Faculty Career Flexibility Programs: Benchmarking Research

Flexible Tenure Clock Policies

Introduction

In February 2007, Provost El-Aasser asked the Lehigh Sloan Program Board, as part of its mission, to review the *Agenda for Excellence: Creating Flexibility in Tenure-Track Faculty Careers* (2005) published by the American Council on Education/Office of Women in Higher Education and make recommendations to increase the flexibility for faculty careers at Lehigh. As part of the review process, the Sloan board benchmarked Lehigh’s policies regarding the tenure clock with those of seventeen peer and aspirational peer institutions. Please note that no information is included when the website search yielded none. Information is from the university websites which varied in quality and may not be up-to-date in all cases. In addition, we attach information from Jared L. Bleak, “On Probation: The Pre-Tenure Period,” chapter 2 in Cathy A. Trower, ed., *Policies on Faculty Appointment: Standard Practices and Unusual Arrangements* (Bolton, MA: Anker, 2000), pp. 18-78.

Benchmarked Institutions (17)

Boston College, Carnegie Mellon University, Case Western Reserve University, Colgate University, Columbia University, Cornell University, Duke University, Georgetown University, George Washington University, Georgia Institute of Technology, Massachusetts Institute of Technology, Princeton University, Tufts University, University of California—Berkeley, University of Michigan, University of Pennsylvania, University of Wisconsin, Madison

Summary of Results

Length of normal probationary period

In comparison with Lehigh’s six-year probationary period, 12 of the 17 benchmark schools (70 percent) have probationary periods of more than six years. The most common length is 7 years. Jared Bleak’s analysis of 37 Research 1 and 2 institutions indicated that 65 percent allowed seven years and 14 percent allowed eight years.

Maximum length including extensions

Eight of the 17 benchmark institutions have established a maximum length for the probationary period: one at 7 years, three at 9 years, and four at 10 years. Five institutions have no limit on the duration of the probationary period when extensions are approved; four are unknown.
Reasons for extensions
The most common reason for tenure-clock extension among the 17 benchmark institutions is parenthood. The following list summarizes the frequency with which institutional policies specify availability of extensions:

<table>
<thead>
<tr>
<th>Reason</th>
<th>Number of institutions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Birth or adoption of child</td>
<td>15</td>
</tr>
<tr>
<td>Faculty member’s own disabling health condition</td>
<td>10</td>
</tr>
<tr>
<td>Primary care of family member for serious health condition</td>
<td>8</td>
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<tr>
<td>Professional issue (delay in lab setup, publication delay, etc.)</td>
<td>8</td>
</tr>
<tr>
<td>Public/ military service</td>
<td>5</td>
</tr>
<tr>
<td>Personal hardship</td>
<td>4</td>
</tr>
<tr>
<td>Placement for foster care</td>
<td>1</td>
</tr>
</tbody>
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Reappointment patterns
The length and pattern of appointments during the probationary period varies considerably, in part because of variations in the tenure clock. For the twelve institutions with probationary periods of seven or eight years: one has 1-year appointments; one has 2-3-2; one has 3-year appointments; one is 3-4; four have variable appointments; four are unknown.

Are external evaluations needed for reappointment?
Yes (department option): 3 institutions
No: 12
Unknown: 2

Is there an internal faculty committee review for reappointment?
Yes: 3
No: 12
Unknown: 2

Ability to go up for tenure prior to the last year of the probationary period (going up "early")
Yes: 13
No: 0
Unknown: 4

Ability to go up for tenure a second time if unsuccessful the first time
Yes: 3
No: 1
Unknown: 13
**Lehigh University**
- **Length of normal probationary period:** 6 years
- **Maximum length including extensions:** unspecified
- **Reasons for extensions (length permitted for each):**
  - birth or adoption of child (one year for each child with two-year maximum)
  - extension associated with FMLA leave for care of faculty member’s spouse, child, or own parent who has a serious health condition; faculty member’s own serious disabling health condition; placement of a child in faculty member’s home for foster care (one semester per FMLA leave)
  - faculty are able to request from Provost a tenure-clock extension for their own serious health condition with medical certification, even if they did not take an FMLA leave; this is not a written policy
- **Reappointment patterns:** 2-2-2
- **Are external evaluations needed for reappointment; if so, how many; any guidelines on how to evaluate?**
  - No
- **Is there an internal faculty committee review for reappointment?**
  - No
- **Ability to go up for tenure prior to the last year of the probationary period (going up "early")**
  - Yes. R&P 2.2.6.1: A faculty member may be considered for tenure prior to the final year of his or her probationary period upon the recommendation of the department (if the candidate concurs) or at the request of the candidate.
- **Ability to go up for tenure a second time if unsuccessful the first time**
  - R&P does not address this
- **Other variables:**
- **Information link(s):**
  http://www.lehigh.edu/~inprv/infoandresources.html

