

#9

UNIVERSITY OF DELAWARE INTER-DEPARTMENTAL

Memorandum

January 24, 1990

TO: Promotion and Tenure Committee
College of Education

FROM: Victor Martuza, Chair UJM
Educational Studies

RE: Recommendation of Linda Gottfredson's Application
for Promotion to Full Professor

Having reviewed Dr. Gottfredson's dossier as well as having discussed the concerns and conclusions of the EDS Promotion and Tenure Committee with its chair, I find that I must regrettably recommend against promotion to full professor at this time. While I believe that Dr. Gottfredson more than meets the Department criteria for promotion in the area of service, satisfies the criteria in the area of teaching and, in the aggregate, has compiled a very impressive record of scholarship, the recommendation against promotion adopted by the Educational Studies Department has raised a number of concerns about the most recent additions to her dossier in the area of scholarship which, in my opinion, must be satisfactorily addressed before a recommendation for promotion to full professor is warranted.

In what follows, I will summarize the background to this case, comment briefly on the areas of teaching and service, and attempt to make clear what my reservations are concerning the status of her scholarship record vis-a-vis the Department promotion and tenure criteria.

Last year, like the Department faculty, I enthusiastically supported Dr. Gottfredson's application for promotion to full professor with tenure. While several faculty in the Department expressed reservations about the adequacy of her teaching record at that time, no serious questions

were raised either by the Promotion and Tenure Committee or the Department-as-a-whole about the quality of her scholarship. Since the Department criteria clearly state that excellent performance in two of the three areas can compensate for minor deficiencies in the third, both the Department and I felt confident that she was promotable and, hence, made strong positive recommendations supporting her case. In my view, the evidence in her dossier last year portrayed her as a solid scholar, a valuable and tireless contributor of service to the University as well as to her profession, and a good teacher making systematic progress towards excellence, particularly at the undergraduate level where most of her teaching efforts lie. Given the totality of evidence at that time, I firmly believed that she merited promotion to full professor with tenure. The Senate Committee disagreed mainly on the basis of the evidence supporting her teaching record and, after a formal appeal, split 50-50 on the recommendation. In the end she was awarded tenure, but denied promotion.

Given additional data supporting her case in the area of teaching, Dr. Gottfredson decided to reapply for promotion at the beginning of the current academic year. The Department P&T Committee decided that it was most appropriate to evaluate her current promotion application as though it were being presented for the first time. As a result, the Committee sought and received updates to the external reviews of her scholarship which were submitted last year and requested a number of additional external reviews. In the Committee's judgement as well as that of the Department faculty, her continuing service contributions and the additional data she supplied in the area of teaching served to reaffirm the fact that she clearly exceeds Department criteria in service and laid to rest any lingering doubts about the quality of her teaching. I wholeheartedly concur with their conclusions regarding these two areas. Despite the controversial nature of the climate during the past semester and the resulting additional demands on Dr. Gottfredson's time, her service contributions and her teaching efforts have not diminished. It is especially important to note her contribution to the revision and coordination of the Department's Counseling Program which required an enormous amount of time and energy during what obviously was a very stressful period for her.

In the area of scholarship, the substantive differences between Dr. Gottfredson's dossier this year and last consist of (1) two new co-authored articles which, according to the recommendation of the Committee, do not meet the standards of scholarship spelled out in the Department Promotion and Tenure guidelines and (2) the additions and updates appearing in the external review folder. It seems to me that the critical question is whether the new items added to the dossier were of a nature to justify a downgrading of the previously very positive evaluation of Dr. Gottfredson's record of scholarship. Since the rationale underlying the Department's recommendation is contained in the Department report, there is no need to summarize it at this point and I prefer not to make a point by point commentary on the criticisms contained therein.

Taking into account the Department recommendation against promotion, several extensive conversations with both the Chair of the EDS Promotion and Tenure Committee and Dr. Gottfredson intended to get clarification about selected procedural and substantive matters, and a re-reading of the dossier material in question along with the reports on which the most recent two manuscripts are based, it is my view that the scholarship component of her case for promotion for full professor is not as compelling this year as it was last year. In my opinion, the two most recent manuscripts were primarily intended to provoke and influence the direction of a debate centering on the National Research Council's "Fairness in Employment Testing" report. As far as I can tell, the NRC panel made a good faith effort to fulfill its charge in evaluating the GATB-based referral system. Given the panel's initial (clearly stated) assumptions, which are rooted in the political realities of the times, it seems to me that it made a reasonable attempt to analyze the consequences of various referral policies and that its recommendations are consistent with its analysis. While Dr. Gottfredson and her co-author certainly have the right (and perhaps the obligation) to raise the kinds of questions they did in their manuscripts, some aspects of their manuscripts trouble me, for example: (1) their "worst case interpretation" of selected text fragments taken out of context from the panel's interim and final reports, (2) the heavily value-laden language employed (e.g., the label "quasi-Marxist"), (3) the pre-conceived rejection of any referral mechanism which differs from their preferred one without an attempt to assess and explicate the full range of potential

consequences for society, and (4) the implication that the panel's primary goal at the outset was to undermine the very foundations of our political-social-economic system regardless of the consequences to society or to the credibility of the scientific enterprise. While these pieces may ultimately contribute to a national debate on personnel referral policies and practices, I find it difficult to accept the two manuscripts as exemplars of high quality scholarship.

