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ABSTRACT

Following a brief description of the purposes of tenure, the policy adopted by the College of the Mainland (Texas) in July 1967 was presented. The policy outlines: who is eligible to receive tenure, the rights of those who have received tenure, and the criteria and procedure used by the president for recommending tenure. (MB)

U.S. DEPARTMENT OF HEALTH, EDUCATION & WELFARE  
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COLLEGE OF THE MAINLAND  
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October 13, 1969

CRITERIA FOR GRANTING TENURE  
AT COLLEGE OF THE MAINLAND

I. INTRODUCTION

A review of the history of tenure in colleges in the United States reveals that tenure means that the person who has achieved tenure has the option of continuing employment in the institution granting the tenure; i. e., he who has tenure can be discharged only for cause and through due process.

History also reveals a purpose of tenure is to enable the teacher to lead students into inquiry into controversial areas of study without fear that his job will be taken from him for having done so. In the universities the freedom to do scholarly research in any and all areas of phenomena, both social and non-social, without fear of having his job taken from him because of such scholarly inquiry, is a purpose of tenure.

History further also reveals that a purpose of tenure is to protect the teacher when an influential person or persons, either inside or outside of the institution, desire/s to terminate or cause the termination of the employment of the teacher for arbitrary reasons, as distinguished from cause.

UNIVERSITY OF  
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College of the Mainland Tenure Policy was adopted by the Trustees on July 13, 1967, and is as follows:

A. Tenure

1. A member of the instructional staff of the College who has been granted tenure by the Board of Trustees shall have the status of permanent member of the instructional staff and be in continuing employment of the College until:
  - a. He voluntarily leaves the employ of the College
  - b. He retires
  - c. He is dismissed by the Board of Trustees for cause
  - d. He dies
2. Tenure may be granted by the Board of Trustees only on the recommendation of the President. Nomination of a faculty member for tenure shall signify the President is satisfied that an acceptable degree of competence has been demonstrated and that continuing employment of the person concerned will serve the best interest of the College.
3. Tenure shall apply only to instructional positions. Administrators who have teaching responsibilities may qualify for tenure in the teaching position concerned only.

No person shall be granted tenure in a non-teaching or purely administrative position.

4. A person may become eligible for consideration for tenure when he has completed three full academic years of uninterrupted service in teaching in the College. A person who has not been granted tenure by the end of five full academic years of uninterrupted service shall automatically be granted tenure if he is to be retained in employment beyond five years except as provided in paragraph three (3) of the section on Nepotism. (Note: Three full academic years shall be construed to mean  $10\frac{1}{2}$  months in teaching multiplied by 3, except for Chairmen, in which case three years of uninterrupted service shall be considered three full academic years).  
  
The Board of Trustees may grant tenure at an earlier time if it is recommended with sufficient justification by the President.
5. Time spent away from the institution, except when the employee is on a special assignment and paid by the institution, shall not be counted toward the fulfillment of eligibility for tenure.
6. Regular retirement of the President and all other full-time employees of the College shall take place at age sixty-five (65). After sixty-five (65), the employee may be re-elected

year to year at the discretion of the Board of Trustees until he reaches age seventy (70), at which time retirement is compulsory. (Policies, July 13, 1967).

Paragraph 2. above assigns to the President the serious responsibility of recommending to the Trustees those who shall be granted tenure in instructional positions. Where a person is both a supervisor and an instructor, tenure is limited to and applies only to the instructional role. For instance, a person in Salary Schedule B-I who is in that salary schedule solely because he is a Chairman can be granted tenure only in the instructional role and should he cease to be Chairman after being granted tenure he would move to Salary Schedule B-II.

## II. CRITERIA THAT THE PRESIDENT WILL USE TO RECOMMEND TENURE

- A. Introduction: All of the following criteria are derived directly or indirectly from current Board or Administrative policies.
- B. Criteria: The following criteria should be studied carefully by all persons who may be subject to the tenure policy and especially by persons in supervisory positions. Persons in supervisory positions have the direct responsibility for preparing persons for tenure or for, when the evidence is sufficient that the individual has not the ability and/or the will to fulfill

to an acceptable degree the terms of his contract, counseling the individual to find employment elsewhere.

