



**FACULTY PERSONNEL COMMITTEE
AGENDA**

Friday, September 15, 2017
Room L.61, New Building
9:30 am-1:00 pm

Meeting Open to the Public 9:30 am – 12:00 pm

- I. Welcome**
- II. Approval of Minutes**
- III. Revision of Distinguished Professor Nomination Process**
- IV. Service at John Jay (FPPG section III.E)**
- V. Discussion - Response to Faculty Senate Statement**
- VI. New Business and Announcements**

Executive Session – Full Faculty Personnel Committee 12:15 pm – 1:00 pm

- I. Initial Appointments (Fall 2017)**
 - Slate vote on initial appointments
- II. Distinguished Professor Nomination**
 - Vote on recommendation put forward by Departmental P & B

Fall 2017 & Spring 2018 FPC/FPAC Meetings

Full FPC	Friday, December 8, 2017
Full FPC/Faculty Personnel Appeals Committee	Friday, February 9, 2018
Faculty Personnel Appeals Committee	Friday, March 2, 2018
Faculty Personnel Appeals Committee	Friday, March 9, 2018
Faculty Personnel Appeals Committee	Friday, March 16, 2018
Full FPC	Friday, April 13, 2018
Full FPC	Friday, May 4, 2018

Notes:

FACULTY PERSONNEL COMMITTEE

May 5, 2017

Room 630 (Haaren Hall)

Open Meeting Minutes

NOT YET APPROVED – will be voted on at the 9/15/17 FPC Meeting

OPEN MEETING CALLED TO ORDER 9:35 AM

Non-FPC members in attendance: Ned Benton (PAD), Allison Pease (ENG)

Meeting Chaired by Provost Bowers

I. Welcome

Provost read President's note to Committee, expressing thanks for work done over the years.

II. Approval of 4/07/17 Open Meeting Minutes

BL proposed; JG seconded; unanimously approved

III. Revision of Distinguished Professor Nomination Process

Provost reviews draft history; objection raised in 4/07 meeting regarding potential lack of diversity. Provost suggests that this is a larger College-wide problem –recruitment, retention etc. Provost reiterates that currently just the President and Provost review DPs, and that's not enough. Draft Proposal under review would address that concern

Discussion:

Question: What would stop panel as proposed from cloning themselves? -- diversity issue redux (JA).

- Incoming Provost plans development training w/chairs regarding hiring and retaining faculty (AL); Provost agrees this would addresses larger issue.
- Composition of panel - include non DP faculty (SB). Language related to composition of panel should be used as a guideline, amended to allow for case by case considerations (JH)

Concern: EM identifies 2 different processes: (1) thumbs up/ thumbs down and (2) diversity. Doesn't love hand selecting panel. Draft works as is but suggests amendment to ensure that the advisory panel includes a strong representative for all kinds of diversity.

Clarification: Would this process apply to faculty up right now (BL)? No, grandfathered in (Provost).

Clarification: Is there an appeals process appended to this (BL)? No there is no right of appeal at any level; DP is a distinction not a right. Provost reviews current process and bottom-up

criteria for DP. Advisory panel adds more voices to what already works; provides helpful validation of Provost/ President's decision.

Suggestion: Current draft is good, but suggested amendments go from one extreme to the other. Could advisory panel include a member of candidate's departmental P&B to provide context? Could P&B member serve as expert witness? Provost reminds that P&B is already part of initial review, provides departmental vote on action.

Suggestion: Leave composition of advisory panel open, as long as it includes 3 DP as written (HP). AM withdraws his suggestion in favor of this.

Concern: What happens during FPC when discussion takes place and something comes up the President should have known? Why go through entire process to get to FPC and then be shot down (JC)? Provost responds that FPPG dictate this order of review (although we haven't already followed). Provost recall case where nomination was positive but actual case vote was negative -- So what is the role of the FPC? JC suggests that a pre-FPC level vetting committee should help to prevent that scenario.

