Tenure on Appointment

Large numbers of faculty hired in the growth years of the sixties in higher education have begun to retire, and this pattern is likely to accelerate as the baby boom generation also enters the retirement years. In the face of such challenges, the job market in higher education has tightened, and universities have increasingly explored ways to recruit highly qualified applicants to replace distinguished senior faculty who are retiring. The University of Hawaii at Manoa (UHM), in particular, faces a crisis in this regard. In 2003, 40.1 percent of the UHM faculty were age 55 or older compared to a national average of 30.3 percent.¹

The notion of “tenure on appointment” (or lateral hires with tenure) is emerging as an important aspect of such recruitment efforts. Generally, but not always, this notion involves the hiring of individuals with “outstanding and demonstrable national reputations” at the level of professor with tenure; it can, though also involve hiring of mid-career scholars with an impressive early career. Campuses tend to regard the appointment as equivalent in stature to distinguished professors in the candidate’s field. “Demonstrable national reputation” may be evidenced either by a combination of several achievements or one singular and distinctive achievement. While details and procedures vary (see Attachment One), campuses appear to consider prestigious honors and awards in field, publication history, offices and positions held in international, national, or regional organizations in field, level and scope of consultant work, number and dollar amounts of funded research, as well as other achievements when making such appointments. It is also generally assumed that such candidates have tenure at their current institutions. Those campuses that approve Associate Professor hires with tenure point to significant achievements early in a person’s career. Some universities simply state that hiring at the level of Professor comes with tenure, while others have at least one layer of external review for such an appointment. Some campuses include Associate Professors among those hired with tenure on appointment.

Currently, the University of Hawaii at Manoa does not have the ability to offer such appointments. Instead, the campus offers what is called “expedited” tenure, but that still requires that the candidate, no matter how distinguished, must come into the position without tenure, and apply during the next tenure cycle (see Attachment Two).

A review of UHM benchmark institutions reveals that the vast majority (92%) of these campuses provide for tenure on appointment. In addition, a number may well have such a policy; it is just unclear from their posted information. Only one of our benchmark institutions offers expedited tenure similar to that offered by UHM.

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<tr>
<th>Clear Language on Immediate Tenure</th>
<th>Policy Appears to Permit Immediate Tenure</th>
<th>Policy Unclear</th>
<th>Expedited Tenure Only</th>
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<tr>
<td>University of Oregon, Eugene</td>
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Indiana University at Bloomington
Michigan State University
State University of New York at Buffalo
University of Arizona
University of California, Berkeley
University of California, Davis
University of California, Los Angeles
University of Colorado, Boulder
University of Florida
University of Illinois at Urbana
University of Iowa
University of Maryland
University of Michigan, Ann Arbor
University of Missouri, Columbia
University of Minnesota, Twin Cities
University of Washington, Seattle
University of Wisconsin, Madison
Similarly, a review of UHM peer institutions reveals that all of the campuses have specific policies in place to provide for tenure on appointment. Two campuses have policies that are unclear, and only one of our peer institutions offers only expedited tenure.

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<td>Colorado State University</td>
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<td>Oregon State University</td>
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<td>University of Missouri, Columbia</td>
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<td>University of North Carolina, Chapel Hill</td>
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## BENCHMARKING INSTITUTIONS