- **Boston College**
- **Length of normal probationary period:** 7 years
- **Maximum length including extensions:** unlimited due to extensions
- **Reasons for extensions (length permitted for each):**
  - ill health
  - childbearing/adoptive
  - unusual requirements for the care of a family member
- **Reappointment patterns:**
- **Are external evaluations needed for reappointment; if so, how many; any guidelines on how to evaluate?**
  - If desired by a department
    - Department must give the candidate an opportunity to suggest names of those who may be consulted. One of the candidate's nominees must be among those from whom the Department solicits opinions
  - If desired by the promotion committee
- **Is there an internal faculty committee review for reappointment?**
- No

- Ability to go up for tenure prior to the last year of the probationary period (going up "early")
  - Yes

  - A faculty member who is not in the last year of a terminal contract and therefore has not been considered for promotion by his/her department, may request that his/her name be added to the list of faculty members being considered for promotion as the list of names goes to the next level.

- Ability to go up for tenure a second time if unsuccessful the first time

- Other variables:

- Information link(s):
  - http://www.bc.edu/bc_org/avp/acavp/avpofc/Statutes/stats_index.html
  - http://www.bc.edu/publications/fachbk/policies/tenure/

• Carnegie Mellon University

- Length of normal probationary period: 6 years
- Maximum Length including extensions: 9 years
- Reasons for extensions (length permitted for each):
  - Public service (duration of service)
  - Birth or adoption of a child (1 year extension per child)
  - If, upon the appointment of a faculty member to a tenure-track position, the university promised in writing space, equipment or other resources, and yet delays in fulfilling these commitments in such a way that impairs substantially the faculty member's ability to carry out the full range of his or her academic responsibilities, the length of the delay will not be counted in the probationary period.

- Reappointment patterns: 3-3
- Are external evaluations needed for reappointment; if so, how many; any guidelines on how to evaluate?
  - No

- Is there an internal faculty committee review for reappointment?
  - Yes

  - The University Non-Tenure Committee, which makes recommendations on reappointment at the rank of assistant professor, is made up of the Provost (who presides), the dean of each of the colleges/schools, three faculty members appointed by the chair of the Faculty Organization and two faculty members appointed by the provost. These members are appointed for staggered two-year terms.

- Ability to go up for tenure prior to the last year of the probationary period (going up "early")
  - Yes

- Ability to go up for tenure a second time if unsuccessful the first time
  - Yes

- Other variables:
  - Each college/school establishes its own criteria for reappointment
- **Case Western Reserve University**
  - **Length of normal probationary period:** 6-9 years, depending on the school
  - **Maximum Length including extensions:**
  - **Reasons for extensions (length permitted for each):**
    1. *Unlimited number of extensions possible*
       - Live birth/adoption: 1 year extension
       - For exceptionally worthy candidates in the event of unusual constraints in the University, or part or parts thereof, which would prevent tenure award at the end of the normal period: 1 year extension
    2. *Extensions together may not exceed 3 years*
       - Serious illness, family emergency, responsibility as a primary care-giver, or extraordinary teaching or administrative assignments: 1 year extension each, 3 year max on these extensions
  - **Reappointment patterns:** 3-3 or 3-3-3, depending on the school
  - **Are external evaluations needed for reappointment; if so, how many; any guidelines on how to evaluate?**
    - No
  - **Is there an internal faculty committee review for reappointment?**
    - No
  - **Ability to go up for tenure prior to the last year of the probationary period (going up "early"):**
    - Yes, if they have served at another university before coming to Case Western.
  - **Ability to go up for tenure a second time if unsuccessful the first time**
  - **Other variables:**
  - **Information link(s):**
    - [http://www.case.edu/president/facsen/frames/handbook/highlights2006.htm#1](http://www.case.edu/president/facsen/frames/handbook/highlights2006.htm#1)

- **Colgate University**
  - **Length of normal probationary period:** 7 years
  - **Maximum Length including extensions:** 9 (can be longer in very extreme cases)
  - **Reasons for extensions (length permitted for each):**
    - Scholarly leave for three terms or more: 1 year extension
    - Disability leave or pregnancy/parental leave; if leave is for 1-2 terms—1 year extension, if leave is for 3 or more terms—2 year extension
  - **Reappointment patterns:** annual; comprehensive review in third year
  - **Are external evaluations needed for reappointment; if so, how many; any guidelines on how to evaluate?**
    - No
  - **Is there an internal faculty committee review for reappointment?**
    - No
- Ability to go up for tenure prior to the last year of the probationary period (going up "early")
- Ability to go up for tenure a second time if unsuccessful the first time
- Other variables:
- Information link(s):