- At the end of the process FPC mirrors other Personnel processes (AL); No –not after 10 evaluation letters (JC)

Friendly amendment proposed (HP): "shall appoint an advisory committee that includes DP faculty"

Suggestions:

- shall appoint and consult advisory committee includes DPs (EM)
- clarify merits of the case to the merits of case, relative merits of the candidate in comparison to other potential candidates, and institutional needs/priorities including but not limited to diversity (EM)

Comments: We don't know a DP when we see one; EM's second suggestion is helpful in clarifying criteria (AM). Provost reminds that criteria are clearly spelled out in the FPPG and questions how panel could speak to merit relative to other candidates.

Provost accepts HPs friendly amendment regarding inclusion of DP faculty and EM's amendment without the relative merit clause, but retaining institutional needs and priorities, including but not limited to diversity.

Question: As written, it's unclear whether the panel would be establishing institutional needs/priorities or assessing the case in the context of institutional needs/ and priorities – what are we proposing (AC)

- EM: panel should establish identify
- Provost: should not establish identify; assessment in case in the context of

Extended discussion regarding the role and composition of the advisory panel. Provost calls for vote on the current draft with the following friendly amendments to section II.J.3:

- Advisory committee appointed by Provost comprises full-time faculty, including Distinguished Professors.
- Provost and Advisory committee will make independent assessments of the merits of the case within the context of institutional needs and priorities.

Show of hands, draft with friendly amendments is adopted (29-1-0).

IV. Review and Feedback on Response to Faculty Senate Statement

JB walks through draft response under review.

Item 1: The FPC will be addressing the following changes this year. Changes are shared early and publically.

Item 2: Rationale for rejecting cohort analysis explained. Protection of candidate confidentiality.

Question: Did Faculty Senate request demographics by department? Without understanding context, this info would not be informative (DB). Provost is willing to add point - referral to Chief Diversity Officer (CDO).

Suggestion: Long term assessment would remove identifiers (AL). We could agree to conduct long term assessment of impact of FPC actions on faculty (Provost).

Question: what does diversity mean/encompass? Disability, age? This could be problematic in protecting confidentiality, etc. (SB). Provost agrees confidentiality is key; AL suggests CDO is the right venue.

- *NB, President Faculty Senate:* Cohort analysis, if you group cohorts for past years, you have a large enough N to protect individuals, and then you just add on. Agrees that CDO is the right party; they already issue this kind of report.

Item 3 and 4: JB recaps history of discussion, and input from Legal Counsel. JB acknowledges that based on most recent input from Legal Counsel, FPC may have implemented changes prematurely. The big questions: (a) can we do what we've already done? and (b) Are these changes substantive? Legal Counsel to review and pursue clarification, to be continued in Fall 2017.

- Changes are already reflected in the FPPG (NB); those revisions would have to be removed if changes made prove to be unauthorized (Provost).

Item 5: Provost shares Legal Counsel's request to review and revisit. Follow up in Fall 2017, but no changes to appeals process for Fall 2017-Spring 2018 appellants. Any changes would be implemented 2018-2019

Comment: Formal Assessment needed for appeal process already in place what's already been done – something beyond discussion.

Clarification: Legal to confirm what we have been doing is legal; legal to confirm what we can do going forward (HP)? Provost confirms.

Item 6: Provost considers this as a much bigger picture than can be resolved by FPC independently. We are committed to (re)solving, but we can't do it alone. Should be on the College's agenda.

Provost calls for vote re approval of draft; by show of hands, unanimously approved.

OPEN MEETING ADJOURNED 10:55 AM

II.J. Nomination of Distinguished Professors

II.J.1. Nominations for the position of Distinguished Professor may be proposed by members of the faculty or members of the administration. Nominees may either be external candidates or current members of the John Jay College faculty. Regardless of how nominations originate, they must be vetted and approved by the P&B of the department to which the Distinguished Professor is to be appointed or in which the nominee currently has an appointment. In reviewing the nomination, the P&B must apply the rigorous scholarly criteria required by CUNY Bylaws. Nominators, chairs, and candidates are encouraged to review the CUNY Bylaws and related documents posted on the CUNY website.