The next question then concerns the relative weights assigned to the newer and older manuscripts in the dossier as well as the relative weights assigned to the positive and negative external reviews. With respect to the latter, the external reviews overwhelmingly support a positive recommendation for promotion. While criticisms contained in them cannot be ignored, it appears to be the judgement of the vast majority of experts consulted that, in the aggregate, Dr. Gottfredson's scholarly production so far justifies promotion to full professor. Concerning the former point, the amount of weight assigned by the Department Committee to the most recent two manuscripts appears to be heavier than one might expect, but this is understandable given the EDS P&T Committee's concern about the trend in Dr. Gottfredson's writing and what this might portend for her future work. The nub of the problem regarding the issue of relative weighting is that there is no algorithm which can be applied and, according to the University promotion and tenure policy as well as the guidelines used by the Department, the P&T Committee is ultimately responsible for using its best judgement in deciding how to weight the judgements found in the external review letters and its own assessments of the candidate's work.

In the final analysis, the critical question concerns the definition of scholarship. Each individual and committee attempting to determine whether Dr. Gottfredson's record of scholarship satisfies the Department criteria and their current interpretation for promotion must address this point. At the outset this year, I was prepared to stand by last year's recommendation. I felt even more confident at that time because of the new evidence available in the area of teaching. However, the addition of the two new manuscripts introduced a degree of uncertainty regarding the quality and direction of Dr. Gottfredson's present and future work. Clearly, these most recent manuscripts represent a major change in tone, style, intended impact and analytical approach from

her earlier work. In the view of the Department P&T Committee, these articles do not meet the scholarly standards reflected in her earlier work and required by the Department promotion and tenure criteria. After re-reading the report on which these manuscripts are based, I am persuaded by the Committee's reasoning. Whether these manuscripts signal the onset of a permanent change in the character and quality of her work is impossible to ascertain at this time. Once there are clear indications of a return to the level of quality characterized by her earlier work, I will once again wholeheartedly support her application for promotion to full professor. I expect that this will occur within the next year or two.

cc: Dean Murray

#10

RUTGERS UNIVERSITY *The State University of New Jersey*

Irving Louis Horowitz
Hannah Arendt Distinguished Professor of
Sociology and Political Science

*Department of Sociology
New Brunswick, New Jersey 08903*

February 1st, 1990

Professor John J. Pikulski
Chair, Promotion and Tenure Committee
College of Education
University of Delaware
Newark, Delaware 19716

Dear Professor Pikulski:

Thank you for your telephone call of last week and your follow up letter of January 29th requesting pre-publication copies of the responses to the article by Jan H. Blits and Linda S. Gottfredson on "Equality or Lasting Inequality?". With considerable reservations, I am enclosing the articles by Alexandra K. Wigdor/John A. Hartigan, Mary L. Tenopyr, Mark Kelman, and O. Peter Sherwood for your "overall review of Linda Gottfredson's application for promotion to the rank of Professor."

Aside from the normal concerns about circulating, even to a limited group, materials from a forthcoming issue that are still not in absolutely final form, there is an added doubt: this symposium was arranged because the position outlined by Professor Gottfredson and her colleague was deemed of sufficient merit for publication, but one that raises wide-ranging policy and empirical issues that are hardly settled at this point in time. In short, the purposes of a symposium in the "publication of record in the social sciences - *Society*" are substantially different than the purposes of a university review commission.

The appearance of this symposium in *Society* already denotes the quality of the opening paper. This is true for all the central figures in each of our symposia carried in each of our issues - whatever the given political or professional biases involved. To be frank, if these four papers are used as intellectual cannon-fodder to deny Professor Gottfredson a promotion overwhelmingly recommended only one year earlier I should be dismayed. With this caveat registered, and in the firm belief that the life of social scientific discourse is enhanced by genuine differences of opinion, this request by your promotion and tenure committee is honored.

Yours very truly,

ILH:md

cc: SBB/MEC/RLW/JB/LG



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UNIVERSITY OF DELAWARE INTER-DEPARTMENTAL

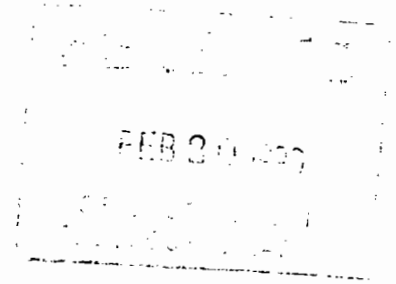
Memorandum



February 20, 1990

TO: Frank B. Murray, Dean
College of Education

FROM: Promotion and Tenure Committee
College of Education
Jan H. Blits *Jan Blits*
Nancy W. Brickhouse *Nancy Brickhouse*
Roberta M. Golinkoff *R. Golinkoff*
John J. Pikulski, Chair *J. Pikulski*



After carefully reviewing Dr. Linda S. Gottfredson's promotion dossier, the Promotion and Tenure Committee, by a vote of three to one, recommends promotion to the rank of professor. This Committee concludes that she fully meets the Department of Educational Studies criteria for promotion in the areas of teaching, research, and service. The rationale of the Committee's decision is outlined in the paragraphs that follow.

