum standards and those of the unit where the faculty member serves.
- 4 A faculty member who wishes to appeal the non-renewal of his/her appointment or the non-award of tenure must present proof that: (a) a violation of academic freedom contributed to the decision of the recommending or approving authority, i.e., that other than academic grounds were used to arrive at the decision; or (b) that insufficient consideration was given to the merit of his/her application. Academic grounds include professional ethics, intellectual honesty, and other values central to academic life.
- 5 Two rights are at stake in the event described above: the right of tenured colleagues to make a qualitative judgment on the candidate's performance and record, and the right of temporary faculty to expect fairness, both in the process by which the tenure decision is reached and in the substance of that decision. The appeal procedure should take into account both these rights.
- 6 Non-renewal is different from termination or dismissal of faculty. In the first, the burden of proof lies with the tenure-track faculty to show why he/she ought to be reappointed. In the second, the burden shifts to the University to show why, if at all, the faculty member should be dismissed.
- 7 Tenure does not insulate the faculty member from a fair and periodic review of his/her academic performance.
- 8 A bad tenure decision impedes institutional excellence. Units must therefore treat tenure decisions seriously; the future reputation of the unit rests on the quality of its academic staff.