

Chairs Workshop

Spring 2008

Letters On Faculty

Colleagues

Department Chairs

Deans

VPAA

Special Guests

Loyola College in Maryland

Outline

- Active Collegiality
- Motivation
- Letters for Annual Review
 - Two Cases
 - The “T” Word
 - Final Determinations
- Letters for Tenure and Promotion

Outline

- Active Collegiality
- Motivation
- Letters for Annual Review
 - Two Cases
 - The "T" Word
 - Final Determinations
- Letters for Tenure and Promotion

Strategic Priorities for Loyola College, 2007

Loyola's Strength and Beauty

Priority 1: Faculty

Priority 2: Strategic Plan

Priority 3: Enhancement of Diversity

Priority 4: *Time*

Priority 5: Interunit Partnership

Priority 6: Active Collegiality

Concluding Thoughts

Strategic Priorities for Loyola College, 2007

Loyola's Strength and Beauty

Priority 1: Faculty

Priority 2: Strategic Plan

Priority 3: Enhancement of Diversity

Priority 4: *Time*

Priority 5: Interunit Partnership

Priority 6: Active Collegiality

Concluding Thoughts

Priority 6: Active Collegiality

- Collegiality *Requires* Active Holistic Assistance
- Applies to
 - Annual Reviews
 - Summary Evaluations
 - Three-year Reviews
 - Tenure and Promotion Reviews

Priority 6: Active Collegiality

- Collegiality *Requires* Active, Holistic Assistance in the Tenure and Promotion Process
- Applies to
 - Letters from Chairs
 - Requiring Independent External Reviews
 - Reviews Preceding Tenure, Promotion Application

Priority 6: Active Collegiality

- Collegiality *Requires* Active, Open Invitation toward Dialogue
- Applies to
 - Junior Faculty
 - Potentially Isolated Faculty
 - Senior Faculty

Outline

- Active Collegiality
- Motivation
- Letters for Annual Review
 - Two Cases
 - The "T" Word
 - Final Determinations
- Letters for Tenure and Promotion

Motivation

- “Filtered” Letters:
 - Are Delusional
 - Can Kill Careers
 - Hold the University Back
 - Can Cost a Bundle...in \$ and in t

Outline

- Active Collegiality
- Motivation
- Letters for Annual Review
 - Two Cases
 - The “T” Word
 - Final Determinations
- Letters for Tenure and Promotion

Outline

- Active Collegiality
- Motivation
- Letters for Annual Review
 - Two Cases
 - The “T” Word
 - Final Determinations
- Letters for Tenure and Promotion

Two Cases

Faculty Member 1

- Beloved Teacher
- “Formidable” Scholarship
- 0 Publications
- One book, one paper
- Down the Ravine
- Still Probably Maintains False Beliefs

Two Cases

Faculty Member 2

- Competent to Excellent Teacher
- New Teacher/Scholar Model
- “Important and Meaningful Research”
- 0 Publications
- Year-4 Plan – Deemotionalized
- Spiral to Heaven

Two Cases

Lessons Learned

- Earlier is Better
- Clarity Leads to Success
 - at Tenure Time
 - ...or Earlier
- Err with Contingencies in Mind!
- This is *more* collegial than a "supportive" approach

Outline

- Active Collegiality
- Motivation
- Letters for Annual Review
 - Two Cases
 - The "T" Word
 - Final Determinations
- Letters for Tenure and Promotion

The “T” Word

“Timothy is making excellent progress toward tenure.”

versus

“Timothy is making appropriate progress for a person at this stage of his career.”

Outline

- Active Collegiality
- Motivation
- Letters for Annual Review
 - Two Cases
 - The "T" Word
 - Final Determinations
- Letters for Tenure and Promotion

Final Determinations

“Timothy’s progress in scholarship is of great concern to the Department. Though his teaching has improved, he still needs to assure that...”

Teaching: Very Good

Scholarship: Very Good

Service: Excellent

Outline

- Active Collegiality
- Motivation
- Letters for Annual Review
 - Two Cases
 - The “T” Word
 - Final Determinations
- Letters for Tenure and Promotion

Letters for Rank and Tenure

- This is the third year without chairs meeting with Board
- Chairs doing a good job, overall
 - ...but we still have some variance
- Biggest Issue: *Context*
- If you received a letter...you are not alone
 - Board seeks more clarity, assurance

Letters for Rank and Tenure

- Special Strengths:
“...with each such designation we need some insight into how your department reached that determination. What are the typical expectations of faculty in each area and how did this candidate excel in a particular area if you are designating it as a 'special strength'?”

Letters for Rank and Tenure

- Special Strengths:
“What is conducting scholarship in your area(s) like? How common and valued are collaborative efforts? How does your department evaluate multi-authored papers, presentations, etc.? How are conference proceedings viewed in your discipline? What is a reasonable expectation of quantity and quality of output, given the Loyola environment? How extensive are service requirements in your department?”

Letters for Rank and Tenure

- Special Strengths:
“The Board cannot over-emphasize the importance of giving us insight into your 'academic world', the '**context**' we are always mentioning.”

Letters for Rank and Tenure

- Votes:
 - Vote on each of Teaching, Scholarship, Svc.
 - Explain minority viewpoints, and majority – with fair reasonings
- Share departmental documents, standards

Letters for Rank and Tenure

- External Letters: Discuss Solicitation with Colleagues
 - Increasingly Important
 - Assure Independence (not advisor, co-author; explicitly ask about relationship; *department* should select at least one)
 - Reason: Assurance of Transparency, Clarity

Outline

- Active Collegiality
- Motivation
- Letters for Annual Review
 - Two Cases
 - The “T” Word
 - Final Determinations
- Letters for Tenure and Promotion

Chairs Workshop

Spring 2008

Letters On Faculty

Colleagues

Department Chairs

Deans

VPAA

Special Guests

Loyola College in Maryland