Teaching

The Department of Educational Studies guidelines for teaching require candidates to show evidence of high quality teaching. Last year's College and University Promotion and Tenure Committees failed to find evidence that Dr. Gottfredson had convincingly met this standard. In the intervening year Dr. Gottfredson has added important documentation to support a record of high quality teaching. Her student course evaluations exceed the standard stated in the department criteria and have clearly improved with time. In addition, all 1989 letters from randomly selected students spoke of her effectiveness as a teacher, many praising her for her professionalism and her interest in the students.

Further, within only a three year period, Dr. Gottfredson has taught an impressive variety of courses: three different courses at the undergraduate level, two at the master's level and one at the doctoral level. This year Dr. Gottfredson became the coordinator of the Department's counseling program, a responsibility that includes advising sixteen graduate students.

In sum, these accomplishments fully meet the requirements in the area of teaching for promotion to the rank of professor.

Research

For promotion in the Department of Educational Studies "Faculty are expected to produce at least one scholarly book or monograph at rank or at least five major scholarly articles which address issues or problems of significance and which display the characteristics of scholarly writing..."

Dr. Gottfredson's full record of scholarship clearly exceeds the requirement regarding quantity of publications. In 1988 the Department of

Educational Studies Promotion and Tenure Committee concluded, "Since being promoted to a rank equivalent to associate professor (i.e., Research Scientist at the Johns Hopkins University), Dr. Gottfredson has published fourteen juried journal articles, two journal monographs, four book chapters, one book review, and she has edited one special journal issue and co-edited another." Thus, Dr. Gottfredson has more than satisfied any quantitative criteria for promotion to the rank of professor.

The Department criteria state that "each [of the five major scholarly publications or the scholarly book or monograph] should be accurate, systematic and thorough, exhibit knowledge relevant to the topic, and demonstrate appropriate analytic ability, depth and clarity." This statement clearly emphasizes that quality of scholarship is also required. The Department criteria specify three bases for judging quality: "... quality ... is attested to by publication in scholarly journals or books, by external reviewers, and by Department colleagues."

The first criterion for judging the quality of the candidate's publications is their appearance in scholarly journals and books. The vast majority of Dr. Gottfredson's publications have appeared in scholarly journals and edited books.

The second basis for judging the quality of scholarship, according to the Department document, is the solicited peer evaluations. The University Faculty Handbook likewise highlights the special importance of the solicited peer evaluations. While a minimum of four outside peer evaluations are required by the Department of Educational Studies, nine were solicited for Dr. Gottfredson.

Of the nine solicited peer reviews, this Committee weighed two less heavily than the others. One of these, which was quite negative, was written in a tone that this committee deemed unprofessional and thus inappropriate as a peer review for a promotion and tenure decision. The other of these, which was extremely positive, was uncritical and lacking sufficient objectivity. The remaining seven reviews were all very positive in their evaluations of Dr. Gottfredson's scholarship. While some of the positive letters have a negative statement or two, these few remarks do not detract from their overall positive evaluations.

All seven reviewers praise the breadth and depth of expertise that Dr. Gottfredson's scholarship brings to complex issues of social importance. The reviewers repeatedly refer to the interdisciplinary nature of her work, to her ability to synthesize information from diverse fields, to the cogency of her analyses, and to her influence in shaping thinking in their fields. The following sampling of reviewers' comments illustrates that this assessment applies to both her earlier and later work.

One reviewer wrote in 1988 "...many inside and outside the social sciences have commented on the need for people who can put the findings of the social sciences into a coherent whole, who can tell us what it all means. Linda Gottfredson has been doing that successfully for years now, and that contribution should be recognized." This year that same reviewer added, "Essentially my evaluation (from last year) remains unchanged. She continues to produce the same kind of good work at the same pace. Her contribution in editing another special issue of Journal of Vocational Behavior is noteworthy. This issue, like the 1986 one, is having an important impact in I/O psychology. Her substantive contribution to this issue, the article 'Reconsidering

Fairness...', is an important contribution. As before, I strongly recommend that she be promoted. She has made important contributions to my field, as well as to educational policy questions."

Another reviewer wrote, "Dr. Gottfredson is a rare kind of social scientist. She combines, as few do, a strong theoretical and methodological background with a very serious commitment to 'real world' issues... The University of Delaware is fortunate to have Dr. Gottfredson on its faculty. I think that Dr. Gottfredson has already made very valuable contributions to sociology, education and psychology, and I see every indication that these contributions will continue."

