

# ***Preparing Future Faculty Conference***

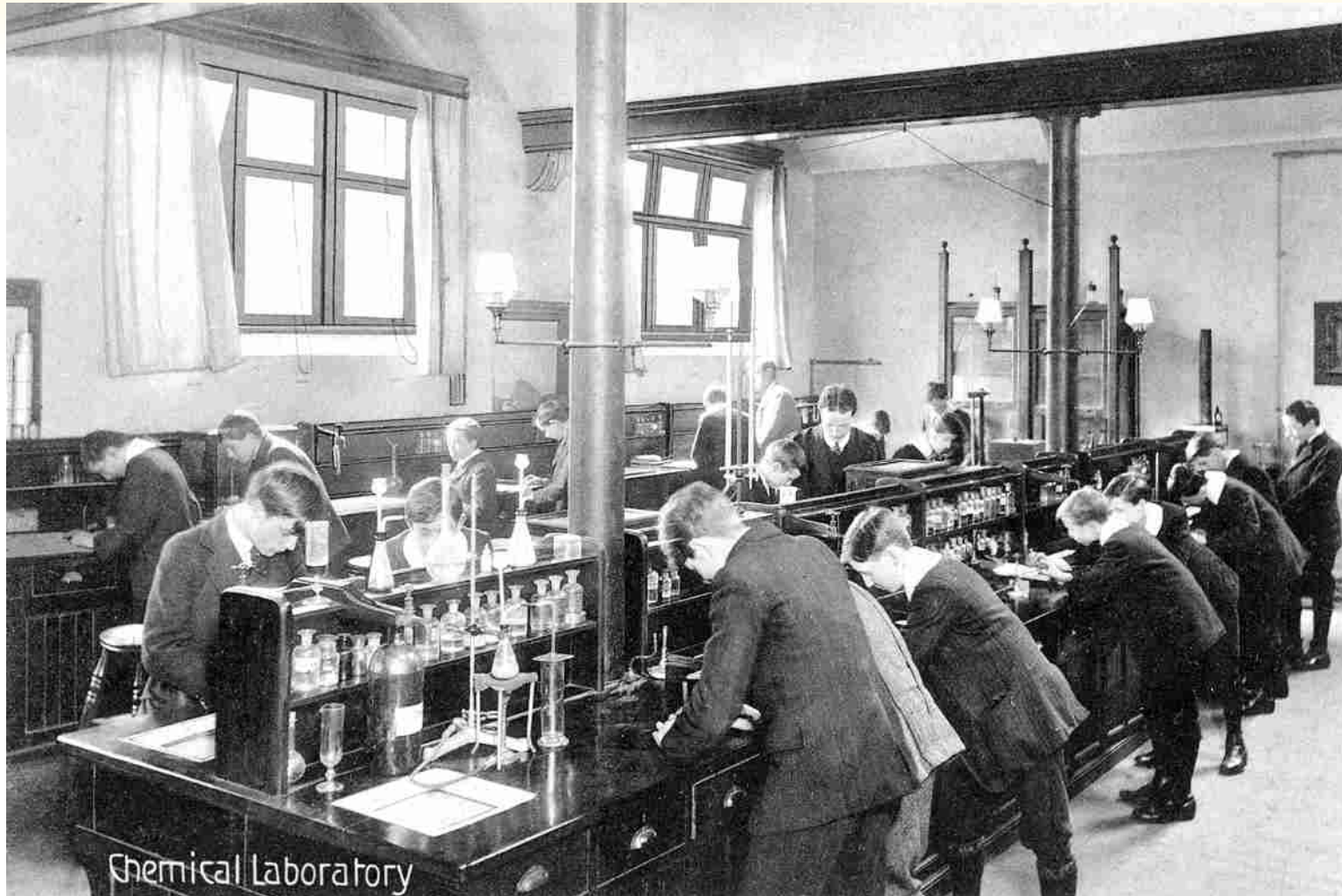
## **TENURE AND FACULTY WORK LIFE**

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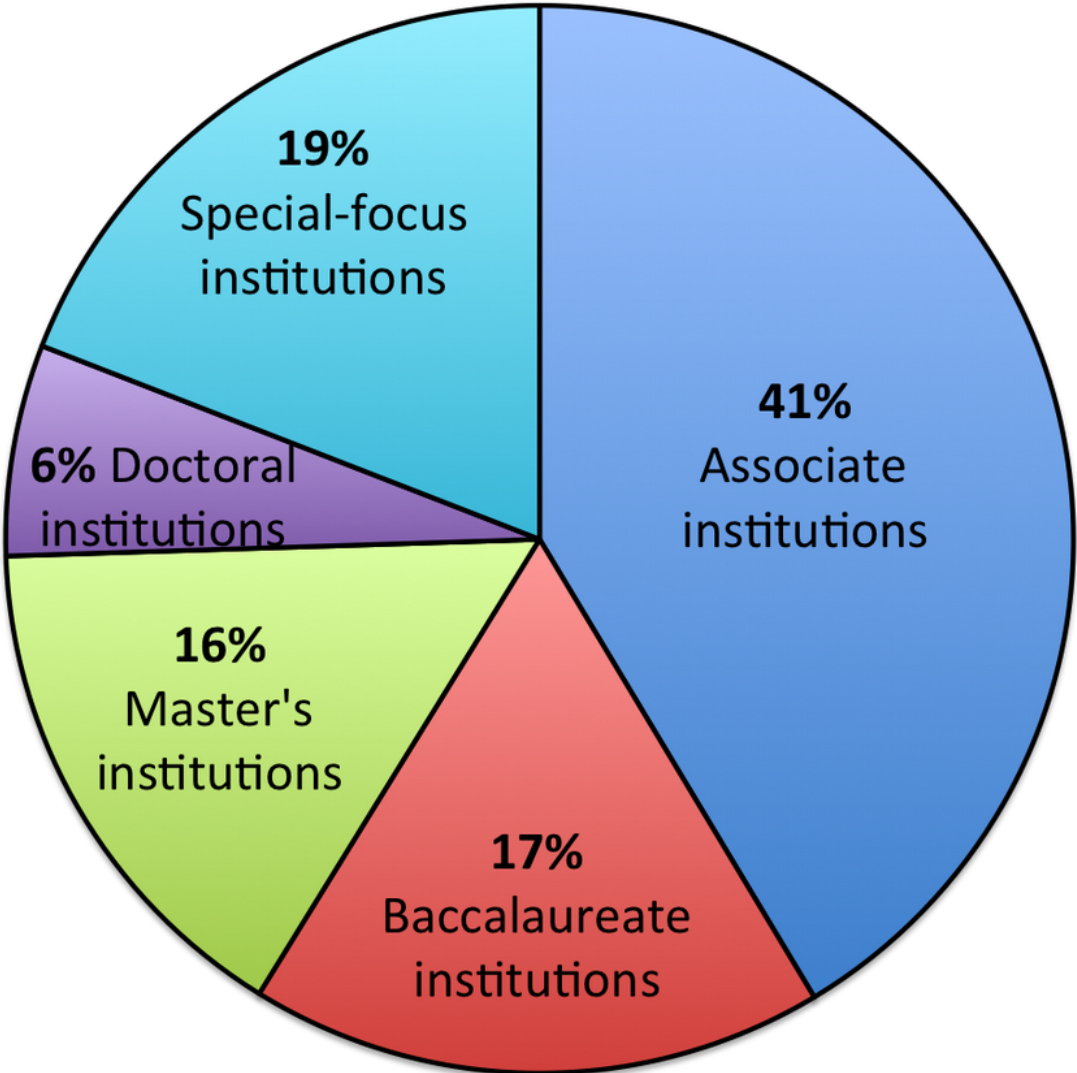
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- Introductions
- The Shape of Higher Education in 2013
- How Will You Spend Your Time?
- Working Toward Tenure
- Resources
- Q & A

