The University Committee has reviewed the report of the Task Force on Tenure and with recognition of the comments and suggestions made at the Committee-of-the-Whole discussions, is making the following recommendations.

The University Committee notes that the Task Force on Tenure emphasized the validity of Faculty Document 809 and it is expected that the items will be incorporated in the Chapters of the Policies and Procedures of UWM in the very near future.

The University Committee recommends acceptance of the report with special focus on the following specific points of the report.

In the following four (4) recommendations, there was consensus by the members of the University Committee -

1. The concept of tenure as established in the University of Wisconsin has been sound and should be continued. It is realized that the balance of interaction and decision-making between the faculty and administration should be strengthened and reinforced through mutual understanding and academic fair play. Of course, in periods of programmatic and economic change, many factors will need to be reflected in the needs of departments, schools and colleges.

2. All Departmental Executive Committees, all Divisional Committees, all Deans and the Chancellor's office shall state in writing what standards and criteria are being applied in promotion to tenure cases.

Such documents should be reasonably specific to the extent that a non-tenured faculty member may have a clear understanding of what is required to achieve tenure rank. In drafting these documents the Task Force urges intensive consultation among and between all faculty groups and administrators involved in personnel decision-making. For example, a Departmental Executive Committee should consult with the appropriate Divisional Committees and the appropriate Dean to insure that its definitions of standards and criteria are consonant with these higher review bodies. Similarly, Divisional Committees must consult with the appropriate Deans and Departmental Committees. The Deans and the Chancellor's office should consult with appropriate Divisional Committees and the Departmental Executive Committees. From this process of consultation there should emerge a consensus about standards and criteria that will reduce any ambiguity and uncertainty that may characterize the present process. It should be noted that we are fully aware of the difficulties of objectively and specifically defining criteria and standards. Yet due process requires that the job be done.

The present guidelines are far too vulnerable to abuse and the confusion should be eliminated. By failing to define their standards and criteria for promotion with reasonable specificity, Departmental Executive Committees and Divisional Committees deprive non-tenured faculty of the right to know what is expected of them. Moreover, in the absence of reasonably precise definitions of standards for teaching, service, and research, members of personnel decision-making committees lack sufficient guidance to render even-handed and consistent judgments as to the relative merits of candidates.
However, the University must accept the responsibility for notifying potential new faculty in the letter of offer that programmatic considerations might be involved and that the faculty member might be denied tenure regardless of his individual excellence.

3. It is recommended that appropriate faculty review bodies be established to consider departmental recommendations for promotion to full professor and to make recommendations to administrators with regard to such promotions.

At the moment, there is no committee on the UWM campus to oversee the promotion from associate professor or professor. Departmental recommendation is reviewed by the Dean of the College and his decision becomes fairly final. There is no intermediary step to assure a considered opinion by a group of colleagues not immediately involved with the candidate under consideration for promotion.

Until now, the promotion to the highest rank in the University has been considered fairly routine. The consensus has been that a person adjudged to be worthy of tenure would automatically be worthy at a somewhat later date of a full professorship.

Given a variety of recent conditions, this promotion to the highest rank should be a special consideration rather than a matter of the passage of time. With budget cuts anticipated on all sides and a general tightening of programs and other academic options, there appears to be the need to scrutinize promotions at every level with greater care and severity.

An all UWM committee to oversee promotions from associate professor to professor, with representation from each existing Divisional Committee, should be established. The principal difference would be that only professors would be eligible to serve. The members of this new committee should have impeccable credentials, with appropriate reputations in their respective fields. Their job would be to review all promotions from associate professor to professor after the recommendations have been received from the respective departments and forwarded to the respective Deans. The members would review the credentials of the candidate, with an emphasis placed on the significant additional creative and/or scholarly contributions and achievements since promotion to associate professor. The procedures followed by the Divisional Committee regarding promotions shall be followed by the Review Committee. (cf. Fac. Doc. 990)

4. The University Committee recommends that as a general consideration the concept of tenure in the rank of assistant professor shall not be a viable option at UWM. But when departments or administrators feel there is a compelling reason for such action, the case should be carefully reviewed by the appropriate Divisional Committee. The Task Force would like to stress the fact that tenure in rank should not be a normal personnel practice, that each case must be individually evaluated on its merits, and that really persuasive reasons and justifications must be provided before such action is taken.

The University Committee believes that the following recommendation of the Task Force on Tenure should be presented to the Faculty Senate, but there was no consensus regarding it:
The Task Force on Tenure recommends that at the request of the individual considered for tenure or any reviewing committee (e.g. departmental Executive Committee, Divisional Executive Committee), an impartial peer review body may be selected from outside of UWM to review the qualifications and advance its recommendation to the respective committee.

By way of example, a review body could be composed of three tenured faculty members from doctoral institutions and within the same discipline who are actively engaged in research, teaching and professional service, and who will be acceptable to both the candidate and the respective Executive Committee. As a matter of principle, any review committee should be selected by the respective Executive Committee in consultation with the candidate. It may be wise to allow the candidate to freely choose one of the members of the review committee. The review body should concern itself mainly with scholarly contributions of the candidate but if possible and appropriate it could also express its views on the teaching and service contribution of the individual.

The outside review body should bring its recommendations and findings to the respective Executive Committee. The final recommendation of the Departmental Executive Committee should be sent to the Dean and the Divisional Committee together with the report of the review committee.

1975-76 University Committee
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