A third reviewer, commenting on her most recent work, wrote, "[Dr. Gottfredson] is widely respected in the field of personnel measurement and evaluation, and more generally in educational measurement. Her work this year has focused on the recent publication of the National Research Council, **Fairness in Employment Testing**.... Her analysis [of the Report] is cogent and perceptive, as always. She has helped to clarify a number of issues left murky by the report, with her characteristically thorough analysis."

The third and final basis for judging the quality of scholarship, according to Department promotion and tenure guidelines, is the judgment of the candidate's Department colleagues. In this area there are mixed conclusions. When Dr. Gottfredson's record of scholarship was evaluated by her Department colleagues in 1988 as part of her application for promotion to the rank of professor, they concluded: "In summary, the Committee concludes that Dr. Gottfredson has unequivocally established a record of scholarship that has made highly significant contributions to the fields of vocational-counseling and industrial organizational psychology. These accomplishments clearly meet the Department's high standards for promotion to professor." The Committee's recommendation was endorsed by the Department of Educational Studies faculty by a vote of 16 in favor of the promotion, 4 opposed, and 2 abstentions. This strong recommendation seems particularly important since the Department's Promotion and Tenure document also states that, "The strength of the Department's recommendation will reflect its overall assessment of the candidate's record." This extremely positive evaluation of Dr. Gottfredson's scholarship was echoed by the Department Chair, who in 1988 concluded that "Dr. Gottfredson's record of scholarship is outstanding. The number of publications, their quality as attested to both by external and internal reviews, and the apparent impact of her work in the policy area clearly exceed the criteria of this Department for promotion to professor with tenure."

However, the Promotion and Tenure Committee of the Department of Educational Studies for this year's review stated: "The Committee finds strong evidence for significant contributions to scholarship in the early 1980's, particularly in vocational psychology/interest assessment and personnel psychology/ability testing. This work is widely known nationally and has been praised for its originality and insightfulness. Although the volume of her output has continued at a steady rate since 1983, the Committee has found a noticeable decline in quality since that date and even more noticeably since her arrival at the University of Delaware in the Fall of 1986."

The majority of this college committee shares some of the concern that Dr. Gottfredson's most recent work aims at representing particular employment testing policies rather than evaluating new data or synthesizing divergent

research findings or points of view. However, such work is not necessarily inappropriate in the field of social policy. The majority of this committee agrees that there is some redundancy in her work since 1986 concerning the societal consequences of black-white differences. However, the promotion and tenure document of the Department of Educational Studies is unequivocal in stating that it is the candidate's "record of significant scholarship" at rank which is to be judged and not just the candidate's most recent work. The conclusion of the majority of this committee is that both the Department of Educational Studies Promotion and Tenure Committee and its Chair failed to consider Dr. Gottfredson's full record of scholarship, and that the Department recommendation overrelied on the evaluation of a single external reviewer, one whose professionalism was viewed with suspicion by this committee.

Given Dr. Gottfredson's full record of scholarship, her extensive list of publications in scholarly journals and books, the extremely positive reviews from virtually all external peer reviewers, and the strong encouragement she was given by her Department colleagues in formal reviews in 1988, we conclude that she fully meets the Department's high standards for scholarship.

Service

The committee fully agrees with both the Department and the Chair's very positive evaluation of Dr. Gottfredson's service record. She has clearly provided outstanding leadership in service to the Department and the College and to her profession. Her contributions in the area of service have been consistently evaluated as excellent and clearly meet the criteria for promotion to professor.

JJP:mos

cc: Ralph Ferretti
Linda Gottfredson
Victor Martuza

Memorandum

Jan 16, 1990

TO: Vic Martuza, Chair
FROM: Jan Blits *JB*
RE: My teaching load

I'm sorry that my attempt to clear the air last Friday seems only to have made matters worse. Let me try again to resolve the dispute by agreeing to the load that you proposed for me for next year (three Honors colloquia and one non-Honors section of 340).

There are, however, more collegial ways to ask me for something than to threaten my promotion and depreciate my work. I am dismayed, though not really surprised, that you think that I haven't contributed to the Department's teaching program since I stepped down as BAES coordinator. In this you're mistaken. In fact, half of my load this year (the science and math courses) is a direct part of the College's attempt to develop an alternative Honors track for ETE students. And next year either half or three-quarters (one or both of the science and math courses, and an Honors section of 340) would have been directly involved in the Department's teaching program.

You are quite right, however, when you say that no one else in the Department is treated as I am. No one else's work is discounted like mine. When I came up for my first promotion, five years of research were not counted. Now when I come up for my next promotion, you suggest that five years of my teaching won't count, or won't count much, because I've taught Honors courses. I doubt that there is anyone else in the Department who has to do twice as much to have half of it count.

