INTRODUCTION

Charge: The charge to the ad hoc committee may be taken from the following motions (Passed, UWM Faculty Meeting of December 10, 1964):

1. The UWM Faculty recommends that tenure appointments and tenure promotions for the UWM shall be determined by duly constituted means established by the UWM Faculty.

2. An ad hoc committee shall be appointed by the Chancellor in consultation with the UWM Committee. The ad hoc committee after studying possible methods of handling tenure and promotion shall present to the Faculty a proposal for the manner in which tenure appointments and tenure promotions shall be handled in the future for UWM. The chairman shall be selected by the committee from its membership. The committee shall report to the Faculty no later than March, 1965.

Representation: The committee appointed by Chancellor Klotsche to carry out this charge included representatives from the College of Letters and Science, the School of Education, the School of Fine Arts, and the Division of Commerce. Representatives of the College of Letters and Science came from the Departments of English, Philosophy, Political Science, and Urban Affairs. Three committee members brought with them the perspective and experience provided by service on the UWM Committee and the Course and Curriculum Committee. This composition assured a variety of opinion, and a fairly representative sample of UWM faculty opinion on the issues inherent in developing policy and structure for handling tenure and promotion at UWM.

History of the Committee's Activities: A review of the committee responsibilities led to the decision that its major goal was to make recommendations specific to UWM in the following four areas:

1. Tenure policy.
2. Structure of the University tenure committee(s).
3. Procedure for handling tenure recommendations, both in departments and committee(s).
4. Criteria for assessing tenure recommendations at all levels.

Since the general University of Wisconsin tenure policy is already clearly established in Chapter 10A of "Appointment, Tenure, and Dismissal Procedures of the University of Wisconsin," the committee decided to keep its recommendations congruent with the general framework laid down in Chapter 10A.

Alternatives: Because the policies developed in Chapter 10A are of necessity extremely broad, a large number of alternative recommendations were considered by the committee. For example, each of at least half a dozen different tenure committee structures has some special advantage and disadvantage. Madison has a tenure committee for each division. Such a system assures that decisions will be made by those fairly close to each department, and probably assures the most sympathetic understanding of special problems peculiar to each. On the other hand, such plurality of committees -- whether at the Divisional or College level -- suggests that no standards of professional excellence apply equally to all Faculty members, and could easily allow tenure policy to vary from Division to Division or College to College.
Obviously, these shortcomings could best be eliminated by creating a single UWM tenure committee, though conceivably as the University grows one committee might be overwhelmed with work. Furthermore, such a committee would be relatively far removed from the variety of special problems peculiar to a multiplicity of departments. One remedy for this problem would be to let departments determine their own tenure procedures without review by a higher body. However, such a system would eliminate the checks and balances that provide safeguards against abuse of power. Another possibility would be to create an ad hoc UWM tenure committee from time to time, or to set up special committees of various sorts to handle tenure problems as they arise in division, college, or department. However, the steady flow of tenure recommendations in a university the size of UWM suggests the need for a more permanent committee of some sort.

In order to explore the various procedures for handling specific tenure recommendations and in order to determine the essential criteria upon which the procedures will be based, the committee gathered information in a variety of ways:

1. Members of the committee interviewed representatives of interested faculty groups, committees and the administration. These included:

   1.1 The deans or directors of the various schools, colleges, and divisions on the Milwaukee campus:

      1.11 College of Letters and Science
      1.12 School of Education
      1.13 School of Fine Arts
      1.14 School of Social Work
      1.15 Division of Commerce
      1.16 College of Applied Science and Engineering
      1.17 Extension Division

   1.2 Milwaukee members of the all UW Divisional Committees:

      1.21 The Division of Biological Sciences
      1.22 The Division of Humanities
      1.23 The Division of Physical Sciences
      1.24 The Division of Social Studies

   1.3 Interested groups:

      1.31 American Association of University Professors
      1.32 American Federation of Teachers

   1.4 Members of the UWM Administration:

      1.41 Chancellor
      1.42 Vice-Chancellor

2. Tenure and Promotion policies were solicited by the committee from other universities. Full information was received from:

   2.1 Yale University
   2.2 Michigan State University
   2.3 University of California
3. The committee developed a UWM Faculty survey on presently prevailing criteria and procedures for promotion and appointment to tenure positions. This survey was sent to Faculty members identified by deans and department chairman as having participated in tenure and promotion appointments during the previous two years. Information gathered from the 50% return was then utilized in developing final procedural recommendations.