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<tr>
<th>Institution</th>
<th>Tenure Procedures</th>
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<tr>
<td>Indiana University at Bloomington</td>
<td>After the appropriate probationary period, tenure shall be granted to those faculty members and librarians whose professional characteristics indicate that they will continue to serve with distinction in their appointed roles. The criteria for tenure and the criteria for promotion are similar, but not identical. <a href="http://www.indiana.edu/~deanfac/acadguid/e.html#lte">Link</a></td>
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<td>In the case of a tenured appointee, the principal administrator shall confirm in writing, to the appointee, and to the Dean of the Faculties, that an annual review or evaluative discussion with the appointee has taken place. The appointee has the right to request and receive a written statement from the principal administrator summarizing the substance of the review or discussion; the principal administrator may, at his or her discretion, provide such a written statement even though it is unrequested. If a statement is written, copies must both be placed in the file and given to the appointee. See Document E-XI, <a href="http://www.indiana.edu/~deanfac/acadguid/e.html#lte">Link</a></td>
</tr>
<tr>
<td>Michigan State University</td>
<td>A faculty member hired as “professor” is granted tenure from the date of appointment at that rank. In unusual cases, a faculty member initially appointed as an “associate professor” may be granted tenure from the date of appointment. <a href="http://www.hr.msu.edu/B:Rsite/Documents/Faculty/Handbooks/Faculty/AcademicPersonnelPolicies/iv-granttenure">Link</a></td>
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<tr>
<td>State University of NY at Buffalo</td>
<td>“We certainly allow lateral hires with tenure. This is essential for being able to recruit outstanding senior faculty (and even outstanding junior faculty who are just about to come up or in the process of coming up for tenure at their current university). One can hardly expect a tenured scholar to give up tenure in order to move to another university, or a rising younger star to forego the opportunity of tenure for a few years just to make a move. We do, however, require that everyone go through the same peer review process as internal tenure cases – external letters from disinterested peer reviewers, departmental and school vote, recommendation of the Dean, vote by the University-wide committee, recommendation of Provost, and Presidential grant of tenure. The Provost and President deem it important that every member of the tenured faculty has the same imprimatur of their external and internal peers as everyone else. When there is a time sensitive “new hire with tenure” opportunity, my office works closely with the relevant department and School or College to help them expedite the collection of external letters, and to schedule an expedited meeting of the university-wide review committee. I then take these files immediately to the Provost as soon as the committee has voted. We have been able to achieve very quick turnarounds when necessary.”</td>
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<tr>
<td>University of Arizona</td>
<td>The university may conduct an expedited review for awarding tenure to a faculty member when such action will serve the interests of ASU. This process will be approved only in extraordinary circumstances which could include, but are not limited to: (1) the decision of the university to respond to an offer of other employment to a current faculty member whom ASU desires to retain, (2) the receipt of an extraordinary award or honor that is likely to generate offers of employment or brings distinction to the individual or institution, and (3) other circumstances that the dean and provost determine warrant expedited tenure. <a href="http://www.asu.edu/aad/manuals/acad/acad506-06a.html">http://www.asu.edu/aad/manuals/acad/acad506-06a.html</a> Effective 5/06.</td>
</tr>
<tr>
<td>University of California-Berkeley</td>
<td>Policy APM 130-0 (<a href="http://www.ucop.edu/acadadv/acadpers/apm/sec1-pdf.html">http://www.ucop.edu/acadadv/acadpers/apm/sec1-pdf.html</a>) says: “All appointments to the positions of Professor and Associate Professor and to positions of equivalent rank are continuous in tenure until terminated by retirement, demotion, or dismissal.” (UC system-wide policy) UC campuses determine the rank of the faculty position for which they want to recruit. If an individual is appointed at the Professor or Associate Professor rank, the individual is appointed with tenure. Section 103.9 of the Standing Orders of The Regents provides for tenure for appointments to the positions of Professor or Associate Professor and to positions of equivalent rank. See <a href="http://www.universityofcalifornia.edu/regents/bylaws/so1039.html">http://www.universityofcalifornia.edu/regents/bylaws/so1039.html</a>. APM – 220-17-c (Professor Series) quotes language in Section 103.9 of the Standing Orders of The Regents regarding tenure for Professors and Associate Professors. See <a href="http://www.ucop.edu/acadadv/acadpers/apm/apm-220.pdf">http://www.ucop.edu/acadadv/acadpers/apm/apm-220.pdf</a></td>
</tr>
</tbody>
</table>
| University of California-Davis | Policy APM 130-0 ([http://www.ucop.edu/acadadv/acadpers/apm/sec1-pdf.html](http://www.ucop.edu/acadadv/acadpers/apm/sec1-pdf.html)) says: “All appointments to the positions of Professor and Associate Professor and to positions of equivalent rank are continuous in tenure until terminated by retirement, demotion, or dismissal.” (UC system-wide policy) UC campuses determine the rank of the faculty position for which they want to recruit. If an individual is appointed at the Professor or Associate Professor rank, the individual is appointed with tenure. Section 103.9 of the Standing Orders of The Regents provides for tenure for appointments to the positions of Professor or Associate Professor and to positions of equivalent rank. See <
http://www.universityofcalifornia.edu/regents/bylaws/so1039.html>. APM -- 220-17-c (Professor Series) quotes language in Section 103.9 of the Standing Orders of The Regents regarding tenure for Professors and Associate Professors. See <http://www.ucop.edu/acadadv/acadpers/apm/apm-220.pdf>.

Source: Doris Lopez (Doris.Lopez@ucop.edu)

Academic Advancement
University of California Office of the President

Policy APM 130-0 (http://www.ucop.edu/acadadv/acadpers/apm/sec1-pdf.html) says: “All appointments to the positions of Professor and Associate Professor and to positions of equivalent rank are continuous in tenure until terminated by retirement, demotion, or dismissal.” (UC system-wide policy)

UC campuses determine the rank of the faculty position for which they want to recruit. If an individual is appointed at the Professor or Associate Professor rank, the individual is appointed with tenure.

Section 103.9 of the Standing Orders of The Regents provides for tenure for appointments to the positions of Professor or Associate Professor and to positions of equivalent rank. See <http://www.universityofcalifornia.edu/regents/bylaws/so1039.html>. APM -- 220-17-c (Professor Series) quotes language in Section 103.9 of the Standing Orders of The Regents regarding tenure for Professors and Associate Professors. See <http://www.ucop.edu/acadadv/acadpers/apm/apm-220.pdf>.

Source: Doris Lopez (Doris.Lopez@ucop.edu)

Academic Advancement
University of California Office of the President

“We do in fact offer tenure upon appointment. If the person already has received tenure at another institution, we run a simplified tenure procedure--still reviewed at all levels but we accept letters of recommendation as outside letters and so on. If the person has not been granted tenure elsewhere and a unit wants to grant tenure to that person, then we require our department to run a full tenure review here.”