II.J.2. In the case of an external candidate, the nominee must have all of the qualifications necessary for appointment to the position of full Professor. The Board of Trustees may act to confirm the appointment as a full Professor concurrently with the approval of the designation as a Distinguished Professor.

II.J.3. If the departmental P&B votes in favor, a nomination letter is forwarded to the Provost who determines whether CUNY will make a Distinguished Professor position available. (The number of Distinguished Professorships across the university is capped at 175.) ~~If the Provost's assessment is positive and if CUNY advises the Provost that an additional distinguished professorship can be assigned to the college, the Provost will forward a recommendation to the President who will decide whether to bring the nomination to the FPC for its review and vote.~~ **[If CUNY advises the Provost that an additional distinguished professorship can be assigned to the college, the Provost shall appoint and consult with an Advisory Committee, including John Jay College Distinguished Professors. The Provost will designate one member as the convener and chair of the Advisory Committee. The Provost and the Advisory Committee will make independent assessments of the merit of the case, in the context of institutional needs and priorities. The Provost**

and the Chair of the Advisory Committee will forward their assessments to the President, who will decide whether to bring the nomination to the FPC for its review and vote.]

II.J.4. If the President [**and the FPC support the nomination**], ~~the department chair~~ [**the Provost's Office**] shall solicit at least ten letters of evaluation from widely recognized authorities in the nominee's field, as required by CUNY procedures. [**The names of the evaluators will be provided by the candidate and the chair of the department in consultation.**] The FPC shall review the department's nomination letter, [**the candidate's CV, and**] the candidate's external letters of evaluation, and vote on the nomination. [**As in other personnel actions, the vote of the FPC is advisory to the President.**]

II.J.5. Should the FPC vote in favor of the nomination, the next stage of the CUNY review process is put into effect. The application is sent to the Office of the Executive Vice-Chancellor and University Provost, including the candidate's current curriculum vitae, external letters of evaluation, letters of nomination from the John Jay College President and Provost, and documentation of the college's review processes, to enable the university to make an independent determination of the merits of the appointment.

Guidance for Candidates and Personnel Committees

III.E. Service

III.E. 1. Department, college, and university service is recognized as important in considering a candidate for promotion to either Associate or full Professor, as well as in reappointment and the granting of tenure. The expectation for service increases as one moves up the ranks. While candidates for tenure are expected to demonstrate a commitment to service, candidates for Associate Professor should have an established record of service to the college community and/or university. Candidates for full Professor should have established records of continuing and increasingly significant service to the college and to the outside community.

III.E.2. It is recognized throughout the college that certain activities and committees take a significant amount of time and energy and have a significant impact on the college community. These may include, but are not limited to:

- participation on the Faculty Senate and College Council (as department representative or at-large)
- at-large member of the FPC;
- participation on the College Curriculum and Academic Standards Committee (UCASC) and its subcommittees;
- advising of student clubs;
- Chairing of, and participation in, various ad hoc committees (such as Middle States)
- college representation on the PSC-CUNY Research Foundation;
- service as chair or college administrator;
- leadership and participation in conferences, colloquia, and symposia held at the college or the university; and
- participation on the University Faculty Senate

III.E.3. Candidates should clearly document the nature of their service on the Form C, and include it also in the self-evaluation narrative. Any published materials resulting from such service, for which the candidate is responsible, may be included in the file.

III.E.4. The name of the chairperson of the committees on which the candidate has served should be noted next to the name of the committee on the Form C. The department chair will be responsible for contacting the chairs of those committees for comments on the candidate's contribution. It is appropriate that this information be shared with the personnel committees at each level of the process. Candidates are also encouraged to document their file with letters that describe their service when extraordinary, such as letters of thanks from committee chairs or program managers.

