



Addressing Insufficient Progress Toward Meeting Tenure Standards

Early intervention, provision of resources and clear articulation of expectations do not always produce desired results. In the event that progress toward tenure is not sufficient and it looks like evaluation processes are leading to separation, the following actions are recommended:

- Department Chairs should discuss the gaps that remain with the untenured faculty member to make sure they understand how and why their file does not meet performance standards for tenure. These discussions should be recorded in writing.
- The untenured faculty member should be encouraged to consider whether their strengths match the expectations of the kind of institution they work at. Would another kind of institution (e.g., a research university, a regional university, a small liberal arts college, a community college, or others) be a better fit? Or perhaps a career in private industry, government, or other non-profits might better align with their skill sets and interests.
- Department Chairs should offer support for finding positions at institutions that would better fit their skills and interests.

Departments will need institutional support to help faculty transition to different positions either inside or out of the university. Institutions should provide Departments and the faculty member with the following resources:

- Help identifying skills that could transfer outside of academia. How could their people-skills or statistics knowledge make them a good candidate for other jobs?
- Access to or support for a headhunter to help them find a job outside of academia.
- Other mentors on campus? Other resources available?

Consideration of their appropriateness for non-faculty positions at the institution. For example, if the candidate has a strong teaching portfolio, but insufficient scholarship perhaps they would be a good candidate for a position in a teaching and learning center? Similarly, a candidate with a strong record of grant writing might be a good candidate for a position in the Fellowships or External Relations Office? Institutions might benefit from investing in “non-faculty” jobs for these faculty members, not only to address tenure denials, but also to help mitigate “two-body” problems and to assist in the recruitment and the retention of employees.