Source: Jeffrey N. Cox (avcjeff.cox@colorado.edu)
Associate Vice Chancellor for Faculty Affairs

The award of tenure may be recommended to the Board of Trustees at the time of initial appointment to the rank of Associate Professor or above only after a consideration of the needs of the dept. or program. See page 19: http://www.aa.ufl.edu/aa/aapers/2006-2007/TPGuidelines2006-2007.pdf
See Document page 2: “This policy applies to all appointments made to the faculty at the rank of assistant professor or above, whether tenured or untenured, but not to new terminal degree holders (or ABDs) who are not presently holding a faculty position.”  [link](http://www.provost.uiuc.edu/communication/02/Comm02.pdf)

See Document page 5: “LETTERS OF INVITATION FROM THE DEAN OR DIRECTOR—REQUIRED ELEMENTS: The letter should include the following items describing the nature of the appointment. Copies of sample letters of invitation are attached for your use (Attachments 2A-F). 1) Rank (Professor, Associate Professor, Assistant Professor, etc.) or Title (if appointment is to be academic professional or administrative); 2) Salary; 3) Percent time (full-time, part-time, or, if a joint appointment, the breakdown of percent of appointment to be held in each unit); 4) Service required (nine- or twelve-month appointment or other negotiated arrangements); 5) Effective starting date; 6) An indication of an expected response date (note: under normal circumstances, good practice is to allow a fairly short period—two to three weeks); 7) A statement that the invitation is offered pending approval by the Board of Trustees of the University of Illinois; 8) For assistant professors who have not yet completed a terminal degree, include a statement that appointment at that rank is contingent upon completion of the degree by the start date; 9) For tenured faculty positions, a reference to the privileges and responsibilities of tenure (refer to enclosed AAUP statements, Attachment 4); 10) An indication that the paperwork must be completed and returned so that a formal contract may be issued by the Board of Trustees.”  [link](http://www.provost.uiuc.edu/communication/02/Comm02.pdf)

**Also see document pages 3-4 for their specific policy of hiring experienced/senior scholars: B. Faculty Excellence (Attachments 2 and 3) Note: This program is under review during the 2006-07 academic year to increase the alignment of Faculty Excellence hiring with the strategic plan. The current program will remain active during the 2006-07 academic year as the review takes place. The primary purpose of this program is to hire individuals who have an outstanding record of accomplishment and will be able to provide scholarly leadership from the outset of their appointments here. As we bring their proven talent to Illinois, we will restore undergraduate teaching capacity, promote the University’s research and outreach mission, and meet other objectives of the University and its academic units. The focus is on experienced, senior faculty—associate and full professors—having catalytic ability or leadership potential. The preponderance of hires under this program should be faculty who are in mid-career; however, truly exceptional senior leaders or junior scholars with evident leadership potential will also be considered. These positions will be targeted where Illinois can establish or build on comparative advantage, effectively improve its standing, or effectively reinforce existing high standards in areas of strategic importance. Such areas include:

- Areas of historic strength where critical mass and continued leadership are threatened;
- Areas where we have realistic prospects for establishing worldclass
comparative advantage;
• Areas of pressure on enrollment or public service capabilities.
Units that add faculty through this program should be able to demonstrate—on a unitwide basis—enhanced undergraduate offerings after the new faculty member joins the unit.

GUIDELINES: The identification and recruitment process is intended to be flexible and responsive to special opportunities, guided by the following principles:
• Deans will be invited to identify programmatic priorities for rebuilding faculty strength;
• All identified priorities will be reviewed by the Campus Budget Oversight Committee;
• Colleges may request up to 100% of salary for experienced hires; if a college matches campus funding with at least 50% of salary from its own resources, it will retain the funds provided under the faculty excellence program permanently. If a college provides less than 50% of the salary from its own resources, the campus share of the salary, plus any salary increments that have accrued to the line, will revert to the campus if and when the position is vacated.
• Pre-authorization by the Provost is required for financial support from this program;
• Final approval by the Provost is required, based on complete curriculum vitae, external letters, teaching evaluations, and P&T clearance at the unit and college levels as required;

APPROVAL PROCESS AND REQUIRED DOCUMENTATION: Outstanding candidates may be identified through the normal search process, through searches for administrative positions or through focused recruiting efforts designed to meet the goals of this program. In the first two cases, a unit may be requesting additional funds beyond those attached to the line to attract the senior leader, or it may ask for approval to appoint more than one appointment from the same search. When a unit identifies a potential candidate for the Faculty Excellence program through a focused recruiting effort, the credentials of the candidate must be screened and pre approved before contact is made with the candidate. This process normally involves a department or college nominating individuals for these positions without their knowledge, much like the process used when filling endowed appointments. Refer to Attachments 2 and 3 for both stages of approval for appointments funded under the Faculty Excellence program.

REVIEW PROCESS

The decision at the campus level is made by the Provost after consultation with the Chancellor, the Associate Chancellor, the Vice Chancellor for Research, the Dean of the Graduate College, and, if tenure is involved, the Chair of the Campus Committee on Promotion and Tenure.

FUNDING LIMITS AND SOURCES
Colleges may request up to 100% of salary for hires of experienced faculty leaders. Upon the resignation, termination, or retirement of the faculty member, the funds allocated by the campus to the unit plus any salary increments that have accrued against the line will revert to the campus. Requests for non-recurring start-up funds should be directed to the Vice Chancellor for Research. Questions about these funds should be directed to the Office of the Vice Chancellor for Research (333-0034).

C. Targets of Opportunity for Recruiting Members of Underrepresented Groups (Attachments 2 and 3) The Targets of Opportunity Program (TOP) is designed to support the special recruitment of outstanding faculty members among groups that are underrepresented in specific units on campus. The University has a strong interest in promoting the recruitment and retention of a diverse student body, which in turn is facilitated by recruiting a diverse faculty. A faculty with diverse backgrounds also assists the University in strengthening its relationship and service to the citizenry of Illinois. However, race, gender, etc. shall never be the sole determining factor in deciding whether to recruit a particular person. The candidate must have an outstanding record of academic accomplishment to warrant recruitment under this policy. Requests for funding and waivers of search will not be approved when the requests seek to serve as a replacement for the regular search and selection process. That is, if a member of an underrepresented group is identified through an approved and funded search, waivers and funding under this program are not available.