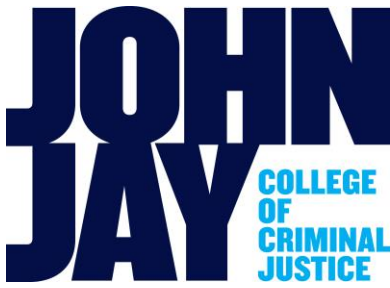
III.E.5. Service thus consists of not merely being a formal member of a committee, but will be evaluated in terms of level of work involved, attendance, participation, and contribution.

III.E.6. A candidate may offer evidence of pertinent and significant community and public service in support of reappointment. Evidence of such service may include, but not be limited to:

- Service provided to community organizations with purposes broadly related to the mission of the college and the areas of focus of the college's academic programs;
- Service to professional organizations related to the candidate's discipline or area of professional expertise;

Guidance for Candidates and Personnel Committees

- Providing public information and education through the news media;
- Providing public education by appearing in public events, documentaries, and other means of public information;
- Service to the federal, state, and local government in special roles such as an advisor, expert, mediator, or compliance monitor; and
- Service as an elected or appointed public official or as a governance board member for an independent organization, provided that the service can be rendered in a manner that complies with applicable CUNY regulations.



MEMORANDUM

May 9, 2017

TO: Professor Ned Benton, President, Faculty Senate

FROM: Provost Jane Bowers, on Behalf of the Faculty Personnel Committee

RE: Response to Faculty Senate *Statement on Faculty Personnel Process*, March 7, 2017

Thank you for appearing before the Faculty Personnel Committee at its meeting of April 7, 2017, to summarize the Faculty Senate *Statement on the Faculty Personnel Process* and to answer questions. As President Travis promised at that meeting, the Faculty Personnel Committee is issuing a written response to the statement based on discussion at its April 7 and May 5 meetings. The Faculty Senate *Statement* raised six issues, and this response will address those issues and follow the structure of the *Statement*.

1. Structure the Process to Develop and Adopt Changes in the Faculty Personnel Process

In its new Review Committee and Appeals Committee configuration, the Faculty Personnel Committee meets in Open Meeting to consider policy and procedural matters at most four times per year, twice in the fall (September and December) and twice in the spring (April and May). It does not meet in February or March except to consider appeals. The calendaring suggested by the Faculty Senate may not be practical. However, the idea of developing a predictable schedule is one we embrace. We commit to developing a schedule next year that will allow us to identify “topics and ideas for changes” in the fall, to be discussed during the September and December meetings, with draft revisions to the guidelines or draft proposals to be presented at the April and May meetings for discussion and vote. We will endeavor to adhere to this schedule to the extent possible though it is understood that new issues may arise in the course of the year’s business and contemplated revisions may be so minor as to need only two meetings in the fall to bring to a vote. We will circulate the schedule of open meetings and the topics to be considered to the entire full-time faculty, in addition to posting agendas publicly well in advance of our meetings as we do now. Once policies or revisions to the guidelines are drafted, we will circulate those in writing to the entire faculty, with a reminder of the dates of the meetings at which these will be discussed and decided. Any member of the full-time faculty may attend these meetings and may bring suggestions, comments, or objections forward as the Faculty Personnel Committee is engaged in discussing the proposed changes. This will ensure the timeliness, transparency, and inclusiveness of the process.

With regard to prospective application of revised policies, this is currently the practice of the FPC. Revised policies do not take effect during the academic year and personnel action cycle during which the change was adopted, and changes are communicated via email from the Provost directly to the faculty at large very soon after their adoption. Updates are made to the Faculty Personnel Process Guidelines before the personnel cycle starts; no further changes are made until the cycle has finished.

