

POLICY FOR TENURE AT BAYLOR UNIVERSITY

(BU-PP 704)

Tenure is an essential feature of the academic community at Baylor. It contributes to academic excellence by recognizing faculty achievement and granting privileges that facilitate that achievement. Decisions regarding tenure must be based on a faculty member's professional qualifications as evaluated through a process that is developed with faculty input and available to the candidates. To this end, it is important that principles of policy and procedure be stated with utmost clarity.

The President may issue Procedures for implementing this Policy for Tenure after consultation with the Faculty Senate and other entities. Policy and procedure regarding promotion at Baylor are found in the document "Promotion for Tenure-Track and Tenured Faculty" (BU-PP 702). Policies regarding academic rank and promotion in the Law School at Baylor are found in a separate document, "Promotion of Law School Faculty at Baylor University."

I. Purposes

The purpose of a tenure system is to establish a clear understanding of the nature of the professional relationships between the faculty and other constituencies of the University and between the University and the larger society that it serves. Tenure assures faculty members of the offer of continuous employment in their academic positions, except when adequate cause for dismissal is demonstrated after due process pursuant to BU-PP 705, or when extraordinary circumstances arise because of financial exigencies or a faculty member's inability to fulfill normal faculty responsibilities. By thus protecting faculty members in such academic activities as lectures, research, publication, and other scholarly presentations from pressures to alter their best professional judgment, tenure allows them to fulfill their professional calling and the University to fulfill its mission. The long-term interest of the University is served by attracting a competent and principled faculty. Tenure allows the building and maintenance of a community of learning marked by stability and trust.

The system of academic ranks that is associated with the tenure system recognizes faculty members' achievement in the realms of teaching, scholarly and/or creative work, and collegial service to the University, the professional community, and other communities.

II. Achievement

Tenure is granted after a thorough review of a candidate's qualifications and achievements, taken as a whole, by the individual's tenured colleagues within the department, the dean of the school or college, objective outside reviewers judging the quality and quantity of the individual's scholarship and/or creative activity, the tenured colleagues who are members of the University Tenure Committee, the Provost, and ultimately the President.

Tenure will not be awarded by default, nor is a grant of tenure a contractual right that an individual can earn by merely fulfilling a specific list of achievements. The evaluators consider the totality of the individual's achievements in teaching, scholarship and/or creative activity, university and community service, and collegiality, in the context of the departmental tenure guidelines. In order to reach a rational and just determination, they must consider not only the objective achievements of the individual, but also subjective factors such as (i) the manner and method by which the individual pursued achievements; (ii) the quality of the individual's teaching and research including the impact it has had upon the targeted communities; (iii) the likelihood of the individual attaining the stated five-year goals for achievement after tenure is granted; (iv) the likelihood of the individual enhancing his or her reputation within the field of study in the future; and (v) the likelihood of the individual to engage in activities that benefit the day-to-day workings of the department and school as well as the University as a whole so as to be a valued member of the University community.

Based on such information, the evaluators reach a discretionary determination as to whether the candidate has demonstrated conclusively that she or he has performed and will continue to perform for the remainder of her or his career at the University in a way that will sufficiently contribute to the stated goals and mission of the University.

The faculty member should hold the terminal degree, or the clear equivalent. The faculty member must also conclusively demonstrate excellence in his or her professional pursuits. It is the responsibility of the academic units to establish departmental tenure guidelines, approved by the Office of the Provost, for professional excellence in terms of their respective disciplines. In all cases, though, this level of performance must be demonstrated in the faculty member's (i) teaching, including at least six years of teaching experience (or other equivalent professional experience); (ii) research and/or creative work in the discipline, including an established record of publication (or the equivalent, in fields such as performing arts); (iii) service through participation in professional organizations, contributions to the work of the department and the common life of the University; and (iv) collegial work as demonstrated in interpersonal relationships with other faculty, staff, and students, and activities in the community outside the University. While the proportions of teaching, research, and service contributions will vary considerably from faculty member to faculty member, one must conclusively demonstrate excellence both in teaching and in research and/or creative work, as well as in service and collegial work, in order to earn tenure at Baylor. While the department, the dean, the University Tenure Committee, and the Provost and President will view the faculty member's performance from different perspectives, each will consider this work in the context of departmental guidelines and needs.