PROGRAM CRITERIA
1. TOP nominations are accepted for entry-level, highly tenurable, and tenured faculty prospects. The term “highly-tenurable” applies to individuals who are currently holding assistant professorships elsewhere and have begun to establish a substantial record, but who are deemed not quite ready for a tenured appointment.
2. The requested waiver must support the excellence of the requesting unit. The request must address how the proposed hire will assist the unit in developing excellence, describe the need the proposed hire will fill, and place the proposed hire within the context of the department’s goals and strategic plan.
3. Nominees must be U.S. citizens or permanent residents.

RECRUITMENT
It is important to be careful in representing our institution properly in the recruitment process. At the earliest stages, it may not be necessary to identify the efforts as related to recruitment; a simple invitation to make a presentation on campus can be very effective without asking a potential candidate to commit to participation in the process. Clearly, no commitments regarding availability of an appointment should be made.

APPROVAL PROCESS AND REQUIRED DOCUMENTATION
Commitments to TOP candidates require two separate approvals at different stages in the process, each catalyzed by a request from the unit.
1. Request for approval to recruit: the unit requests approval to invite the individual to campus for an interview. As indicated above, units should approach candidates without seeking a commitment from the candidate or offering it on behalf of the unit or the university.

2. Request for approval to make an offer of an appointment and for funding: the unit requests approval to make an offer to the candidate (includes request for campus funding). Second-stage approval is requested only after the unit has completed its evaluation of the candidate. In the case of an individual who has been on a visiting appointment here or who has had contact with the unit under other special circumstances, a unit may have gathered all the required information and evaluative materials, seen the candidate, and become convinced the candidate has credentials appropriate for an appointment in the unit. The unit may now wish to make an offer of a permanent position based on the evaluative materials alone. The Provost will entertain requests to proceed with an offer and commitment of funding outside the normal two-stage process. However, this should not be considered the norm. Refer to attachments 2 and 3 for both stages of approval for appointments funded under the Targets of Opportunity program.

REVIEW PROCESS
The decision at the campus level is made by the Provost after consultation with the Chancellor, the Associate Chancellor, the Vice Chancellor for Research, the Dean of the Graduate College, and, if tenure is involved, the Chair of the Campus Committee on Promotion and Tenure.

University of Iowa
Occasionally, departments wish to make an appointment with tenure. The candidate being considered should have considerable experience at a peer institution, national and/or international recognition, and a distinguished publication record. http://provost.uiowa.edu/faculty/facappt/types/tenured.htm

University of Maryland
Promotions to the rank of Associate Professor or Professor carry immediate tenure. New full-time appointments to the rank of Professor carry immediate tenure. New full-time appointments to the rank of Associate Professor may carry tenure. If immediate tenure is not offered, such appointments shall be for an initial period of up to four years and shall terminate at the end of that period unless the appointee is notified in writing that he or she has been granted tenure. See page 14-15 of the policy, found at: http://www.president.umd.edu/policies/ij100a.html

University of Michigan
According to Lesley P. Bull, “The University of Michigan does hire faculty (both professors and associate professors) with immediate tenure.” The only written policy online which she referred me to is: http://www.provost.umich.edu/faculty/appointment_guidelines/provost_memo.htm.

Source: Lesley P. Bull, Administrative Specialist
University of Michigan, Office of the Provost (lesleyb@umich.edu)
| **University of Minnesota, Twin Cities** | See 6.3 (page 8) **Promotions:** The promotion of a probationary appointee to the rank of associate professor or professor must be accompanied with an appointment with indefinite tenure. A promotion to assistant professor does not affect the faculty member's tenure status.

See also 6.4 (page 8) **Rank of Appointees with Indefinite Tenure:** The grant of tenure to an instructor must be accompanied with a promotion to assistant professor. Since the standards for granting tenure are ordinarily at least as rigorous as those for promotion to associate professor, the granting of tenure to an assistant professor will ordinarily be accompanied by a promotion to associate professor. Otherwise, a grant of indefinite tenure need not be accompanied with a promotion in rank.

[http://www1.umn.edu/regents/policies/humanresources/FacultyTenure.pdf](http://www1.umn.edu/regents/policies/humanresources/FacultyTenure.pdf)

See also Section 9 (page 14): “Initial appointments with indefinite tenure may only be made at the rank of associate professor or professor. Such appointments may be made only after receiving the recommendation of the regular faculty holding indefinite tenure in the academic unit concerned.”

[http://www1.umn.edu/regents/policies/humanresources/FacultyTenure.pdf](http://www1.umn.edu/regents/policies/humanresources/FacultyTenure.pdf)

| **University of Missouri, Columbia** | A person recommended for promotion to the rank of professor should have significant accomplishments, especially in the area of research and scholarly activity, beyond those justifying the rank of associate professor. Years of service alone do not justify advancement. Rather, sustained contributions during a career to research, scholarship, and teaching are necessary. A person to be considered for promotion to professor should be a scholar who has achieved national distinction.