- a. The individual must have demonstrated that he has designed, and continues to design, teaching and learning work in each course on the basis of behaviorally specified objectives.  
(See Section III. B. for basis of judgement.)
- b. The individual must have demonstrated that he has written, and continues to write, behaviorally specified objectives which meet the minimal specifications for sound behaviorally specified objectives. (See the Manual for Course Planning for criteria.)
- c. The individual must have demonstrated that he has functioned cooperatively both laterally and with his supervisor. (See III. B. for basis for judgement.)
- d. The individual must have demonstrated that he has designed and reconstructed teaching and learning work experimentally; i. e., with awareness, exercise of imagination, and with continuous observation of the ends-means process with a view to improving the effectiveness and efficiency of student learning work. (Evidence of reconstruction is key basis for judgement.)
- e. The individual must have demonstrated that he has gone beyond the conventional and traditional shape of teaching



and learning by innovating on the following parameters, among others, but not limited to:

- 1) Time
  - 2) Place
  - 3) Available tools of teaching and learning work
  - 4) Organization of teaching and learning work
  - 5) Adaptation of diagnostic information to the needs of individual students
  - 6) Independence (supported independence) in student work.
- f. The individual must have demonstrated the capacity to have a sustained colleague relationship with students; that is to say, the individual must have demonstrated that he has chosen his own behaviors so that they have been humane and supportive of individual students in accordance with human growth and development considerations. (Evidence of assessment by Chairman is principal basis for judgement.)
- g. The individual must have demonstrated that he has arranged teaching and learning activity in such a manner that his students have been structured into purposeful learning behavior "beyond the box," "beyond the box" meaning principally "outside of the college campus,"

and secondarily outside the classroom but inside the campus.

The individual must have demonstrated by his actions that he has structured situations calculated to help students to have three-dimensional contact with and in the characteristic public social institutions (economic, governmental, health, labor, etc.) of the society, and with individual representatives of same in order to reduce the alienation caused by ignorance of such social functions and institutions and by non-participation or lack of three-dimensional contact with them. (Note: Paragraph g. shall be measured on the basis of evidence provided by the Instructional Supervisor concerned.)

- h. The individual must have demonstrated by his acts that he understands the model of the open society and the model of the free and responsible individual, and that he has designed teaching and learning toward the following ends:
  - a) That the student be helped to have or develop self-esteem



- b) That the student have appropriate practice in the method of inquiry in social and non-social phenomena,
- c) That the student has practice in the values of the open societal model, the model of the free and responsible individual, and has practice in "prepared-for" civilized debate and discussion of controversial issues (as distinguished from mere exchange of unreflected opinion)
- d) That the student learn that open-ended mutually-supportive behavior is the chief social end of a democratic culture.

### III. PROCEDURE FOR RECOMMENDING TENURE

A. The President will recommend tenure for a member of the faculty only if he is satisfied, by persuasive evidence, that the person has performed acceptably the minimum requirements set forth herein and in other expectations communicated in other official documents, and expectations that flow from the general theory of the College.

It shall be the responsibility of the Dean of Instruction to provide the necessary information to place the President in the position to make the judgement in each individual case as to whether the individual shall be recommended for tenure.

B. The objective evidence which the Dean of Instruction shall provide the President in each case shall include:

1. The individual's own tenure file; the individual's personnel folder, such folder to include, among other things, all Instructor Evaluation forms executed after October 1969, that have such evaluation form to be geared directly to the position description for Instructor and/or to this present document.
2. Instructor and/or student documents prepared by the individual alone or in significant cooperation with others.
3. Objective evidence that the individual has met the criteria outlined above, where there can be objective evidence.
4. The recommendation of the Dean of Instruction that the individual be recommended for tenure.
5. The above materials and recommendation shall be in the hands of the President at least 90 days prior to the date that the individual shall become eligible for tenure.