2. Improve Reporting on the Faculty Personnel Process

As the Faculty Senate *Statement* notes, the Provost's Office maintains an eight-year view of FPC statistics, which it presents annually to the Faculty Personnel Committee and sends by email to all full-time faculty. We will not be producing a cohort analysis since we do not and should not have access to information that would allow us to identify individuals by race and gender. Moreover, the cohorts are often small, and in such a small group, individuals might be identifiable if, for example, one or two members of the cohort had negative outcomes. The FPC commits to working with the college's Office of Diversity beginning next year to do a long term study of promotion, reappointment, and tenure outcomes by race, gender, age, and ability that would preserve the anonymity of individual faculty members. In the meantime, the current statistical report will have to suffice.

3. Encourage and Support Transparency in Providing Specialized Departmental Guidance

4. Submit Substantive Changes to the College Council for Approval

The FPC believes points 3 & 4 are related, thus will respond to both in this section.

The issue overall is what is permitted by authoritative sources within CUNY and the College, namely CUNY bylaws and the Manual of General Policy and the College Charter and bylaws.

With respect to departmental disciplinary standards, some members of the Faculty Senate may recall that some years ago, the FPC called for the development of departmental/disciplinary standards and some departments submitted proposals for them. We were advised by CUNY's office of General Counsel that such disciplinary standards from individual academic departments are not permitted and we were directed to abandon this project.

With the exception of the evaluation standards for librarians and journalists, we are guided by the general principle that faculty and academic disciplines must be judged by the same institutional standards, which require excellence in scholarship, teaching, and service. It is our understanding that CUNY has provided guidance for the two exceptional disciplines, namely librarians and journalists.

While the FPC agrees that departments and disciplines might employ "different criteria by which to assess excellence," such exceptional language should not deviate from the three pillars of evaluation for all disciplines. (Faculty Personnel Process Guidelines, March 2017, Section III.C.1.c)

In consideration of CUNY's advice some years ago, when, as indicated, we sought to develop different departmental standards for two disciplines, the FPC believes that further research is needed. This research, to be conducted by the College Counsel, would address the limits and prerogatives

applicable to departments/disciplines when considering standards for reappointment, promotion and tenure.

The recommendations set forth in part 4 of the Faculty Senate *Statement* necessarily follow from the research that will be conducted to answer the question about disciplinary/departmental standards. To the extent that standards for appointment etc. are revised, the question regarding the requirement for approval will arise. Precisely as you indicate, the question is whether these are substantive or procedural standards, consistent with September 24, 2013 letter from Frederick Schaffer to President Travis regarding the distinction between procedural and substantive changes for the work of the FPC.

The research performed by the College Counsel to address the former inquiry will also address this question.

5. Respect Limitations of FPC Authority to Amend the College Charter and Bylaws

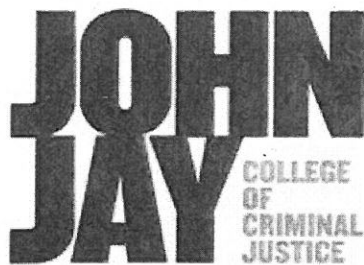
The issue raised here is that the three-year old procedure of having appeals considered by faculty who are not members of the FPC, though duly elected for this role by the faculty at large, is not provided for in the College Charter or Charter By-Laws, which specify the membership of the FPC.

Procedural and substantive objections to the appeals process were addressed in the fall 2016, by a subcommittee convened by the Provost for this purpose. This subcommittee, which was advised by the College Counsel, decided that the procedures in place for 2016 should continue for the faculty personnel process during the 2017 academic year. This decision had two bases: first, it would not be fair to alter the process when applicants were midway through it; second, there was not agreement among members of the committee that these objections were sufficiently consequential to require changes in the process.

The Faculty Senate *Statement* causes us to return to this issue. We will continue to research the bases for these objections and will once again look at the process early in the 2017/18 academic year. Our review will consider proposing changes in the bylaws, which will require approval by the College Council and the Board of Trustees.