If the appointee has had a substantial period of previous service, the decision whether or not to recommend continuous appointment should be made as soon as reasonably feasible. The initial appointment may be a continuous appointment. A regular term appointment of a person who currently holds such an appointment in the same field at this University, or has held one during the preceding year, shall be deemed to be a reappointment, a change in appointment, or a connected appointment, and not a new or initial appointment. See D3: [http://www.umsystem.edu/ums/departments/gc/rules/bylaws/310/020.shtml](http://www.umsystem.edu/ums/departments/gc/rules/bylaws/310/020.shtml)

Initial regular appointment at the rank of Associate Professor normally shall be a term appointment but in exceptional cases may be a continuous appointment. Initial regular appointment at the rank of Professor normally shall be a term appointment but may be a continuous appointment. See E2 and E3: [http://www.umsystem.edu/ums/departments/gc/rules/bylaws/310/020.shtml](http://www.umsystem.edu/ums/departments/gc/rules/bylaws/310/020.shtml)

| **University of Oregon, Eugene** | “The University of Oregon does not have a policy or a ready process by which a senior appointment can be completed with immediate tenure. We require all such appointments to undergo our customary tenure review: departmental review (dean faculty personnel committee recommendation, faculty vote, and dept head report and recommendation), school or college review (elected college level personnel committee and report and recommendation by the dean), and university review (elected faculty personnel committee and decision by the provost). Our process
requires a set of letters from external reviewers, typically six, with two or three of these written by individuals suggested by the candidate. For this sort of senior appointment, we can allow letters of reference that were part of the appointment process also to be used for the tenure review, augmented by several new and independent letters. We generally also look to the former institution for help with evidence about teaching effectiveness to the extent that is feasible.

If the appointment is extended early enough, we can often complete the tenure review in time for a decision by the end of our academic year (June 15). We do have cases in which that time frame is not feasible, so then we roll the case into the Fall and try to complete a decision by December 15. We will discuss all of this with the candidate as we make the appointment and we have not had a case occur to my knowledge in which the appointment decision made by the dept, dean, and Academic Affairs were complicated by a negative tenure recommendation through our tenure review process.

We plan to discuss whether there might be some way to expedite this process for this sort of case. In particular, our university level committee disbands at the end of the academic year and re-forms in September, making summer a time in which no work can be conducted. Finding a way to convene the committee in the summer could reduce the number of cases that we deal with during our Fall term.

All senior appointments go through this established tenure process, including senior administrative appointments here there is an associated academic appointment in a department (such as the recent appointment of the new UO provost).”

Source: Russ Tomlin, Vice Provost for Academic Affairs, tomlin@uoregon.edu

<table>
<thead>
<tr>
<th>University of Washington, Seattle</th>
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<tr>
<td>“Yes, we do hire senior faculty members with tenure.” “There is no written policy.”</td>
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<tr>
<td>Source: Cheryl A. Cameron (<a href="mailto:ccameron@u.washington.edu">ccameron@u.washington.edu</a>) Vice Provost for Academic Personnel, University of Washington</td>
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<th>University of Wisconsin, Madison</th>
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<td>The University of Wisconsin School of Medicine and Public Health did approve a policy in June 2003, which allows for the possibility of senior faculty (Associate Professor or Professor) appointments with tenure. See “Tenure Track Process for Appointment of Senior Faculty” (bottom of page) at: <a href="http://www.googlesyndicatedsearch.com/u/univwisc?q=tenure&amp;hl=en&amp;ie=UTF-8&amp;start=10&amp;sa=N">http://www.googlesyndicatedsearch.com/u/univwisc?q=tenure&amp;hl=en&amp;ie=UTF-8&amp;start=10&amp;sa=N</a></td>
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<th>PEER INSTITUTIONS</th>
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<tr>
<td>Colorado State</td>
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<tr>
<td>“We do allow hiring senior scholars with &quot;immediate&quot; tenure. Credentials are reviewed and recommendations made by the departmental P&amp;T committee, the</td>
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<tr>
<td>Iowa State University</td>
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**Open Search Policy:** In light of Iowa State University’s goal to diversify its employee population, it is the university’s policy that the pool of applicants for all positions being filled at the university be as broad as possible and that all current employees have the opportunity to be considered for open positions for which they are qualified. Under certain circumstances, vacant positions may be filled through internal recruitment. The depth and breadth of the internal recruitment must be approved in advance by the appropriate Vice President, the Provost, and the Director of Affirmative Action. Therefore, the filling of all positions shall be accomplished through a process that includes announcement of the opening as widely as appropriate in terms of the level of duties and responsibilities of the position.

Exceptions to this policy may be granted by the President, based on prior written request endorsed by the Provost or appropriate Vice President and reviewed by the Director of Affirmative Action. Ordinarily, such requests will be based on documented evidence that qualified candidates are unlikely to be available through an open search, or that an extended search would risk negating an opportunity to hire a member of an under-represented group.
This policy does not apply to predoctoral and postdoctoral positions, casual hourly positions, positions governed by Regents Merit System rules or collective bargaining contracts. Furthermore, it does not apply to formal reclassification of existing positions, to administrative positions that are filled on a rotating basis, to interim administrative appointments, or to positions identified as lines of progressive advancement. 

http://www.adp.iastate.edu/vpbf/prod/docs/upm/chap4.htm#opensearch

5.2.1.1. Eligibility for Tenure. Tenure accompanies appointment to the rank of associate professor or professor unless a probationary period for the new appointee is clearly specified in advance, or unless it is indicated that the appointment does not carry tenure. The latter is used rarely and is limited to instances of term appointments of a special nature or character. For initial appointments at the rank of associate professor or professor without immediate tenure, the departmental recommendation as to tenure specifies the length of the probationary period.