CONSERVE ENERGY SO ENERGY CAN SERVE YOU



UNIVERSITY OF DELAWARE INTER-DELAWARE

Memorandum

January 18, 1990

TO: Jan Blits
FROM: Victor Martuza *VM*
SUBJECT: Response to Your Memo of January 16, 1990

I take the charges that you make in your memo of January 16 concerning your teaching load to be very serious. It seems to me that you should either substantiate them or write a written retraction and apology. Otherwise, I will ask the Dean as well as the Department Promotion and Tenure Committee to look into this matter.

cc: Dean Murray

Memorandum



January 23, 1990

TO: Vic Martuza
 FROM: Jan Blits
 RE: My Memo of January 16, 1990

I'm sorry that you didn't accept my attempt to clear the air in the spirit in which it was offered. However, since you ask me to substantiate what I wrote, I'll do so.

You said that I could ill-afford to give you trouble the year before I came up for promotion and that if I did not do as you said I could expect to have a hard time. In our second conversation (Tuesday, the 16th) I referred to this as a threat, and you did not deny it.

As for the depreciation of my work, you said that my course evaluations would carry little weight since small classes with good students "are easy to teach." "Anyone can get good evaluations teaching Honors classes," you said. You also said that I have done nothing to contribute to the Department's teaching program since I stepped down as BAES coordinator, and so I would have little evidence of good teaching to base my promotion on.

I have no desire to antagonize you or to continue our argument. If I have misunderstood you, I'd be perfectly glad to admit it. If you care to disabuse me in writing of my specific concerns, I'd be happy to retract whatever I might have misunderstood.

cc: Dean Murray

→ This is pure rubbish and you know it. You seem to have a penchant for twisting other people's words to suit your own purposes.

You're the one who made the accusations. If you think that I'm going to spend my time trying to defend ~~what~~ myself against your baseless charges, think again. DM

Memorandum



February 7, 1990

TO: Jan Blits
FROM: Victor Martuza *VM*
SUBJECT: Your Memo of January 23, 1990

The purpose of this memo is to set the record straight about several matters:

1. I never threatened your promotion nor did I have the intention of doing so. I did say that, in my view, you could strengthen your case for promotion by becoming actively involved in the EDS 340 course that the Department regularly offers in the Elementary Teacher Education Program. The use of this language is consistent with and substantiated by the content of the last paragraph of Bob Brown's memo to you and me dated January 19, 1990.
2. I did not depreciate your work nor did I have the intention of creating the impression that your work was of lesser value than that of other people in the Department. I did not say that honors classes are "easy to teach." Neither did I say that "anyone can get good evaluations teaching honors classes." What I did say was that there are a number of faculty in the Department who seem to have that opinion and that it could have an effect on their assessment of your teaching record. An examination of your annual appraisals in the area of teaching over the past three years will show that your teaching has been evaluated according to the same standards as everyone else in the Department and that you have not been penalized in any way for what you did not teach during my tenure as chair.
3. In our discussion, I did note your relative lack of involvement with College of Education students on a regular basis since you stepped down as BAES Coordinator and indicated that renewed involvement would also serve to strengthen your case at promotion time. I did not say, nor

Jan Blits
February 7, 1990
Page Two

did I intend to create the impression, that such lack of involvement would leave you with "little evidence of good teaching to base [your] promotion on."

After reflecting on the several memos you have written and the three meetings we have had concerning these matters, I am quite willing to conclude that your memos were based on a misunderstanding of what I said and of my motives for discussing these topics with you. I propose that we continue the constructive dialogue initiated during our most recent discussion in order to minimize the possibility of future misunderstandings of this type.

VM/mrc

cc: Frank Murray, Dean, College of Education

TO: Vic Martuza, Chair
FROM: Jan Blits
DATE: February 23, 1990
RE: Your Memo of February 7, 1990

Thank you for your recent memo. I accept your explanation in the spirit in which it was offered and hope, like you, that we can avoid future misunderstandings.

cc: Frank Murray, Dean

/np

Memorandum



April 13, 1990

TO: Vic Martuza, Chair
FROM: Jan Blits *Jan*
RE: Committee Assignments for 1990-91

I think there are some problems with the proposed assignments for next year's Department and College P&T Committees. As you know, I intend to come up for promotion next year, and I am eager to avoid the troubles that Linda encountered this year. I have discussed the matter in general with Frank and will meet with him again on the 23rd (along with George Cicala) to discuss specific measures. Can you wait until then before making final assignments? Unfortunately, Frank will be out of town all of next week, and so there is no way to speak to him sooner. Please let me know if there is a problem.

CC: Frank Murray, Dean
Gordon Di Renzo, Faculty Welfare and Privileges Committee
George Cicala, AAUP



Memorandum #14

April 13, 1990

TO: Frank Murray, Dean
College of Education

FROM: Jan Blits *Jan*
Educational Studies

RE: My promotion

By way of following up our March 23rd discussion, I am writing to state that I intend to come up for promotion next fall and that I am concerned about the extensive prejudice in the Department against my work and me. I know that you and I both want to make sure that my evaluation is fair and objective. However, the prejudice in the Department seems certain to seriously harm my chances for promotion by precluding a fair and objective evaluation. I am writing in the hope that we can find a way of avoiding this trouble.