6. Reconcile and Balance Competing Expectations for Teaching, Scholarship, and Service

The FPC acknowledges that members of the faculty experience a tension among the demands of teaching, scholarship, and service as they prepare for reappointment, tenure, and promotion. This tension is caused in part by conflict between the expectation of balance among the three and the reality of imbalance in the relative weight given to these activities in the personnel process. This conflict, first expressed in the 2013 Middle States Self Study and then during the follow-up to the COACHE survey, has not been resolved. We believe the question is wider than the procedures of the FPC or the language of the FPC guidelines. It speaks to our values and identity as an academic community. The FPC commits to engaging in a discussion of how we might address this tension between teaching, scholarship, and service and to elevating this discussion to a college-wide discussion of the larger issue of institutional values and identity.



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The Department of Public Management

Memorandum August 31, 2017
To: President Karol Mason, Interim Provost Anne Lopes
From: Senate President Ned Benton
Subject: **Status of Senate Statement Items for the Faculty Personnel Committee**

At the meeting with the Senate Executive Committee you asked that I update you about the status of the responses to the Senate Statement on the Faculty Personnel Process. This update follows the list of recommendations in the original statement, and summarizes the status of the responses communicated by Provost in her memorandum of May 9, 2017.

1. Structure the Process to Develop and Adopt Changes in the Faculty Personnel Process

FPC Response: We commit to developing a schedule next year that will allow us to identify "topics and ideas for changes" in the fall, to be discussed during the September and December meetings, with draft revisions to the guidelines or draft proposals to be presented at the April and May meetings for discussion and vote. We will endeavor to adhere to this schedule to the extent possible though it is understood that new issues may arise in the course of the year's business and contemplated revisions may be so minor as to need only two meetings in the fall to bring to a vote. We will circulate the schedule of open meetings and the topics to be considered to the entire full-time faculty, in addition to posting agendas publicly well in advance of our meetings as we do now. Once policies or revisions to the guidelines are drafted, we will circulate those in writing to the entire faculty, with a reminder of the dates of the meetings at which these will be discussed and decided. Any member of the full-time faculty may attend these meetings and may bring suggestions, comments, or objections forward as the Faculty Personnel Committee is engaged in discussing the proposed changes. This will ensure the timeliness, transparency, and inclusiveness of the process.

With regard to prospective application of revised policies, this is currently the practice of the FPC. Revised policies do not take effect during the academic year and personnel action cycle during which the change was adopted, and changes are communicated via email from the Provost directly to the faculty at large very soon after their adoption. Updates are made to the Faculty Personnel Process Guidelines before the personnel cycle starts; no further changes are made until the cycle has finished.

These commitments appear to resolve the problem. If they work out well they might be incorporated in a future revision of the FPC Guidelines.

At the Senate Executive Committee meeting we discussed the timetable for considering further changes to the FPC guidelines based on the Senate recommendations. My understanding is that no changes will be made for the AY 2017-2018 cycle, but that changes will be considered during AY 2017-2018 based on the deliberation cycle described above.

2. Improve Reporting on the Faculty Personnel Process

FPC response: *The FPC commits to working with the college's Office of Diversity beginning next year to do a long term study of promotion, reappointment, and tenure outcomes by race, gender, age, and ability that would preserve the anonymity of individual faculty members.*

This commitment might result in the production of a useful report. At the FPC meeting we discussed that the statistics might present results for three-year combined cohorts. This would provide for a larger number of cases, which improves statistical validity, and it would mitigate the privacy concerns raised by the Provost. I also noted at the FPC meeting that the statistics about faculty separations are already presented in our Affirmative Action Report so that the privacy concerns certainly do not raise legal barriers to developing the report.

3. Encourage and Support Transparency in Providing Specialized Departmental Guidance

The response is combined with the response for item 4 below.

FPC Response: *In consideration of CUNY's advice some years ago, when, as indicated, we sought to develop different departmental standards for two disciplines, the FPC believes that further research is needed. This research, to be conducted by the College Counsel, would address the limits and prerogatives applicable to departments/disciplines when considering standards for reappointment, promotion and tenure.*

This is an open item and we await the research to be conducted by College Counsel.