After the awarding of tenure, the appointment is continuous. Except for resignation, retirement, or death of the faculty member, such appointments are terminable only for adequate cause.

http://www.provost.iastate.edu/faculty/handbook/faculty_handbook/section5.html#section-5.2.1.1.

<table>
<thead>
<tr>
<th>Louisiana State University</th>
<th>4. The dean will review and forward appointment recommendations according to the rank of the candidate, as follows:</th>
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<td>C. Tenured associate professor/professor: The appointment file will be submitted to the dean for review. If the dean recommends approval of the appointment, she/he will sign the Employment Contract and forward it with the candidate's vita and certification of academic credentials to the Office of Human Resource Management (HRM). If the dean does not recommend approval of the appointment, she/he will forward the Employment Contract, candidate's vita and certification of academic credentials to the Provost with a statement explaining the reasons. Pg. 11, <a href="http://appl003.lsu.edu/ups.nsf/$Reference/B90CB9A62F3D9CBA86256D4700560C7C/$File/PS36+R05.pdf">http://appl003.lsu.edu/ups.nsf/$Reference/B90CB9A62F3D9CBA86256D4700560C7C/$File/PS36+R05.pdf</a> So it appears that as long as a person is hired as an associate professor or professor and they have been approved by the Dean, they can be given automatic tenure upon hire.</td>
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</table>

| Oregon State University    | “Our state board rules used to allow the hiring of only full professors with tenure, but recently delegated authority to University Presidents to also hire Associate Professors with tenure. Our OSU policy is that department P&T committees must review the case and write a letter of evaluation. The department head, College P&T committee, and Dean must do the same. In other words, the candidate must go through the same review process for gaining tenure as someone internal that would be going up. The only difference is that we don’t solicit external letters of evaluation. In most cases, there is some urgency to these hires, so P&T committees have to be convened quickly and sometimes not everyone will be in attendance. But we can usually get all 4 letters of evaluation within a week.” |
Source: Rebecca L. Johnson (Becky.Johnson@oregonstate.edu)
Vice Provost for Academic Affairs and International Programs

**University of California, Davis**

Policy APM 130-0 ([http://www.ucop.edu/acadadv/acadpers/apm/sec1-pdf.html](http://www.ucop.edu/acadadv/acadpers/apm/sec1-pdf.html)) says: “All appointments to the positions of Professor and Associate Professor and to positions of equivalent rank are continuous in tenure until terminated by retirement, demotion, or dismissal.” (UC system-wide policy)

UC campuses determine the rank of the faculty position for which they want to recruit. If an individual is appointed at the Professor or Associate Professor rank, the individual is appointed with tenure.

Section 103.9 of the Standing Orders of The Regents provides for tenure for appointments to the positions of Professor or Associate Professor and to positions of equivalent rank. See [http://www.universityofcalifornia.edu/regents/bylaws/so1039.html](http://www.universityofcalifornia.edu/regents/bylaws/so1039.html). APM - 220-17-c (Professor Series) quotes language in Section 103.9 of the Standing Orders of The Regents regarding tenure for Professors and Associate Professors. See [http://www.ucop.edu/acadadv/acadpers/apm/apm-220.pdf](http://www.ucop.edu/acadadv/acadpers/apm/apm-220.pdf)

Source: Doris Lopez (Doris.Lopez@ucop.edu)
Academic Advancement, University of California Office of the President

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**University of Georgia**

Institution must use the following guidelines in reviewing a potential candidate to be recommended for TENURE ON APPOINTMENT.

--- Only candidates with outstanding and demonstrable national reputations will be eligible for consideration for tenure upon appointment. The appointment should be equivalent in stature to distinguished professors in the candidate’s field.

"Demonstrable national reputation" may be evidenced either by a combination of several achievements or one singular and distinctive achievement. Examples include prestigious honors and awards in field; publications of international, national, or regional scope, including textbooks; offices and positions held in international, national, or regional organizations in field; level and scope of consultant work; number and dollar amounts of funded research; recognition for excellence in teaching, and others.

--- Candidates must meet all tenure requirements of the nominating institution (except for length of service) including, when possible, review and recommendation by the unit and campus tenure committees.

--- Candidates must have received tenure at a prior comparable or higher level institution (if there is an exception, it must be justified).

--- Candidates must be eligible to be associate or full professor.

[http://www.uga.edu/provost//polproc/apt/gatua.html](http://www.uga.edu/provost//polproc/apt/gatua.html)

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**University of Kentucky**

Criteria required for ranks:

**Associate Professor:** Appointment or promotion to associate professor shall be made only after a candidate has met the criteria for assistant professor and has demonstrated high scholarly achievements commensurate with his/her assignment in areas of: (1) teaching, advising and other instructional activities; (2) research and
other creative activity; (3) professional, university and public service. Particularly, an indication of continuous improvement and scholastic contributions should be evident as documented by the candidate. Further, the individual should have earned external recognition for excellence in her/his scholarly activities. Where appropriate, this recognition should be on a regional or national level as appropriate to the field of assignment. Professor: Appointment or promotion to full professor shall be made only after a candidate has met the criteria for associate professor and has demonstrated high scholarly achievements commensurate with his/her assignment in areas of: (1) teaching, advising, and other instructional activities; (2) research and other creative activity; (3) professional, university and public service. Particularly, such an appointment implies that, in the opinion of colleagues, the candidate's scholarship is excellent and, in addition, s/he has earned a high level of professional recognition. Where appropriate, this recognition should be on a national or international level in the field of assignment. It should be stressed further that this rank is in recognition of attainment rather than length of service. See 3C: http://www.uky.edu/Regs/AR/ar0106b.pdf

See also the Guidelines for Expediting Initial Appointments for Senior Faculty at: http://www.uky.edu/Provost/APFA/Tenure_Promotion/Senior_Faculty_Appointments.pdf Under certain circumstances and approval by the Dean and the Associate Provost for Faculty Affairs, certain senior faculty may be hired with immediate tenure. "There is a presumption that someone who has earned tenure at a more highly ranked department/institution will be eligible for tenure at this university.