4. Members of the committee informally attempted to gather feelings and ideas from other members of the Faculty.

Working Principles Developed by the Committee:

The above listed deliberations and information gathering procedures led to the development of the following principles upon which the final recommendations are based:

1. The principle of Faculty control shall be preserved in matters dealing with tenure and promotion.

2. All recommendations must embody the principles of the rules and regulations of the University of Wisconsin as outlined in Chapter 10A of "Appointment, Tenure, and Dismissal Procedures of the University of Wisconsin."

3. Committees with limited jurisdiction will handle the bulk of tenure cases. Each of these committees shall have a portion or its membership composed of Faculty who are not within its jurisdiction.

4. Final authority will reside in a single UWM tenure committee whose major function will be the coordination of the work of the respective committees of limited jurisdiction.
Recommendations:

I. Tenure and Promotion Committees

Initially there shall be seven committees of limited jurisdiction to carry out the principles of Chapter 10A (Appointment, Tenure, and Dismissal Procedures of the University of Wisconsin):

The Tenure and Promotion Committee for Biological Sciences
The Tenure and Promotion Committee for Education
The Tenure and Promotion Committee for Fine Arts
The Tenure and Promotion Committee for Humanities
The Tenure and Promotion Committee for Physical Sciences
The Tenure and Promotion Committee for Professions
The Tenure and Promotion Committee for Social Studies

A. Structure

Membership:

1.1 A school or department holding membership in one of the four Faculty divisions prior to adoption of the new Tenure and Promotion Committee structure shall initially become a member of its analogue in the new committee structure. (See appendix for list of analogues.)

Petition to Transfer:

1.2 After the new Tenure and Promotion Committees have been established, departments may transfer their membership to another Tenure and Promotion Committee, providing the petition to transfer is accepted by the petitioned committee, after consultation with the Coordinating Committee on Promotion and Tenure.

Dual Membership:

1.3 Departments may simultaneously hold membership in two Tenure and Promotion Committees, providing membership in the second be accepted by the petitioned committee, after consultation with the Coordinating Committee on Tenure and Promotion.
Size of Committees: 1.4 For the first year only each Committee shall have 8 members. Subsequently, Committees shall have not less than 5 nor more than 12 members.

Representation: 1.5 For the first year only, the Tenure and Promotion Committees for Biological Sciences, Education, Fine Arts, and Professions shall each contain 4 members drawn from Faculty outside each Committee's jurisdiction. Tenure and Promotion Committees for Humanities, Physical Sciences, and Social Studies shall each contain 2 members drawn from Faculty outside each Committee's jurisdiction. Subsequently, never less than 25% nor more than 50% of the members of each Tenure and Promotion Committee shall be drawn from Faculty outside each Committee's jurisdiction.

Election of Members: 1.6 Committee members shall be elected by the Faculty over whom each respective Committee has jurisdiction. At the first election, one-third of the members shall be elected for 1 year, a second third for 2 years, and the remaining third for 3 years. Subsequently, yearly elections shall elect all new members for 3 year terms.

Election of Chairman: 1.7 For the first year only, chairmen shall be elected by the members of each Committee, with any member eligible. Subsequently, each Tenure and Promotion Committee shall elect a Committee Chairman from among its members who have served at least one year. Chairmen may succeed themselves once.

B. Function

1.8 The Tenure and Promotion Committees shall review, consider, and act on recommendations submitted by member departments, and forward to the Coordinating Committee on Tenure and Promotion all recommendations on tenure and promotion actions taken by Tenure and Promotion Committees.