As you know, my situation is very unusual. The way in which the Department considered the promotion of Linda Gottfredson this year is palpable evidence of the danger I face. Linda's grievance may (or may not) now be moot, but it has not been resolved. And as her co-author (in fact, the senior author) on the two controversial publications in her case, I inherit an unfair and unreasonable burden of prejudice. Not only was our work unfairly criticized; our integrity as scholars was unfairly impugned.

In evaluating Linda's work, the Department Committee violated due process, canons of professionalism, and stated Department procedures. It also gave undue influence to a senior member of the Department known to have been accused of sexually harassing her. (See her attached Request for Grievance Procedure.)

The only part of Linda's grievance that does not affect me is a minor part concerning the Chair's basing his negative recommendation entirely on one year's work in a ten-year record (section I.C). The rest of the violations directly discredit me and my recent work.

Other considerations, not contained in Linda's grievance, also affect me. First, the Chair has demonstrated a long-standing personal animus toward me, going so far ~~as~~ year as to



explicitly threaten my promotion (see attached memos). His bias has already affected his nominations for both the Department and the College P&T Committees. (He has nominated one member of the present Committee to chair next year's Department Committee and another to serve on the College Committee. He has also nominated two other members of the Department, one for each committee, who are outspokenly hostile to the Pioneer Fund and its defenders and therefore can be expected to be hostile to me [see below]). His bias can also be expected to affect the deliberations both of the Department Committee and of the Department as a whole, as well as his own recommendation.

Second, I am a witness against a senior member of the Department in a sexual harassment case (involving Linda). He claims expertise in the area of social policy covered by the two co-authored articles, and he can be expected to be hostile to me and (as in the past, including this year with Linda) actively seek to influence votes.

Third, some members of the Department are likely to want to punish me for Linda's promotion, particularly for my having written a Minority Report which exposed the way the Department handled the external reviews, and for my defense of her receiving support from the Pioneer Fund.

Finally, because the Department P&T Committee effectively thwarted discussion of Linda's dossier at the Department meeting (by violating stated Department procedures), the Department as a whole has been left with a biased view of the quality of some of my work.

It takes only 1/3 of the Department (seven votes) to block a recommendation for promotion. Counting only members of the present P&T Committee, the Chair, and the person accused of sexual harassment, virtually 1/3 of the Department (six votes) has a presumed prejudice against me. I would need the support of all but one of the remaining 15 members (including those who can be presumed to be hostile because of the Pioneer Fund) in order to squeak through with the barest margin of support. This is unfair and unreasonable.

I can understand why you, as Dean, would rather not take any action that would acknowledge improprieties in Linda's case. I don't think, however, that that can be avoided without incurring even worse problems next year. My case is unusual and demands unusual measures to ensure even a modicum of fairness. It would not be sufficient merely to form an entirely new Committee, as you have suggested. More than that is needed. There is no way to resolve the problems without acknowledging them. Merely to acknowledge them, however, would go a long way toward resolving them.

In particular, I propose (following your suggestion) that no member of the present Department Committee serve next year on

either the Department or the College Committee. I also propose that the Department Committee have an outside Chair to monitor its fairness. Bill Stanley, Chair of Educational Development, would be an excellent choice.

I would also like to devise ways to ensure that the solicitation and use of external peer reviews are fair and that objective and appropriate reviewers are chosen. The Committee's flagrant abuse of the external review process this year has made me especially wary. I am particularly concerned that I be kept apprised of the choice of external reviewers and that you reject ones who are likely to be unfair in evaluating my work. The potential for abuse is compounded by the fact that only one other member of the Department is at all knowledgeable in my primary field (philosophy), and so the Department as a whole could be manipulated even more easily than this year in the choice of external reviewers.

I have scheduled a meeting with you (and George Cicala) on Monday, April 23rd, to discuss these matters. I hope you agree with me that now is the time to act--that it would be much better to act now and forestall the problems than to wait and let them develop next fall.

cc: M. Colm, Vice President, Employee Relations
G. Di Renzo, Chair, Faculty Welfare and Privileges
Committee
George Cicala, AAUP

Memorandum #15

April 27, 1990

TO: Frank Murray, Dean
 FROM: Jan Blits }
 RE: My promotion

I was disappointed with our conversation on Monday. As you know and as I have outlined in a previous memo to you (April, 13), I am concerned that the extensive prejudice in the Department against me and my work will prevent a fair and objective evaluation of work when I come up for promotion next year. I therefore had asked to meet with you (and George Cicala) to find ways of avoiding a recurrence of the problems that Linda Gottfredson encountered this year when she came up for promotion. I appreciate your attempt to impress upon Vic the need to take steps to ensure a fair evaluation of my work, but Vic's actions so far only confirm my fears. In particular, his selections for next year's Department and College P&T Committees reveal his own prejudice as well as give license to the prejudice of others.

When we spoke about a month ago, you agreed with me that the Department should have an entirely new P&T Committee next year--one untainted by this year's problems. Vic, as you know, has apparently refused to form an entirely new committee. Instead, he has appointed Bob Hampel, a member of the present committee, to be the chair of next year's committee, and he also nominated David Kaplan, another member of this year's committee, for the College P&T Committee.

