

Good Practice in Tenure Evaluation

Advice for
Tenured Faculty,
Department Chairs, and
Academic Administrators

A Joint Project of
The American Council on Education,
The American Association of University Professors, and

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United Educators Insurance, a Reciprocal Risk Retention Group

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The 2000 U.S. Census Bureau reported that the average household size in the United States was 2.6 people. This is a decrease from 3.1 people in 1990. The decrease is due to a combination of factors, including a decline in the birth rate and an increase in the divorce rate. The birth rate has declined from 19.5 births per 1,000 women in 1990 to 14.5 births per 1,000 women in 2000. The divorce rate has increased from 1.5 divorces per 1,000 marriages in 1990 to 2.5 divorces per 1,000 marriages in 2000.

The decline in the birth rate is due to a number of factors, including a decline in the number of women who are having children, a decline in the number of children born to women who are having children, and a decline in the number of children who are surviving. The increase in the divorce rate is due to a number of factors, including a decline in the number of marriages, an increase in the number of marriages that end in divorce, and an increase in the number of children who are born to parents who are divorced.

The decline in the birth rate and the increase in the divorce rate are both contributing to the decline in the average household size. The decline in the birth rate is the primary factor, as it accounts for about 70% of the decline. The increase in the divorce rate accounts for about 30% of the decline.

The decline in the average household size has a number of implications. It means that there are more households with fewer people, which can lead to a decline in the demand for certain goods and services. It also means that there are more people living in smaller households, which can lead to a decline in the demand for certain services, such as child care and elder care.

The decline in the average household size is a trend that is likely to continue in the future. The birth rate is expected to continue to decline, and the divorce rate is expected to continue to increase. This will lead to a further decline in the average household size, which will have further implications for the economy and society.

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The first step in the process of creating a new product is to identify a market need. This is often done through market research, which involves gathering information about the target market and its needs. Once a market need has been identified, the next step is to develop a concept for a product that meets that need. This is often done through brainstorming and prototyping. Once a concept has been developed, the next step is to create a business plan. This involves determining the costs of production, the pricing strategy, and the marketing strategy. Once a business plan has been created, the next step is to secure funding. This can be done through a variety of sources, including venture capitalists, angel investors, and crowdfunding. Once funding has been secured, the next step is to manufacture the product. This involves sourcing materials, hiring workers, and setting up a production line. Once the product has been manufactured, the next step is to distribute it. This can be done through a variety of channels, including retail stores, online marketplaces, and direct sales. Finally, the product is marketed to the target market through advertising and promotional activities.

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↓ The third step in the process of creating a new product is to create a business plan. This involves determining the costs of production, the pricing strategy, and the marketing strategy. Once a business plan has been created, the next step is to secure funding. This can be done through a variety of sources, including venture capitalists, angel investors, and crowdfunding. Once funding has been secured, the next step is to manufacture the product. This involves sourcing materials, hiring workers, and setting up a production line. Once the product has been manufactured, the next step is to distribute it. This can be done through a variety of channels, including retail stores, online marketplaces, and direct sales. Finally, the product is marketed to the target market through advertising and promotional activities.

↓ The fourth step in the process of creating a new product is to secure funding. This can be done through a variety of sources, including venture capitalists, angel investors, and crowdfunding. Once funding has been secured, the next step is to manufacture the product. This involves sourcing materials, hiring workers, and setting up a production line. Once the product has been manufactured, the next step is to distribute it. This can be done through a variety of channels, including retail stores, online marketplaces, and direct sales. Finally, the product is marketed to the target market through advertising and promotional activities.

Teaching

The student evaluations place Pam right at the median within the department. She continues to teach the sophomore introductory lecture course every fall. In addition, her development of the new critical methods seminar for department majors has been a big project. She rolled up her sleeves last summer and produced the new course, offered this spring, that has contributed substantially to the quality of our program.

Research

Pam's research has been showing good progress. We look forward to the publication later this year of the book version of her dissertation by State University Press. In the past year, she has submitted two papers that are under consideration by *The International Bulletin of Methodology*, one of the leading journals in her field.

Service



Teaching

The student evaluations place Pam right at the median within the department. She continues to teach the sophomore introductory lecture course every fall. In addition, her development of the new critical methods seminar for department majors has been a big project. She rolled up her sleeves last summer and produced the new course, offered this spring, that has contributed substantially to the quality of our program.