Faculty members who receive tenure at Baylor or who have an equivalent record of achievement hold the rank of Associate Professor. The faculty member earning a promotion (whether or not this is in connection with a tenure decision) will receive a salary increase recognizing the promotion in rank. However, if budgetary constraints make such an increase impracticable in any particular year, the faculty member will receive an increase at the next budget period when funds are available. Promotions should not be delayed because

of financial constraints. Nor, on the other hand, should promotions be used as substitutions for salary increases, rather than being earned through these policy guidelines.

III. Eligibility for Tenure

- A. Tenure may be granted only to those holding faculty rank. No person has tenure in an administrative position, including departmental chairpersons.
- B. An incoming faculty member may be allowed to transfer prior teaching and/or research experience toward tenure at Baylor University, as approved by the Provost and the President, in consultation with the tenured faculty in the faculty member's department, the departmental chairperson, and the dean. This experience would ordinarily consist of full-time service as a faculty member teaching and/or conducting research at upper undergraduate and graduate or professional levels in appropriately accredited institutions of higher education.
- C. Years of service for tenure consideration are not accorded in the following cases: (1) Lecturer appointments; (2) part-time teaching or any combination of part-time teaching and research for a graduate or professional degree; or (3) leaves of absence including those granted for research or professionally related work in government, business, or industry.
- D. Upon the recommendation of the Provost, the President may grant tenure to a faculty member without following the process described in the "Tenure Procedures," either at the point of initial employment or later, if such a decision serves the interests of the University. Such a decision must be based on the criteria of excellence described in Section II of this Policy and approved by a majority vote of the tenured faculty of the applicable department (secured by secret ballot) and by the dean of the applicable School or College.
- E. A tenure-track faculty member may undergo the Tenure Review process prior to the year that was originally determined for him or her, if this is approved by a majority of the departmental tenured faculty, the chair of the department, the dean, and the Provost. Denial of tenure under these circumstances does not preclude consideration for tenure in a subsequent year, within the limitations of the time frame that originally applied to the faculty member.
- F. Tenure-track faculty members may request an extension of the time limit for tenure review if circumstances have limited their abilities to demonstrate the professional credentials to be awarded tenure. When a faculty member takes a medical leave for one of the reasons specified in the University's Family Medical Leave Act Policy (BU-PP 408) for three months or more, the year in which the leave is taken is not counted as a year towards mandatory tenure review. In the situation in which a faculty member chooses to take less than three months of leave under the Family Medical Leave Act Policy, but the faculty member's regular dedication to teaching or scholarship has

nevertheless been seriously disrupted, she or he may request that the year in which this occurs not count as a year towards the mandatory tenure review.

The faculty member who wishes an extension of one year to the tenure time limit, for FMLA or other reasons, must apply through her or his department chair and dean to the Provost. Any request for extension should be made as soon as possible, but in no event later than the end of the contract year in which the situation occurs. The Provost shall respond to any such request within ten business days.

Final approval of such extensions rests with the Provost and will be evaluated on a case-by-case basis. Under no circumstances may such an extension be used to deny a faculty member tenure; furthermore, a lack of productivity during the year in which such an extension was granted should not be reckoned against the faculty member in the tenure decision. However, the quality of work on assignments that the faculty member did perform during this year may be considered in the tenure review.

- G. Each new faculty member at Baylor University shall receive a letter of appointment from the University. This letter shall specify such items as rank, salary, years of professional service, tenure status, and any special prerequisite. Each new faculty member will also be informed about departmental tenure guidelines and any special conditions of her or his employment. Furthermore, any changes in these that may occur during the faculty member's probationary period must be approved by the department chair (or dean in units in which the School acts as a department of the whole), and shall be communicated by the chair (or dean) to the probationary faculty member in writing as they occur.

IV. Non-reappointment notification for tenure-track faculty

For tenure-track faculty members, notice of non-reappointment, or of intention not to reappoint a faculty member, shall be given in writing in accord with the following standards:

- A. Not later than March 1 of the first academic year of probationary service at Baylor, if the appointment expires at the end of that year; or, if a one-year appointment terminates during an academic year, at least three months in advance of its termination.
- B. Not later than December 15 of the second year of probationary service at Baylor, if the appointment expires at the end of that year; or, if an initial two-year appointment terminates during an academic year, at least six months in advance of its termination.
- C. At least twelve months before the expiration of a probationary appointment after two or more years in the institution.

