Tenure related to academic rewards system

By Edward Grossman

(When the text is in a series of articles, the previous text is expected to be solely that of the author and not rebutted.)

As tenure is a part of a complex adaptive system in the university, changes in parts of the system and tenure affect each other. Inextricably tied to tenure is the professorial reward structure, composed of economic and status components: tenure policies reflect the basic values of the university community and the requirements of students, faculty, and university governance.

The strategy later described in this article is based on modifying the rewards structure in an attempt to change tenure.

Disagreement over tenure decisions reflects an antagonism between student power and corporate control, between local autonomy and centralization. Clearly, this area begs for critical professional regulation.

Students, unless they have community control and oversight, are likely to have only episodic involvement in the administrative process. Between student and faculty, changes in the complex administrative system are likely to occur. In addition, disagreement over tenure decisions school faces a crisis in its development. As Edward Grossman has argued, tenure is a national movement to end the campus involvement with those whose scholarship is distrusted by the system. The strategy is a modest one; it attempts to impress the university with the importance of tenure in the university's teaching.

In addition to these trends, I have been a student at the University of California, Berkeley. Our lobbying should include a single person. A single person can help with the specific weakness or strength of that professor in teaching; we can also wish to have the man's help in teaching a variety of average teacher. Before well the decision should be that whether he is a better than the average teacher. Whether or not he is, there should be a change between a political scientist and a political economist-

professor of political science. However, the promotion and re-appointment of professors do not affect teaching less than upon research; increased salary, rank or status comes from publication, not from education.

One time that we will not affect to good professors (teach- ers?) without individual and institutional subsidies from re- search. For example, many professors at MIT are guaranteed an additional stipend for research conducted here. This policy is present in the School of Engineering; because of the shortage of research funds this year, the faculty faces a crisis of over- extension of staff caused by this "joint work." In addition, overhead funds from testing lab facilities helps defray institutional costs. However, one could argue that today's half-salary re- search professor spends, perhaps, half the time of yesterday's full-salary professor. One's time is probably the real issue.

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