- Columbia University
  - Length of normal probationary period: 7 years
  - Maximum Length including extensions: 9 years
  - Reasons for extensions (length permitted for each):
    - When the candidate is expected to produce scholarly work during the forthcoming year that will have a material effect on the outcome of the tenure review: 1 year
    - Scholarly and professional: 1 year extension, 2 in extreme cases
    - Medical:
      - Maternity: 1 year per child, limited to two extensions
    - Compulsory military service: length of service
    - Personal hardship: length of service
  - Reappointment patterns: 3-4
  - Are external evaluations needed for reappointment; if so, how many; any guidelines on how to evaluate?
    - No
  - Is there an internal faculty committee review for reappointment?
    - No
  - Ability to go up for tenure prior to the last year of the probationary period (going up "early")
    - Yes, starting in their 4th year
  - Ability to go up for tenure a second time if unsuccessful the first time
  - Other variables:
  - Information link(s):

- Cornell University
  - Length of normal probationary period: 6 years
  - Maximum Length including extensions:
  - Reasons for extensions (length permitted for each):
    - FMLA leaves: 1 year per leave
  - Reappointment patterns: 3-3
  - Are external evaluations needed for reappointment; if so, how many; any guidelines on how to evaluate?
    - No
  - Is there an internal faculty committee review for reappointment?
- Ability to go up for tenure prior to the last year of the probationary period (going up "early")
- Ability to go up for tenure a second time if unsuccessful the first time
- Other variables:

**Information link(s):**
http://www.ohr.cornell.edu/workLife/balancing/index.html

- **Duke University**
  - **Length of normal probationary period:** 8 years
  - **Maximum Length including extensions:**
  - **Reasons for extensions (length permitted for each):**
    1. *Unlimited number of extensions possible*
       - Birth or adoption of a child:
         - If both parents are untenured and want leave: 1 semester extension each
         - If only one parent wants leave: 1 year extension
    2. *Extensions may not exceed a maximum of two*
       - Family illness where faculty member is the primary care giver: 1 semester extension
       - Personal illness: maximum 2 semester extension
       - Death of parent, child, spouse or domestic partner: 1 semester extension
       - Catastrophic residential property loss: 1 semester extension per faculty member in household
  - **Reappointment patterns:**
  - Are external evaluations needed for reappointment; if so, how many; any guidelines on how to evaluate?
    - No
  - Is there an internal faculty committee review for reappointment?
  - Ability to go up for tenure prior to the last year of the probationary period (going up "early")
    - Yes
      - http://www.provost.duke.edu/pdfs/fhb/FHB_App_C.pdf
  - Ability to go up for tenure a second time if unsuccessful the first time
  - Other variables:
  - **Information link(s):**
    - http://www.provost.duke.edu/pdfs/fhb/fhb_chap_4.pdf#Leaves
    - http://www.provost.duke.edu/pdfs/fhb/FHB_App_C.pdf

- **Georgetown University**
  - **Length of normal probationary period:** 7 years
  - **Maximum Length including extensions:**
  - **Reasons for extensions (length permitted for each):**
-Public or professional service: however long the service is

-Reappointment patterns:
-Are external evaluations needed for reappointment; if so, how many; any guidelines on how to evaluate?
-Is there an internal faculty committee review for reappointment?
-Ability to go up for tenure prior to the last year of the probationary period (going up "early")
  -Yes, at anytime after the end of the 3rd year of the probationary period
    http://www3.georgetown.edu/admin/provost/facultyrecords/TenureClock/The%202006%20Georgetown%20University%20Tenure%20Clock%20Policy.doc
-Ability to go up for tenure a second time if unsuccessful the first time
  -Yes
    http://www3.georgetown.edu/admin/provost/facultyrecords/TenureClock/The%202006%20Georgetown%20University%20Tenure%20Clock%20Policy.doc

-Other variables:
-Information link(s):
  http://www3.georgetown.edu/admin/provost/facultyrecords/TenureClock/The%202006%20Georgetown%20University%20Tenure%20Clock%20Policy.doc
  http://www3.georgetown.edu/admin/provost/facultyrecords/TenureClock/The%202006%20Georgetown%20University%20Tenure%20Clock%20Policy.doc

- George Washington University
- Length of normal probationary period: 7 years
- Maximum Length including extensions:
  -A faculty member with more than three years’ previous full-time service at another institution may be appointed at rank below that of professor without tenure for four years as a term or condition of his or her initial appointment, even though his or her total period of service in the academic profession is thereby extended beyond seven year
- Reasons for extensions (length permitted for each):
  -Childbirth/adoption: 1 year extension
  -Leaves for study for a degree:
  -Leaves for military service/personal reasons:
  -Leaves for family/medical reasons:
- Reappointment patterns:
  -Assistant professors may be appointed for a period of not more than three years and may be reappointed, with or without tenure, for one or more additional periods.