Over the next two years, I hope to see Pam devote attention to honing her teaching skills. One area she could usefully address is finding ways to encourage broader student participation in discussions. She is not undertaking any new course preparations in the coming year, which will give her an opportunity to consider new creative approaches to student involvement. I would be glad to consult with her on strategies and, if she wishes, to visit her classes occasionally.

Research

Pam's research has been showing good progress. We look forward to the publication later this year of the book version of her dissertation by State University Press. In the past year, she has submitted two papers that are under consideration by *The International Bulletin of Methodology*, one of the leading journals in her field.

Pam understands that the college does not place substantial weight on the publication of dissertations (or other research projects undertaken elsewhere before a scholar joins our faculty). For a successful tenure candidacy, she will need to show a strong record of publication in peer-reviewed journals. At a minimum, the publication of three substantial articles will be required.

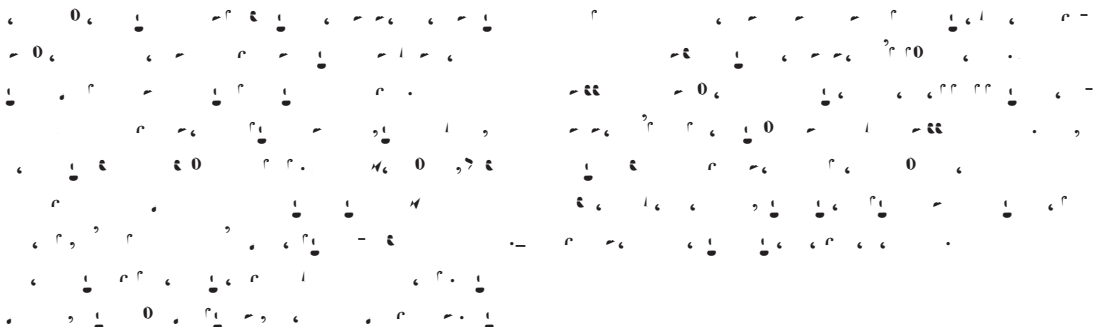
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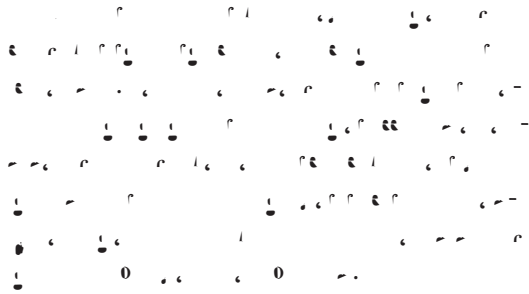
Pam's service record is outstanding. She chaired the committee that conducted the campus-wide study of life and learning issues for female students. She was the primary author of the committee's report, which made major recommendations for reform in the areas of curriculum, housing, and student activities. On campus both female and male students eagerly seek her assistance with academic counseling. In the local community, her effective work on the board of the local United Way has brought credit to the college.

Pam and I have discussed the weight that the college gives to service in evaluating faculty. While important, it stands behind teaching and research in our priorities.

Pam is in her fourth year in a tenure-track position. In addition to the across-the-board salary increase, I am pleased to recommend her for an additional 1.5 percent for merit for her role in the development of the new seminar.

Dr. Charles Candid, Department Chair





- ⑧ A clear explanation of the requirements for reappointment and tenure, including any criteria specific to the department or school.
- ⑧ Periodic evaluations of his or her progress in meeting the requirements.
- ⑧ Candor in all evaluations.
- ⑧ Specific examples that illustrate the quality of his or her performance.
- ⑧ Constructive criticism outlining any potential areas for improvement.
- ⑧ A review covering the entire evaluation period, not just the recent past.
- ⑧ An evaluation in plain English.
- ⑧ Practical guidance for future efforts to meet the requirements, without promises or guarantees that the institution may not be able to honor.
- ⑧ An understanding of how a review (or reviews)

A 2019年12月31日，公司应收账款账面余额为1,000,000.00元，坏账准备余额为100,000.00元。2020年12月31日，公司应收账款账面余额为1,200,000.00元，坏账准备余额为120,000.00元。

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Tenure, Promotion, and Reappointment: Legal and Administrative Implications.

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Berkeley Women's Law Journal 4 (1990): 24.

↘ *Chronicle of Higher Education* 44 (1991): 12.

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