1.9 In special cases each Committee may, and when requested by individual departments the Committee shall, delegate its jurisdiction to the Coordinating Committee on Tenure and Promotion.
II. Coordinating Committee on Tenure and Promotion

There shall be established a UWM Coordinating Committee on Tenure and Promotion.

A. Structure

2.1 Membership on the Coordinating Committee on Tenure and Promotion shall consist of the duly elected chairmen of the separate Tenure and Promotion Committees.

2.2 The chairman shall be elected by the members of the Coordinating Committee from among its membership.

B. Function

Authority:

2.3 The Committee shall have the final authority over all recommendations on tenure and promotion.

Recommendation:

2.4 The Committee shall make recommendations to the UWM Faculty on policy matters of tenure and promotion, and shall maintain and periodically review UWM tenure and promotion policies.

Adjunct Committees:

2.41 The Coordinating Committee shall appoint an Adjunct Committee on Development and Evaluation of Scholarly and Professional Productivity and an Adjunct Committee on Development and Evaluation of Teaching Effectiveness.

Adjunct Committee Structure:

2.42 Each Adjunct Committee shall have at least one member from each of the jurisdictions represented on the Coordinating Committee; at least half the membership of each Adjunct Committee shall be appointed from among the Faculty who are not on any Tenure and Promotion Committee, and a Faculty member may be appointed to only one of the Adjunct Committees during any academic year.

Adjunct Committee Function:

2.43 The Adjunct Committees shall perform for the Coordinating Committee and the Committees on Tenure and Promotion delegated and requested tasks involving (1) regular review of existing policies and procedures, (2) provision of information regarding relevant research and innovation at other universities, (3) experimentation at UWM to improve evaluation of
Faculty and to increase opportunity for improvement of Faculty productivity and effectiveness, and (4) other special activities relevant to the work of the Coordinating Committee and the Committees on Tenure and Promotion.

Nominations: 2.5 The Committee shall nominate members for election to the Tenure and Promotion Committee. Voting members within each jurisdiction may make additional nominations.

Size and Outside Membership: 2.6 The Committee shall determine the size of each Tenure and Promotion Committee (never to contain more than 12 nor fewer than 5 members) and shall determine the number of members on each Tenure and Promotion Committee which must be drawn from Faculty outside each Committee's jurisdiction (the outside membership never to be more than 50% more less than 25% of the total membership of each committee).

Liaison: 2.7 The Coordinating Committee shall seat as a member ex-officio without voting power one representative from the Curriculum Committee, one representative from the Faculty Welfare Committee, and one representative from the UWM Committee in order to maintain continuing liaison with those committees.

Committee on Tenure and Promotion
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N. J. Stefaniak, Chairman
APPENDIX --- LIST OF ANALOGUES

1) Biological Sciences
   Botany
   Home Economics
   Medical Technology
   Nursing
   Pharmacy
   Zoology

2) Education
   Curriculum and Instruction
   Educ. Admin. and Supv.
   Educational Psychology
   Exceptional Education
   Physical Education
   Soc. and Philos. Fdns. of Educ.

3) Fine Arts
   Art and Art Education
   Dance
   Music
   Theatre Arts

4) Humanities
   Art History
   Classics
   Comparative Literature
   English
   French and Italian
   German
   Hebrew Studies
   History
   Language Laboratories
   Linguistics
   Mathematics
   Philosophy
   Slavic Languages
   Spanish and Portuguese
   Speech

5) Physical Sciences
   Chemistry
   Electrical
   Energetics
   Geography
   Geology
   Industrial
   Materials
   Mathematics
   Mechanical
   Mechanics
   Pharmacy
   Physics

6) Professions
   Library (Members with academic rank)
   Student Affairs (Members with academic rank)
   Architecture

7) Social Studies
   Anthropology
   Commerce
   Economics
   Geography
   History
   Journalism
   Library Science
   Philosophy
   Political Science
   Psychology
   Social Welfare
   Sociology
   Urban Affairs