

To: Faculty
From: Review and Planning Committee
Re: Revisions to FM on Tenure and Promotion
Date: February 27, 2003

At the April Faculty Meeting the Review and Planning Committee will move to reopen discussion on the following green sheet, which was tabled at the March Faculty Meeting. At the time it was tabled, the Faculty had approved David Nitz's amendment (appended below).

Revise 4.VII, second sentence: ~~While~~The College gives primary emphasis to effective undergraduate instruction. It holds that high quality teaching is inseparable from scholarly and creative effort, and it expects that members of its faculty will ground their teaching in research, scholarship, and creative activity.

- Revise headings VII.A and VII.B:
 - A. Categories for ~~Standard~~ Evaluation of Faculty with Normal Teaching Appointments
 - B. Evaluation of Faculty with Released Time for Part-time Administrative Work ~~with Released Time.~~
- Replace paragraph 4VIIB with the following:

Although administrative duties with released time will result in a reduced teaching load and a possible reduction in the extent of public professional activity, it is expected that the candidate will continue to demonstrate distinction in categories VII.A.
Administrative work shall be evaluated in light of the following criteria:

 1. Leadership skills, as demonstrated in the ability to create and sustain the unit's mission in relation to that of the College, promote innovative uses of College resources, and encourage professional/faculty development.
 2. Interpersonal skills, as demonstrated in the cultivation of effective working relationships to carry out the work of the administrative unit.
 3. Managerial skills, as demonstrated in organizing, delegating, and prioritizing work, exercising good judgment, and implementing College policies and procedures.
- Under 4.X.7, revise a, delete b, and re-letter items c-f.
 - a. The criteria shall be applied more rigorously in all categories of evaluation as the rank goes higher.
- Under 4.XI.5, insert new item l and re-letter current items l-n:
 - l. For faculty who are being evaluated under category 4.VII.B: Peer reviews of the candidate's administrative work prepared by: (1) the candidate's supervisor, (2) up to five constituents of the candidate's administrative unit chosen by the candidate and supervisor in consultation with one another, and (3) one other faculty colleague

engaged in comparable administrative work. These reviews shall address the criteria listed in 4.VII.B and may not be shared with the candidate.

Rationale: Both T&P and an RPC subcommittee have asked for a clarification of procedures for evaluating administrative work with released time as described in 4.VII.B. Our intent is to maintain the College's high emphasis on scholarship and teaching while also allowing for the possibility that excellence in administrative work may be used as a criterion for promotion. We consider the first, second, and fourth bulleted items to be minor editorial changes that underscore the College's emphasis on teaching and scholarship. The third bulleted item directly addresses 4.VII.B. We clarify the relationship between administrative work and the types of work outlined under VII.A, allow for a relaxation of quantitative expectations while upholding qualitative ones, and specify criteria for evaluation of administrative work. The last item describes the method of evaluation and allows for the inclusion of this material in the candidate's dossier.

We call your attention to other features of the policy:

- 1) We specify criteria for evaluation of part-time administrative work, because we maintain that promotion is a faculty reward that should be reserved for faculty fully engaged in teaching and scholarship. While we recognize the benefits and necessities of the College's current practice of appointing faculty to administrative positions, we believe that the rewards for full-time administrative work are different from those for faculty work.
- 2) While the concept of released time implies that the time devoted to professional activity is not affected by the administrative assignment, we believe that the practical reality is otherwise. Especially in the case of year-round administrative appointments, time normally devoted to professional activity is compromised. Our revision of the explanatory material under VIIB deals with this situation.
- 3) There is a wealth of material available for the evaluation of effective leadership in academic departments and administrative units. The criteria that we propose in item 4 emerge from our investigation of this material (see especially <http://www1.umn.edu/ohr/adp/head/competencies.html>). The College may eventually wish to develop a system of evaluation for administrative work in a more sophisticated and intentional manner. Our present goal is to propose criteria that are commensurate with those listed for effective teaching and significant professional activity and which may also serve to enhance our life and work together.

David Nitz's amendment

Add the following sentence to the first paragraph of 4.VII.B: "Faculty who receive released time to carry out part-time administrative assignments will also be evaluated for their work in this area."

Add a fourth point to paragraph 4.VII.B: "4. As a general guideline, this area of evaluation is subordinate to the categories of effective teaching and significant professional activity."