In addition to these reappointments, Vic has also appointed Lou Mosberg to the Department Committee. Lou, whom you described Monday as someone who would want to find reasons to vote against me, was Department chair when I first came up for tenure. As you well know, he gave me an extremely hard time. He successfully blocked my promotion in 1984 by re-interpreting the language of a memo which stated that work I had done in Political Science prior to joining the Department could "supplement but not substitute" for the Department's promotion criteria. (Since I had published a book and several articles, I would otherwise have met the Department's promotion criteria when I joined it.) Contrary to the clear meaning of the word, Lou insisted that "supplement" meant not "fill up" or "make complete" (as the Dictionary states) but rather "count for nothing," i.e., "be superfluous." So, rather than count as partial fulfillment, five years of work were arbitrarily lopped off, forcing me to start again from scratch. I later served on the Department's search-committee for a new chair, and because the committee and the Department



rejected his reappointment, Lou blamed me (and, according to you, still blames me) for the outcome, which he attributes to my anger over his role in blocking my promotion.

There is a more recent problem as well. Lou is a vociferous opponent of the Pioneer Fund and has been openly hostile toward Linda Gottfredson for receiving its support. Even he has described his reaction to the Pioneer Fund as "irrational." I have also received the Fund's support and, perhaps more importantly, have actively defended the Fund against the unfounded charges of racism and anti-Semitism.

Vic has also nominated another outspoken opponent of the Pioneer Fund, Roberta Golinkoff, for the College P&T Committee. As the only Full Professor nominated, she is certain to be chosen the committee's chair. I served with Roberta on the College Committee this year and saw for myself that she went out of her way to find reasons to vote against Linda's promotion.

Vic's own prejudice is also illustrated by his failure to nominate Linda Gottfredson for either the Department or the College P&T committee next year and by his justification for this refusal. It is normal in the Department for a person who has just been promoted to be appointed to one the year after promotion. At least since the 1970's (that's as far back as I checked), the only person who was not appointed the year after promotion was Bob Hampel, who was on sabbatical part of the following year. (That year, however, Ralph Ferretti, who had also just been promoted, was appointed to the Department Committee, thus maintaining the practice that at least one person just promoted is appointed to a committee the following year.) Appointment the year after promotion is the house rule, yet Vic has ignored or violated it in Linda's case.

At first Vic refused to explain his decision at all, denying that there is a house rule concerning appointments. Then he said that there would be a conflict of interest, not because we are co-authors (he agreed that that had been avoided this year when I served on the College Committee, by my absenting myself when our joint work was being discussed), but rather because this year's events would prevent Linda from rendering an objective judgment. When I pointed out to him that if she had a vested interest in the outcome of my case, so too--and to a much greater extent--do both he and Hampel (as defendants in both a grievance and a probable Faculty Welfare and Privileges action bearing directly on part of my work), he first responded that their integrity (unlike Linda's) was not to be questioned and then, shifting grounds and going from bad to worse, said that it was "too soon" to appoint Linda to a P&T committee. "The Department is not ready to accept her," he explained.

This excuse is particularly worrisome. Vic, whose negative recommendation against Linda's promotion was rejected by every level of review outside the Department, refuses to accept the

legitimacy of her promotion. He not only still insists that he was right and she was not worthy of promotion; he also insists that none of the administrators (and presumably faculty) who recommended her promotion thought so either. They recommended her promotion, he says, because of "political pressure." Just as this year's Department Committee had to impugn our integrity as scholars to justify their recommendation against Linda's promotion, so now Vic has to impugn the integrity of his superiors (as well as of Linda) to defend his and the Department's negative recommendations.

The pattern of prejudice in Vic's nominations is clear. Four of the seven individuals he has nominated can be expected to be hostile to me. Moreover, of the six or seven people in the Department who can be expected to be hostile to me (not counting Vic himself), he has nominated all but two or three. Just as Vic did nothing this year to mute the prejudice against Linda resulting from the Pioneer Fund controversy, now he nominates two of its most vociferous critics to promotion committees. And just as he has refused to acknowledge the possibility that the Department's promotion process was unfair to Linda this year, so now he questions the integrity of all who disagree with his assessment and he reappoints two of the four individuals accused of unfairness but excludes those who question their fairness.

You said on Monday that Vic claimed that his reappointment of only one member of this year's Department Committee would be understood by everyone as his tacit rebuke of this year's Committee and therefore any further action on his part would be unnecessary and uncalled for. The truth is, however, that the reappointment of only one member is by no means extraordinary and is therefore not likely to be understood by anyone in the way that Vic suggests. In fact, last year Vic reappointed only one member to this year's Department Committee (Ralph Ferretti), which is exactly parallel to what he did this year: one holdover, who was made chair. Moreover, he nominated one member for the College Committee--something he didn't do last year. If anything, what Vic calls a tacit rebuke is in fact a tacit approval and clear self-vindication.

