Preparing Future Faculty Conference

TENURE AND FACULTY WORK LIFE

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• Introductions
• The Shape of Higher Education in 2013
• How Will You Spend Your Time?
• Working Toward Tenure
• Resources
• Q & A
I: Where You Might End Up – The Shape of Higher Education in 2013
Distribution of Higher Education Institutions According to Carnegie Classification

- **41%** Associate institutions
- **19%** Special-focus institutions
- **17%** Baccalaureate institutions
- **16%** Master's institutions
- **6%** Doctoral institutions

Where Are the Students?

- 38% Public, 4-year
- 34% Public, 2-year
- 18% Private, 4-year
- 10% For-profit
- 0.2% Private, 2-year
- 0.03 million
- 7.9 million
- 7.2 million
- 3.8 million
- 2.0 million

Increase in For-Profit Institutions

- For-profit institutions enrolled 10% of the almost 22 million students in U.S. higher ed.
- 33% of higher ed institutions (1,811 of 5,454) were for-profit in 2011.
- In 2011, the U. of Phoenix alone enrolled 496,050 students.

Increase in Online Enrollment

- The 3 major platforms for free online education (Massive Open Online Courses or MOOCs) are Coursera, edX, and Udacity.

- 87 institutions now partner with Coursera, including UM, and 5 million students have enrolled in one of Coursera’s 447 courses.\(^1\) Using Coursera, a few traditional institutions are beginning to offer online degree programs.

- More than one million students are enrolled in the 29 online-only institutions in the U.S. that receive federal aid.\(^2\)

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\(^1\)Coursera. [http://www.coursera.org/](http://www.coursera.org/)

Decline in Tenured and Tenure Track Faculty

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<th>1975</th>
<th>2009</th>
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<tbody>
<tr>
<td>45%</td>
<td>24%</td>
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• That’s the decline in the number of full-time professors on the tenure track or with tenure from 1975-2009. The number of part-time faculty nearly doubled over those years. ¹

• Non tenure-track positions (i.e., contingent positions) now account for 68 percent of all faculty appointments in American higher education. ²

• Only 45% of all higher ed institutions even have a tenure system. ³

² American Association of University Professors, “Background Facts on Contingent Faculty”: http://www.aaup.org/AAUP/issues/contingency/background-facts
Types of Faculty Positions in U.S. Institutions

- **Full Professors and Associate Professors**: usually tenured
- **Assistant Professors and Instructors**: usually tenure track but untenured
- **Lecturers**: not tenure track; contracts of 1-5 yrs; mostly teaching
- **Clinical Faculty**: not tenure track; often practitioners who teach
- **Research Scientists**: promotion within the track; little or no teaching
- **Visitors and Adjuncts**: usually temporary teaching hires, not tenure track; sometimes part-time
II: If you DO get a Tenure-Track Job: How Will You Spend Your Time?
Percentage of Time Full-Time U-M Faculty Spent on Various Activities

<table>
<thead>
<tr>
<th>Activity</th>
<th>Professor</th>
<th>Associate Professor</th>
<th>Assistant Professor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Teaching</td>
<td>43%</td>
<td>49%</td>
<td>50%</td>
</tr>
<tr>
<td>Research</td>
<td>30%</td>
<td>24%</td>
<td>34%</td>
</tr>
<tr>
<td>Administration/Service/Other</td>
<td>22%</td>
<td>22%</td>
<td>12%</td>
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[Data from 2010 U-M Faculty; CRLT Occasional Paper #28]
### Percentage of Time Full-Time Faculty Spent on Various Activities (Nationally)

<table>
<thead>
<tr>
<th>Activity</th>
<th>All Institutions</th>
<th>Research Universities</th>
<th>Private Liberal Arts Colleges</th>
</tr>
</thead>
<tbody>
<tr>
<td>Teaching</td>
<td>58%</td>
<td>43%</td>
<td>66%</td>
</tr>
<tr>
<td>Research</td>
<td>20%</td>
<td>34%</td>
<td>13%</td>
</tr>
<tr>
<td>Administration/Service/Other</td>
<td>22%</td>
<td>23%</td>
<td>21%</td>
</tr>
</tbody>
</table>

[Data from Fall 2003; Department of Education National Study of Postdoctoral Faculty: 
http://nces.ed.gov/programs/digest/d09/tables/dt09_251.asp]
In Other Words:

As a FULL TIME faculty member, you will probably spend...

The major portion of your time on teaching

A significant portion of your time (one fifth or more) on service obligations
Downs & Ups

On the down side: Faculty members work extraordinarily hard: 50-66 hrs. a week on average.

Faculty life involves a lot of hard work, most of which will be in the areas of teaching classes and research and writing.

Assistant Professors at the University of Michigan (2010) worked an average of 62 hours a week. [Don’t despair: Associate Professors averaged just under 56 hours.]

On the up side: “I get to do what I love and they pay me for it.”
III. Working toward Tenure
What really matters for tenure?

At universities (doctoral and masters) and most elite baccalaureate colleges: You will not get tenure without published scholarship. The amount will vary by type of institution and the culture and rules of the institution, department, school, or program.

(Also, published scholarship is your ticket for getting a job at a different institution, if you want or need to do that.)
• At elite baccalaureate colleges, and other undergraduate institutions, a record of subpar teaching can undermine even an active publication profile.

• A 2010 survey of tenured and tenure track faculty at the University of Michigan shows 80% think that teaching matters for tenure.

How Will I Be Judged?: Scholarship

Though the details vary by institution and field, you will most likely be judged on:

- quality of scholarship
- quantity (productivity)
- publication venue
- funding (grants and fellowships)
- standing in field

Quality and standing will be assessed directly by your department peers and often also by letters (anonymous to you) from external experts in your field.

*Ask early about the criteria and process!*
Teaching Evaluation Criteria

• Student evaluations of teaching – everywhere
• Peer review at tenure time – everywhere (though number of observations and extent of review of materials varies significantly by institution)
• Continual formative and summative peer review – some institutions

Ask early about the criteria and process!
Most universities and top colleges have low service demands on untenured faculty. Two points to keep in mind: (1) be a good citizen (collegiality matters); (2) you won’t get tenure based on service.
Timelines: Key Points

• Most appointments on the tenure track contain a major mid-way assessment (Reappointment; 3rd-Year Review, etc.)

• Tenure evaluations usually begin in the 5th or 6th year of service.

• One can often negotiate a shorter time to tenure, rarely a longer time.

• There are a number of factors that can “stop the tenure clock” for a defined period of time.
Who Decides on Tenure?

This depends on the university or college. But the decision will most often involve:

- Department
- School/college/university personnel committee
- Dean, Provost, President
- Trustees
Take Away on Getting Tenure?

• Be very clear about the rules, expectations, and time frame.

• Find several mentors in your department and outside of your department to answer questions and/or give advice when needed.

• It is easiest to put your research and writing aside – don’t.
IV. Resources: PFF Materials on CRLT Website

- Our slides
- CRLT Occasional Paper about UM faculty work life
- Article about small colleges
- Oberlin Faculty Guide
- EMU union agreement
- Tenure Process Questions sheet
Research About Individual Institutions

Go to http://www.crlt.umich.edu/node/730

in order to learn how to find:
- the classification of an individual institution
- all the institutions in a given area
- the average salaries at each rank at different institutions
- information about the area surrounding an institution
Finally...

We wish you lots of luck in your job search!!!