University of Missouri, Columbia

A person recommended for promotion to the rank of professor should have significant accomplishments, especially in the area of research and scholarly activity, beyond those justifying the rank of associate professor. Years of service alone do not justify advancement. Rather, sustained contributions during a career to research, scholarship, and teaching are necessary. A person to be considered for promotion to professor should be a scholar who has achieved national distinction. B2F: http://www.umsystem.edu/ums/departments/gc/rules/personnel/320/035.shtml

If the appointee has had a substantial period of previous service, the decision whether or not to recommend continuous appointment should be made as soon as reasonably feasible. The initial appointment may be a continuous appointment. A regular term appointment of a person who currently holds such an appointment in the same field at this University, or has held one during the preceding year, shall be deemed to be a reappointment, a change in appointment, or a connected appointment, and not a new or initial appointment. See D3: http://www.umsystem.edu/ums/departments/gc/rules/bylaws/310/020.shtml

Initial regular appointment at the rank of Associate Professor normally shall be a term appointment but in exceptional cases may be a continuous appointment. Initial regular appointment at the rank of Professor normally shall be a term appointment but may be a continuous appointment. E2 and E3: http://www.umsystem.edu/ums/departments/gc/rules/bylaws/310/020.shtml

University of North

Academic tenure, as herein defined, pertains exclusively to the employment of members of the faculty by appointment to specified faculty ranks. Such
appointments may be for fixed terms of employment, automatically terminable 
upon their expirations ("fixed term appointment"); or they may be for renewable 
probationary terms ("probationary term appointment"); or they may be continuous 
until compulsory retirement or earlier resignation or death ("tenured appointment" 
or "appointment with permanent tenure").

The faculty ranks to which appointments may be made, and the incidents of 
academic tenure applicable to each, are as follows:

**Professor.** Either promotion or initial appointment to the rank of professor confers 
permanent tenure from the effective date of the promotion or appointment.

**Associate Professor.** A promotion at any time to the rank of associate professor 
confers permanent tenure from the effective date of the promotion.

Initial appointment to the rank of associate professor is ordinarily for a 
probationary term of five years. With the written approval of the immediate 
supervisor of the department chairman obtained in advance of the initiation of 
formal appointment procedures, an initial appointment to the rank of associate 
professor with permanent tenure may be initiated and made effective upon 
subsequent approval of the appointment by the regularly prescribed procedures for 
initiation, review and final approval. Section 2B:


No faculty member shall be appointed initially with tenure except by positive 
action of the Board of Trustees upon the recommendation of the President and after 
review by the tenured faculty and department Head, Dean, Chief Academic Officer, 
and Chancellor. Tenure, part B,

https://my.tennessee.edu/portal/page?_pageid=38,233482&_dad=portal&_schema=
PORTAL#eligibilityfortenureconsideration

**Expedited Procedures for Considering and Granting Tenure by UT Board of Trustees**

1. Procedures for faculty appointment may be expedited, on an accelerated 
schedule that follows the campus policies and procedures for faculty 
appointment.

2. The Chancellor may request that the President recommend an expedited 
Board of Trustees decision for tenure. Exceptional circumstances in which 
an expedited Board of Trustees action may be warranted include, but are not 
limited to, outstanding persons who hold a tenured faculty position at their 
current institution and who the Chancellor believes cannot satisfactorily be 
recruited to UT without expediting their tenure process.

3. Procedures for tenure recommendation and approval may be expedited, 
following all of the steps outlined in Appendix A but on an accelerated 
schedule for the Board's action: review by tenured professors in the base 
department followed by formal recommendations by the department head, 
dean, chief academic officer, Chancellor, and President

4. The President will recommend expedited tenure recommendations to the
Executive and Compensation Committee, in lieu of the full UT Board of Trustees, in the circumstances described above.

5. On the recommendation of the Chancellor, the President may authorize the Chancellor to make to a candidate a commitment to expedite the tenure process and to seek approval at an early meeting of the...

See appendix D, https://my.tennessee.edu/portal/page?_pageid=38.233482&_dad=portal&_schema=PORTAL#eligibilityfortenureconsideration

| University of Utah | Except for extraordinary instances, when specific and persuasive justification is provided, tenure will not be awarded to faculty members prior to their advancement to the rank of associate professor. It is therefore imperative, before such commitments are made, that a responsible screening process be followed to ensure that the most highly qualified candidates available are granted tenure. Section 2A1C: http://www.admin.utah.edu/ppmanual/9/9-5-1.html

Faculty whose initial appointment is at the level of associate professor or full professor may be granted tenure at the time of their appointment. Granting of such tenure must follow usual departmental University standards and process although the timeline may be conflated. This process is also discussed in PPM 9-4. Sec 2 B.1 and 9-5. See Section 2B, “Achievement of Tenure,” http://www.admin.utah.edu/ppmanual/8/8-6.html

| University of Virginia | The University has no single, formal, written contract with a faculty member. Currently, when a person is invited to join the faculty, the relevant dean writes a letter specifying the proposed conditions of employment. If accepted by the candidate and if approved by the Board of Visitors, these conditions are the basis of formal action by the Board of Visitors which passes a resolution stating the title, salary, and term of the election. If the election is for a defined period of time, it is an election with term. If no time limit is specified, the election is without term, the equivalent of tenure. Usually, when an administrative appointment is involved, the Board of Visitors elects the faculty member to a term that is the same as the period of administrative appointment.