I have another important concern, which I failed to mention on Monday. When I met with him last week for my annual appraisal, Vic warned me that promotion standards in the Department have been "ratcheted up" since 1985 (when John Ralph failed to get tenure). The tenor of Vic's warning is clear: I may meet the Department's stated criteria, but still be turned down. Wholly apart from the question of whether such "ratcheting up" is legitimate, I should point out that Vic's factual claim is false. Except for Linda's case this year, there has been no such elevation in the standards, as a check of the record will show.

Vic, who keeps calling me "paranoid," repeatedly calls for trust. I wish I could feel trust, and I certainly hope to avoid trouble. But everything Vic has done so far only underscores my

concern. Vic, himself prejudiced against me, has nominated four other prejudiced individuals to the promotion committees; he has tacitly exonerated this year's committee while discrediting its critics, thus giving license to repeat this year's unfair promotion process; and, as I mentioned in my previous memo, he has refused to do anything to disabuse the Department of its biased view of my co-authored work with Linda. What I can expect are a prejudiced Department Chair, a prejudiced Department Committee Chair, a prejudiced College Committee Chair, and a Department already disposed (by this year's recommendation against Linda's promotion) to think not only that some of my work is "too flawed" to be considered scholarly, but also that I deliberately misrepresent opposing arguments. This situation is unreasonable and unfair. Although time is running out, it may not be too late at least to mitigate some of these problems.

cc: Maxine Colm
Gordon Di Renzo
George Cicala

Memorandum #16

May 8, 1990



TO: Frank B. Murray, Dean
College of Education

FROM: Victor R. Martuza, Chair *VM*
Educational Studies

SUBJECT: Jan Blits' April 27, 1990 Memo to You Concerning His Promotion

After reading and reflecting on the contents of Dr. Blits' memo, I feel it important to set the record straight regarding the P&T Committee selection process and to correct a number of false claims which he makes as well as some misunderstandings upon which he seems to be operating. I am not in a position to comment on his relationship with specific members of the Department except to note that, in my judgment, he is not without blame for any difficulties he may be experiencing with other faculty. I am also not in a position to comment on statements he attributes to you during your private conversations with him, except in one instance where you either misunderstood my position or he misunderstood what you told him.

First of all, the Chair of the Department is charged with nominating faculty for appointment to all Department and College committees. Final appointment is subject to the approval of the entire department faculty. As in the past, a preliminary list of nominations was distributed for faculty comment. The faculty-as-a-whole will have an opportunity to act on these nominations shortly. Needless to say, the faculty-as-a-whole can always make changes or substitutions as it deems appropriate. This is how the process has always operated in the past and that is how it will operate this year. If Dr. Blits would like to make a case to the Department that the composition of the Committee ought to be changed, he will have an opportunity to do so.

The following comments pertain to specific statements Dr. Blits made in his memorandum to you:

1. *Page 2, paragraph 2.* Dr. Golinkoff has served on a variety of Promotion and Tenure Committees over the years at the Department, College and University levels. As far as I know, she has always done a thorough and conscientious job in that role. I have no reason to believe that she will not continue to act in a completely professional manner in her capacity as a member of next year's College P&T Committee. Clearly, Dr. Blits' second statement beginning with "as the only. . ." is incorrect since a full professor is nominated by each department and there is never any certainty that a particular nominee will be chosen as Chair in advance of the decision you make regarding that appointment.

2. *Page 2, paragraph 3.* As far as I know, there is no "house rule" which requires an individual who has just been promoted to be appointed to the Department Promotion and Tenure Committee for the following year. While such appointments may have happened with regularity in the past, the controlling factors were the relatively small size of the Department and the rank constraints to which this Committee's composition must conform.
3. *Page 2, paragraph 3.* The second sentence beginning with "Then he said that. . ." is false. I never said that. Concerning the remainder of the paragraph, I did tell Dr. Blits (and Dr. Gottfredson, in a separate conversation) that I felt the timing was not right for her appointment to the Promotion and Tenure Committee next year and that such an appointment would make more sense when the controversy generated by her current grievance had faded.
4. *Page 2, final paragraph.* Dr. Blits' claim that I refused "to accept the legitimacy of her promotion" is also false. In fact, I was one of the first people in the Department to congratulate her on the positive recommendation she received from the Provost and I subsequently met with her to initiate a discussion about how we might proceed toward resolving the conflicts which have resulted from her grievance and the way in which she has conducted her affairs in regards to that grievance. While I still believe that my recommendation was appropriate, I have no difficulty in accepting the final result of the overall Promotion and Tenure process and I believe that my behavior towards Linda is clear evidence of that fact.

Dr. Blits has a propensity to use exaggeration and overstatement as a way of making his points and he does so again in this paragraph. I did not say that anyone recommended her promotion because of "political pressure" nor did I impugn the integrity of my superiors to defend my negative recommendation. I did say that the threat of a grievance action and hints of civil litigation have the potential to influence such decisions.
5. *Page 3, paragraph 2.* I never claimed or implied that my "reappointment of only one member of this year's Department Committee would be understood by everyone as [my] tacit rebuke of this year's Committee."