





## *Good Practice in Tenure Evaluation*

- ! A report jointly published by AAUP, ACE, and UE
- ! More than 10,000 copies in circulation
- ! Very clear and easy to read



# Tenure Evaluation Workshop

- Policy clearly states criteria for tenure
- Evaluators at all stages know and apply appropriate criteria

- Tenure decisions consistent over time among candidates with different personal characteristics
- Reviewers scrupulously follow established tenure procedures
- Tenure dossier includes required materials and excludes items not used for other candidates

- Clear explanation of requirements for tenure
- Candid, periodic evaluations that assess progress
- Evaluations written in plain English with specific examples
- Constructive criticism outlining areas for improvement
- Practical guidance without promises institution may not be able to honor

- Convey disappointing news with decency and compassion
- Assist unsuccessful candidates with relocation



## Legal Background

- Courts generally defer to academic decision-making
- Red flags include discrimination and failure to follow procedure
- Juries ask, “Was the process fair?”

## Monetary Costs of Litigation

- Trial costs up to \$500,000 in legal fees if institution wins
- Damage awards of seven figures not unusual
- Plaintiffs can often recover their own attorney fees
- Litigation can last five years or more

## Non-Monetary Costs of Litigation

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