

Corresp - Brown



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✓ 3/29/89

*To Review
6/22/89*

TO: David Brown, Dean
FROM: Henry Blackburn *B*
RE: Probationary Period in the Medical School

Your document on extension of the probationary period for medical school faculty is thought-provoking. In my view it may deal a bit heavily with the need to extend the far end of the period and a bit lightly with the need for shortening the period in the case of exceptional ability and performance. This may be responding to your short-term need, due to the very heavy conversion from T to N in the last round. The policy you propose may, in the long-term, reduce competitiveness in hiring and retaining individuals of outstanding ability and performance due to the inertia of an extended system that tends to support mediocre ability and performance. That is just a possibility. Extension of the period is also likely to result, in a bureaucratic system, in extension of the "required time" of service at a level prior to consideration for promotion or tenure.

In other words, I consider that your very last statement in the 11/18/88 memo should be given fully equal emphasis throughout the document. In any objective analysis of our own faculty here, I am reasonably confident that we can between years 4 and 5, identify people of exceptional ability and people who, on the other hand, probably will not (or should not) be granted tenure at the 6th year. I would have much less concern if the overall emphasis were on early promotion for the exceptional.

/nmf

✓ bpc: Executive Faculty
R. Kane
R. ten Bensel