The statutes of the Commonwealth of Virginia do not provide specifically for tenure, but when the Board of Visitors elects an individual to the faculty of the University of Virginia without term it, in effect, grants tenure. This action and its effect have been recognized by the Commonwealth (Faculty Tenure and Activity, Senate Document No. 7, Commonwealth of Virginia, 1977).

An election without term is a fundamental means of achieving academic freedom in the University community. Faculty members may be elected without term after a probationary period as assistant professor and promotion to a higher rank, as associate professor (with or without a probationary period), and as professor. Only full-time teaching faculty may be elected without term. All part-time elections and all administrative appointments are made for limited periods. |
Associate Professor: Associate professors are elected to this rank after a period in which they have demonstrated scholarly work and effective teaching that have earned them an acceptable level of national standing in their disciplines or professions. An individual who meets this standard may be elected initially as an associate professor. Promotion to this rank from assistant professor ordinarily is accompanied by an election without term. However, associate professors may be elected with a specified term and serve a probationary period not to exceed the seven-year period.

Professor: The title professor is reserved for individuals who have achieved advanced standing among scholars in their fields throughout the academic world. Whether by internal promotion or initial election, professors ordinarily are elected without term. [http://www.virginia.edu/provost/docs_policies/appointments.html](http://www.virginia.edu/provost/docs_policies/appointments.html)

For more information on “Institutional Qualifications for Tenure,” see [http://www.virginia.edu/provost/docs_policies/tenure.html#institutional](http://www.virginia.edu/provost/docs_policies/tenure.html#institutional)
Attachment Two

Information on UHM's Tenure:

“Because the granting of tenure involves a long-term commitment of the University's resources, the review process is essentially conservative. Unless there is a clear case for tenure, the practice is not to recommend tenure. The Board of Regents must approve all tenure recommendations.” Page 3 of the document, http://manoa.hawaii.edu/ovcaa/faculty/tenure_promotion_contract_renewal/pdf/tenure_promotion_criteria_guidelines.pdf

“The faculty member must have demonstrated a level of research achievement and productivity appropriate to the rank at which tenure is sought in comparison with peers active in the same field. The comparison peer group consists not only of local colleagues but also of the whole of the appropriate research community active at major research centers. For the Assistant Researcher seeking tenure as an Associate Researcher, the faculty member should be well on the way to becoming an established researcher in his or her field. The Associate Researcher seeking tenure should be an established researcher whose productivity during the probationary period reflects this stature. The full Researcher must be among the leaders in the research field. In general, publication of research results in a form that involves review by independent referees is of first importance in establishing research competence and productivity. A more detailed listing of the criteria that will be used at each rank may be found in the promotion criteria (Part V) and the statement of minimum qualifications (Appendix A).” B2, document page 5, http://manoa.hawaii.edu/ovcaa/faculty/tenure_promotion_contract_renewal/pdf/tenure_promotion_criteria_guidelines.pdf

V. Criteria for Promotion: General Comments

“In order to be considered for promotion, an applicant must meet the minimum qualifications established by the Board of Regents for the rank to which promotion is sought. The applicant must also meet additional criteria which may be established by the campus, college, institute and/or department. The mere satisfaction of minimum qualifications does not guarantee promotion, nor is promotion granted to recognize "satisfactory" service on the part of a faculty member. Instead, promotion represents important transitions in the faculty member's professional growth, development, and status. In general, competent or even superior performance in one area of activity or responsibility is not sufficient to justify promotion. It is expected that an applicant will demonstrate the level of academic achievement and reputation that is commensurate with the rank sought as found at major research universities in the United States. The exact stage of a faculty member's career at which promotion is merited is a matter of judgment, and there may be honest differences of opinion based on fair and thorough consideration of the evidence.” See Section V, document page 7, http://manoa.hawaii.edu/ovcaa/faculty/tenure_promotion_contract_renewal/pdf/tenure_promotion_criteria_guidelines.pdf
The table (found on page 3 of document
http://manoa.hawaii.edu/ovcaafaculty/tenure_promotion_contract_renewal/pdf/tp_min_qualifications.pdf): lists the “minimum educational and service requirements for individuals applying for tenure and/or promotion. Faculty who do not meet the minimum educational requirements must apply for a waiver from the President who has been delegated this authority by the Board of Regents. Please note that the time in service requirement may be met through equivalent service, e.g. at a prior institution, at the discretion of the dean.

Individuals who are applying for tenure must also meet probationary period requirements. Deans have been delegated the authority to shorten the probationary period to no less than 1 year, or lengthen it to no more than 7 years. Shortening an individual’s probationary period to less than 2 years through credit from prior service at a non-probationary rank (I2 or R2) requires a waiver from the President. Tenure applicants must meet both the minimum service requirement and the probationary period requirements. Therefore, an individual who, through equivalent service, may meet the minimum service requirement, would still need to apply for a waiver to shorten the probationary period if their service at the UHM has been less than 2 years.” Also at:

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