4. Submit Substantive Changes to the College Council for Approval

FPC response: *To the extent that standards for appointment etc. are revised, the question regarding the requirement for approval will arise. Precisely as you indicate, the question is whether these are substantive or procedural standards, consistent with September 24, 2013 letter from Frederick Schaffer to President Travis regarding the distinction between procedural and substantive changes for the work of the FPC. The research performed by the College Counsel to address the former inquiry will also address this question.*

This is an open item and we await the research to be conducted by College Counsel. The response is qualified, however, as it states "To the extent that standards for appointment etc. are revised, the question regarding the requirement for approval will arise." This suggests the impression that the Senate's concern only related to future changes, but the Senate view is that there are existing section of the FPC guidelines that are substantive. The Senate Statement (Item 4 pages 5 and 6) stated:

Much of the content of the FPC Guidelines consists of procedure for the conduct of FPC business by the FPC. However, Section III, titled Guidance for Candidates and Personnel Committees, is substantive. Section III.A basically announces this: "The purpose of this section is to provide

guidance to the faculty - both those on personnel committees and those considering or coming up for personnel actions - on the factors they should take into account in demonstrating and assessing whether the criteria have been met."

The Senate is not suggesting that it has formulated any substantive position concerning Section III. Rather, the Senate is only suggesting that the Charter may require that the College Council review them and eventually approve them, just as the College Council reviews and approves many other proposals that are brought before it.

This is an open item and we await the research to be conducted by College Counsel.

5. Respect Limitations of FPC Authority to Amend the College Charter and Bylaws.

FPC response: Procedural and substantive objections to the appeals process were addressed in the fall 2016, by a subcommittee convened by the Provost for this purpose. This subcommittee, which was advised by the College Counsel, decided that the procedures in place for 2016 should continue for the faculty personnel process during the 2017 academic year. This decision had two bases: first, it would not be fair to alter the process when applicants were midway through it; second, there was not agreement among members of the committee that these objections were sufficiently consequential to require changes in the process.

The Faculty Senate Statement causes us to return to this issue. We will continue to research the bases for these objections and will once again look at the process early in the 2017/18 academic year. Our review will consider proposing changes in the bylaws, which will require approval by the College Council and the Board of Trustees.

This is an open item and we look forward to the FPC's response.

6. Reconcile and Balance Competing Expectations for Teaching, Scholarship and Service

FPC response: The FPC acknowledges that members of the faculty experience a tension among the demands of teaching, scholarship, and service as they prepare for reappointment, tenure, and promotion. This tension is caused in part by conflict between the expectation of balance among the three and the reality of imbalance in the relative weight given to these activities in the personnel process. This conflict, first expressed in the 2013 Middle States Self Study and then during the follow-up to the COACHE survey, has not been resolved. We believe the question is wider than the procedures of the FPC or the language of the FPC guidelines. It speaks to our values and identity as an academic community. The FPC commits to engaging in a discussion of how we might address this tension between teaching, scholarship, and service and to elevating this discussion to a college-wide discussion of the larger issue of institutional values and identity.

This is an open item. The Senate Statement quoted a College commitment to Middle States.

The 2013 Middle States Self Study (pp.71-72) explained: "The dissatisfaction with teaching load and the anxiety over tenure and promotion point to a tension between the College's research aspirations, its obligations as a teaching institution, and its need for faculty willing to serve the college community. It will be important in the years to come to strike a balance among these faculty activities—teaching, scholarship, and service—and to communicate clearly to faculty the

expectation that ideally they will achieve a balance among these sometimes competing demands. We also need to shape the promotion and tenure process so that it recognizes that some candidates will excel in teaching, others in scholarship, and yet others in extraordinary service, and that distinction in one area will be rewarded as long as the faculty member shows sustained true commitment, energetic engagement, and high-quality achievement in the others."