

# RANK AND FILE: MAKING P&T WORK IN TODAY'S CHANGING CLIMATE

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# INTRODUCTION

- Transparency and accountability
- Responsiveness to changing economic and market conditions
- Sensitivity to mounting administrative costs
- Increasing demands on faculty time and workload

# OVERVIEW

- Question:
  - how to conduct faculty evaluations in a way that respects the need to be thorough, fair, and deliberate with the desire to be efficient, effective, and timely?
- Our presentation (3 different models):
  - what works best,
  - what does not
  - how can you adopt each model to better suit your institutional culture?



# DRAKE UNIVERSITY



# MODEL

- Private, comprehensive, Masters-level university
- Six colleges (A&S, CBPA, CPHS, SOE, JMC, Law) each with its own procedures
- College/dean recommendations (positive only) proceed to Provost, then Board of Trustees



# A&S PROCESS

- Criteria, in order of priority: teaching, scholarship/creative activity, service
- Annual performance/reappointment reviews by department during the probationary period; 6<sup>th</sup> year department tenure recommendation (appeal to department, appeal to college)
- College P&T Committee: six faculty elected, two from each division (Sciences, Fine Arts, Humanities/Social Sciences), plus dean as ex-officio, not voting; staggered, 2-yr terms to provide some continuity (appeal to dean)
- Dean (appeal to university AFT)

# WHAT WORK BEST

- Comprehensive, thorough scrutiny of candidates at several levels by multiple people
- Better understanding of and appreciation for the various modes of teaching and scholarship/creative activity across the college
- Multiple opportunities for candidate to appeal negative recommendations

# WHAT DOES NOT WORK

- Time/labor intensive
  - Candidate preparation of materials
  - Review of materials (people/time)
  - Protracted, from Sept (dept) to April (BOT)
- Inefficient
- Potentially divisive



# RIDER UNIVERSITY



# MODEL

- Private university with an unionized faculty (AAUP)
- P&T process is a single step (year 3: Assistant II; year 5: Associate w/tenure)
- Candidates submit files to a committee composed of:
  - President, Provost, Dean, Chair, department faculty representative, 3 faculty at large, P&T chair at large

# WHAT WORK BEST

- Unified voice
- Avoidance of different decisions at each step
- Avoidance of single agendas
- Clarity of criteria



# WHAT DOES NOT WORK

- In some cases, the lack of a deciding vote by the President, Provost and/or Dean

# NATIONAL UNIVERSITY, LAJOLLA



# MODEL

- Private, non-profit university with online and onsite campuses spread across 23 sites within California
- Faculty not unionized, but strong faculty senate
- No tenure, but contract terms up to 10 years at full professor rank
- Multi-level review process –  
Chair, College Personnel Committee, Dean,  
University Personnel Committee, Provost, President



# WHAT WORKS

- Each level of review process is independent
- Final decision is up to President

# WHAT DOES NOT WORK

- There are currently no established criteria for the evaluation of teaching
- “Peer reviewed” criterion for conferences and publications does not exclude predatory publishers
- Reappointment terms basically mean “for life” or *de facto* tenure
- Lack of tenure is a recruitment challenge

# Q & A

- How each of these models can better suit your institution culture?