

Demoralizing controversy can arise between professors and their employing institutions, particularly at decision points for ART&P—appointment, retention, tenure, and promotion. This issue of *New Directions for Higher Education* seeks ways to prevent unnecessary conflicts and to resolve unavoidable conflicts as equitably as possible.

what graduate students ought to know  
about the teaching business—but we seem  
afraid to tell them

richard h. peairs

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At least some graduate schools prepare their students for effective teaching as well as research. Few, however, teach potential faculty members the facts of professional life beyond classroom teaching and research—such as the standards and principles of the academic profession itself. This career training would prevent many grievances from arising.

tenure and the moderation of conflict

robert d. clark

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Effective tenure policies, including periodic post-tenure review of performance, can not only protect academic freedom but assure high levels of faculty achievement. A university president presents specific suggestions for and examples of effective tenure review and gives his perspective on the concept of tenure itself.

a faculty code is not a coda

robert m. o'neil

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Since the trauma of the sixties, many college and university faculty have adopted codes of faculty responsibilities and self-regulation. Such codes can benefit the public image of the academic profession and can also improve relations among professors and between professors and administrators. Firsthand advice on creating a code precedes an example of one: the new University of California Policy on Faculty Conduct and the Administration of Discipline.

grievance procedures: real and ideal

john m. ellis

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Some complaints by faculty members that they have been aggrieved by their institutions are inevitable. They can range from being assigned a poor course to being denied tenure or promotion. Well-planned procedures to resolve these grievances, adopted in advance of a *cause celebre*, can allow institutional committees great discretion in quiet conflict resolution.

perspective from public personnel  
administration

*harold h. haak*

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Faculty personnel practices could benefit from the long experience of personnel systems in public administration and government service. Just as in academic life, civil service seeks to reward merit rather than seniority; and the effects of four major movements in public personnel administration over the past century—beginning with efforts to protect the civil service from political patronage and proceeding through scientific management and positive personnel administration to collective bargaining—hold lessons for colleges and universities.

for further information

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Sources of additional assistance on faculty personnel practices and how to improve them.

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