V. University Tenure Committee

A. Composition and Selection

The University Tenure Committee shall consist of three tenured faculty members from the College of Arts and Sciences (one from the Arts & Humanities departments, one from the Natural Sciences departments, and one from the Social & Behavioral Sciences departments) and one tenured faculty member from every other academic unit (Business, Education, Engineering and Computer Science, Honors, Law, Libraries, Music, Nursing, Truett Theological Seminary, and Social Work) for a total of 13. Each member shall be appointed for a three-year term, with approximately one-third of the committee rotating each year (i.e., 5-4-4). Unless, due to the limited size of an academic unit, circumstances dictate otherwise, no member shall serve more than one term on the Tenure Committee.

Over a period of six years, the President appoints thirteen members to the Tenure Committee according to the composition specified above. The Faculty, through the Committee on Committees and Faculty Senate, appoints thirteen members to the Tenure Committee according to the composition specified above.

Each year, the President shall make his or her selections from the academic units from which the Faculty Senate selected three years earlier. Following the President's selection(s), the Committee on Committees makes its recommendation of faculty members to the Faculty Senate for its approval at its May meeting; these shall be drawn from the units from which the President selected three years earlier.

Therefore, in every six-year cycle, the appointments shall be as follows:

Year One:	President - 2 members,	Faculty Process - 3 members	(Total 5);
Year Two:	President - 2 members,	Faculty Process - 2 members	(Total 4);
Year Three:	President - 2 members,	Faculty Process - 2 members	(Total 4).
Year Four:	President - 3 members,	Faculty Process - 2 members	(Total 5);
Year Five:	President - 2 members,	Faculty Process - 2 members	(Total 4);
Year Six:	President - 2 members,	Faculty Process - 2 members	(Total 4).

Should a vacancy occur on the University Tenure Committee for any reason, the party responsible for the original appointment (President or Faculty Senate) shall make a replacement appointment in a timely fashion for the remainder of any unexpired term and convey the decision to the Chair of the Committee on Committees and to the University Tenure Committee. A member of the Committee who is selected in this way and participates in tenure deliberations for less than three years during the unexpired term shall be eligible to be appointed for an additional full term on the Committee. This member will not automatically serve for the term that immediately follows the term that he or she is completing, but he or she may be appointed to that term or a subsequent one by either appointing party.

Following University Tenure Committee deliberations in February, the Committee shall choose a Chairperson for the following year; his or her term shall commence at the beginning of the school year. The incoming Chairperson shall have served at least one year on the Committee, but no member may serve as chairperson in successive years. The outgoing Chairperson of the Tenure Committee shall provide the name of the incoming Chairperson of the Tenure Committee to the Chairperson of the University Committee on Committees for inclusion in the committee list distributed for the following school year.

B. Responsibilities of the University Tenure Committee

The members of the University Tenure Committee are to review all material submitted for each candidate for tenure, and the Committee is then to discuss each candidate's qualifications and submit recommendations regarding tenure decisions in the form of a summary report to the Provost.

VI. Tenure Decisions

The Provost will review the recommendation from the University Tenure Committee regarding each candidate, giving due consideration to this recommendation as well as those of the available tenured departmental faculty, department chair, and dean, and, in recognition that the faculty has special interest in tenure decisions, will recommend to the President that the candidate be granted or denied tenure. The Provost may consult with any individual he or she deems appropriate in the course of this review.

The President, after consultation with the Provost, will make a final decision regarding the grant or denial of tenure. In reaching this decision, the President will consider the recommendations of the available tenured departmental faculty, department chair, dean, and University Tenure Committee with recognition that the faculty has special expertise and interests in tenure decisions. The President and/or Provost may also review any material related to the candidate and consult with any individual they deem appropriate during this process.

VII. Confidentiality

Tenure decisions may involve sensitive personnel matters and confidentiality should be maintained in a manner that facilitates the decision process and minimizes communications that are not part of the decision process. Accordingly, the following principles should guide confidentiality:

- A. All participants in the tenure process are to maintain confidentiality and limit communications regarding individual tenure candidates to university officials who have a need to know information regarding individuals.

- B. In the event that a tenure matter is resolved in a judicial or other forum involving third parties, the applicable rules of the forum will control. Accordingly, documents such as colleague evaluations may have to be disclosed.

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