- Are external evaluations needed for reappointment; if so, how many; any guidelines on how to evaluate?
  -No
- Is there an internal faculty committee review for reappointment?
- No
- Ability to go up for tenure prior to the last year of the probationary period (going up "early")
- Ability to go up for tenure a second time if unsuccessful the first time
- Other variables:
- Information link(s):

- **Georgia Institute of Technology**
  - Length of normal probationary period: 5 years
  - Maximum Length including extensions: 7 years
  - Reasons for extensions (length permitted for each):
    - Service in the armed forces
  - Reappointment patterns: 3-2
  - Are external evaluations needed for reappointment; if so, how many; any guidelines on how to evaluate?
    - No
  - Is there an internal faculty committee review for reappointment?
    - Yes
  - Ability to go up for tenure prior to the last year of the probationary period (going up "early")
    - Faculty may go up for tenure after their second year in the probationary period if they have had service at another university
  - Ability to go up for tenure a second time if unsuccessful the first time
  - Other variables:
  - Information link(s):

- **Massachusetts Institute of Technology**
  - Length of normal probationary period: 8 years
  - Maximum Length including extensions: 10
  - Reasons for extensions (length permitted for each):
    - Birth/adoption of a child: 1 year extension, 2 extension limit
  - Reappointment patterns: First appointment can be for 1-5 years, the reappointment review comes one year prior to the end of their first appointment
  - Are external evaluations needed for reappointment; if so, how many; any guidelines on how to evaluate?
    - No
  - Is there an internal faculty committee review for reappointment?
    - No
  - Ability to go up for tenure prior to the last year of the probationary period (going up "early")
    - Yes
- Ability to go up for tenure a second time if unsuccessful the first time
- Other variables:
- Information link(s):
  - http://web.mit.edu/policies/3.2.html#3.2.1

- Princeton University
  - Length of normal probationary period: 6 years
  - Maximum Length including extensions: potentially unlimited
  - Reasons for extensions (length permitted for each):
    - Childbirth/adoptive: 1 year extension, unlimited
    - If the type of scholarship in which the faculty member is engaged requires an unusually long period of time to make an adequate scholarly reputation: an additional three-year appointment is granted before going up for tenure (3-3-3)
    - If, for other extraordinary reasons, the faculty member has not had adequate opportunity to demonstrate his or her ability and potential as a teacher-scholar: an additional three-year appointment is granted before going up for tenure (3-3-3)
  - Reappointment patterns: 3-3
  - Are external evaluations needed for reappointment; if so, how many; any guidelines on how to evaluate?
  - Is there an internal faculty committee review for reappointment?
    - Yes
      - The recommendation for/against reappointment is sent to the Dean then the President who then sends it to the Faculty Advisory Committee. After consultation with this Committee, the President recommends to the Board of Trustees such action as he or she may deem proper.
      - http://web.princeton.edu/sites/dof/publs/rpfac94/fchap4.htm#chap4
  - Ability to go up for tenure prior to the last year of the probationary period (going up "early")
    - Yes
      - http://www.princeton.edu/pr/pwb/05/0911/3a.shtml
  - Ability to go up for tenure a second time if unsuccessful the first time
    - Yes
      - http://web.princeton.edu/sites/dof/publs/rpfac94/fchap4.htm#chap4

- Other variables:
- Information link(s):
  - http://www.princeton.edu/pr/pwb/05/0911/3a.shtml

- Tufts University
  - Length of normal probationary period: 7 years
  - Maximum Length including extensions: 10 years
  - Reasons for extensions (length permitted for each):
- If the faculty member did not have his/her PhD before taking a tenure-track position: 3 year extension
- Birth or adoption of a child: 1 year extension, limit of two

-Reappointment patterns: 2-3-2; but the reappointment reviews come in the second year and the fourth year
- http://ase.tufts.edu/faculty-handbook/chapter2.htm

-Are external evaluations needed for reappointment; if so, how many; any guidelines on how to evaluate?
- Yes, departments may solicit outside reviews for the fourth year review

-Is there an internal faculty committee review for reappointment?
- No

-Ability to go up for tenure prior to the last year of the probationary period (going up "early")
- Yes

-Ability to go up for tenure a second time if unsuccessful the first time
- No

-Other variables:
- Information link(s):
  - http://ase.tufts.edu/faculty-handbook/chapter2.htm
  - http://provost.tufts.edu/policies/freedom/

-University of California-Berkeley
- Length of normal probationary period: 8 years
- Maximum Length including extensions: 10 years
- Reasons for extensions (length permitted for each):
  - Birth/adoption: 1 year extension
  - Family illness: 1 year extension
  - Personal illness: 1 year extension
  - Extensions together cannot exceed two years
- Reappointment patterns: 6-2; however, a faculty member can be reviewed/reappointed before their 6th year
- Are external evaluations needed for reappointment; if so, how many; any guidelines on how to evaluate?
  - If desired by a department
    - Evaluations should come from a reasonable number of reviewers suggested by the faculty member; these outside evaluations are not required.
- Is there an internal faculty committee review for reappointment?
  - No
- Ability to go up for tenure prior to the last year of the probationary period (going up "early")
- Ability to go up for tenure a second time if unsuccessful the first time
• **University of Michigan**
  - **Length of normal probationary period:** 8 years officially, but in many departments, faculty members go up after their 6th or 7th year
  - **Maximum Length including extensions:**
  - **Reasons for extensions (length permitted for each):**
    - Childbirth/adoption: 1 year extension
    - Medical conditions: 1 year extension
    - Caring for a dependent: 1 year extension
  - **Reappointment patterns:** depends on the department
  - **Are external evaluations needed for reappointment; if so, how many; any guidelines on how to evaluate?**
    - No
  - **Is there an internal faculty committee review for reappointment?**
    - No
  - **Ability to go up for tenure prior to the last year of the probationary period (going up "early")**
    - Yes
  - **Ability to go up for tenure a second time if unsuccessful the first time**
  - **Other variables:**
  - **Information link(s):**

• **University of Pennsylvania**
  - **Length of normal probationary period:** 7 years
  - **Maximum Length including extensions:** 10 years
  - **Reasons for extensions (length permitted for each):**
    - Birth/adoption/foster care of a child: 1 year extension
    - Personal serious health condition: 1 year extension
    - Family serious health condition: 1 year extension
    - Catastrophic event: 1 year extension
  - **Reappointment patterns:**
  - **Are external evaluations needed for reappointment; if so, how many; any guidelines on how to evaluate?**
    - No
  - **Is there an internal faculty committee review for reappointment?**
    - No
  - **Ability to go up for tenure prior to the last year of the probationary period (going up "early")**
Yes, if appointed to the position of Associate Professor and having been at another institution, a faculty member may choose to go up for tenure after 5 years, but they are not required to do so.

- **Ability to go up for tenure a second time if unsuccessful the first time**
- **Other variables:**
- **Information link(s):**

- **University of Wisconsin, Madison**
  - **Length of normal probationary period:** 7 years
  - **Maximum Length including extensions:** 8 years, unless childbirth/adoption extensions taken
  - **Reasons for extensions (length permitted for each):**
    1. *Unlimited number of extensions possible*
       - Childbirth/adoption: 1 year, unlimited
    2. *Extensions together may not exceed one year*
       - A leave of absence, sabbatical or a teacher improvement assignment:
       - Elder/dependent care:
       - Personal illness/disability:
       - Circumstances beyond the control of the faculty member, when those circumstances significantly impede the faculty member’s progress toward achieving tenure:
  - **Reappointment patterns:** Review appointments can be made at any time; however they must follow a specific procedure
    - [http://www.secfac.wisc.edu/governance/FPP/Chapter_7.htm#703](http://www.secfac.wisc.edu/governance/FPP/Chapter_7.htm#703)
  - **Are external evaluations needed for reappointment; if so, how many; any guidelines on how to evaluate?**
    - No
  - **Is there an internal faculty committee review for reappointment?**
    - No
  - **Ability to go up for tenure prior to the last year of the probationary period (going up "early")**
    - Yes
  - **Ability to go up for tenure a second time if unsuccessful the first time**
  - **Other variables:**
  - **Information link(s):**
    - [http://www.secfac.wisc.edu/governance/FPP/Chapter_7.htm#704](http://www.secfac.wisc.edu/governance/FPP/Chapter_7.htm#704)
    - [http://www.legis.state.wi.us/rsb/code/uws/uws003.pdf](http://www.legis.state.wi.us/rsb/code/uws/uws003.pdf)