# I: Where You Might End Up – The Shape of Higher Education in 2013

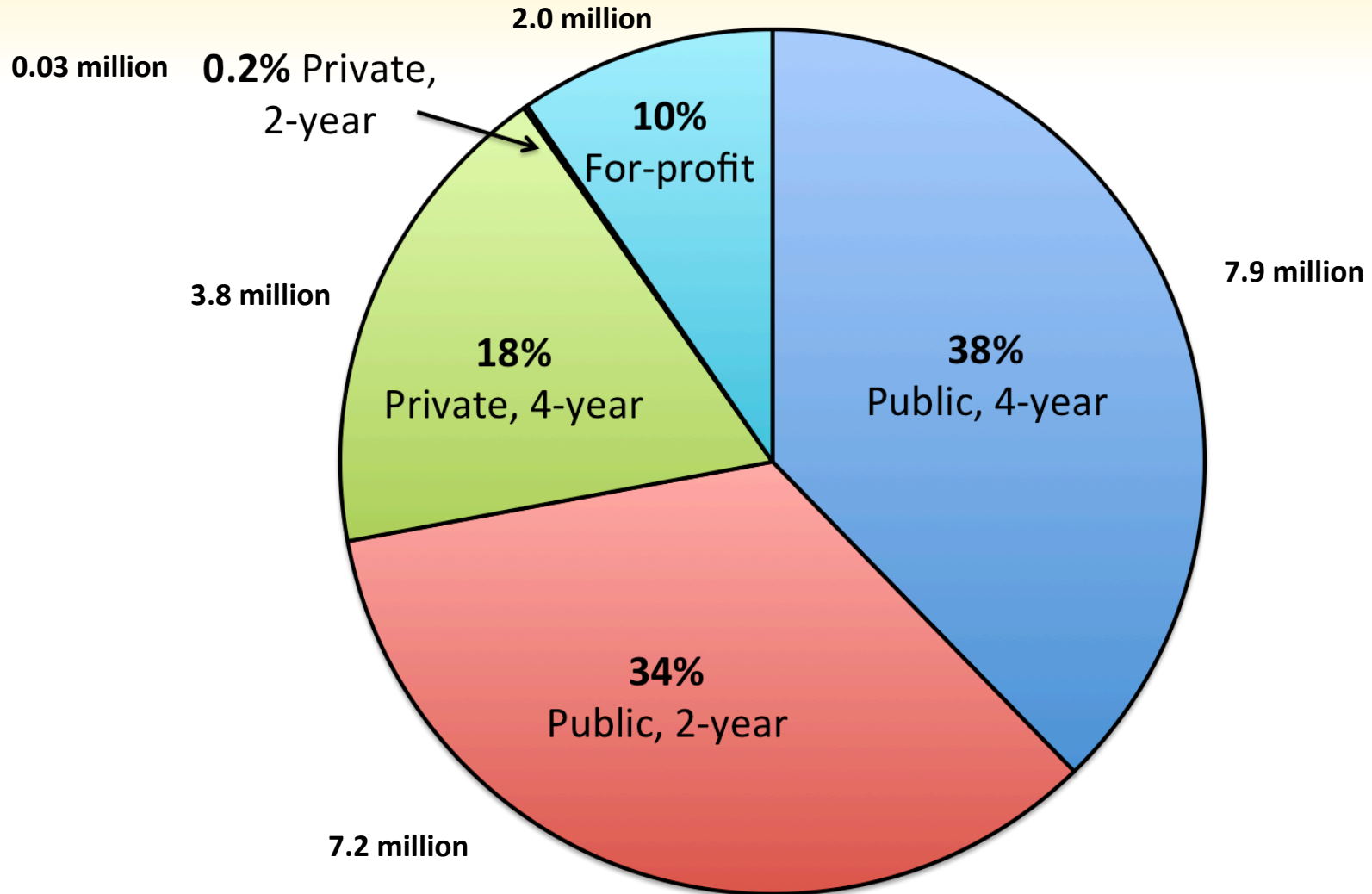


# Distribution of Higher Education Institutions According to Carnegie Classification



Number of Higher Education Institutions in the U.S., by Carnegie Classification, 2010. Summarized in the 2013-14 Chronicle of Higher Education Almanac, p 19.

# Where Are the Students?



# 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.<sup>1</sup> 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.<sup>2</sup>

<sup>1</sup>Coursera. <http://www.coursera.org>.

<sup>2</sup>U.S. Department of Education. 2013-2014 Chronicle of Higher Education Almanac, p 64.

# Decline in Tenured and Tenure Track Faculty

1975	2009
45%	24%

- 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.<sup>1</sup>
- Non tenure-track positions (i.e., contingent positions) now account for 68 percent of all faculty appointments in American higher education.<sup>2</sup>
- Only 45% of all higher ed institutions even have a tenure system.<sup>3</sup>

<sup>1</sup> U.S. Department of Education, IPEDS Fall Staff Survey, <http://www.aaup.org/NR/rdonlyres/7C3039DD-EF79-4E75-A20D-6F75BA01BE84/0/Trends.pdf>

<sup>2</sup> American Association of University Professors, "Background Facts on Contingent Faculty": <http://www.aaup.org/AAUP/issues/contingency/background-facts>

<sup>3</sup> U.S. Department of Education. 2013-2014 Chronicle of Higher Education Almanac, p 18.

# 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

<b>Activity</b>	<b>Professor</b>	<b>Associate Professor</b>	<b>Assistant Professor</b>
<b>Teaching</b>	<b>43%</b>	<b>49%</b>	<b>50%</b>
<b>Research</b>	<b>30%</b>	<b>24%</b>	<b>34%</b>
<b>Administration/ Service/Other</b>	<b>22%</b>	<b>22%</b>	<b>12%</b>

[Data from 2010 U-M Faculty; CRLT Occasional Paper #28]

# Percentage of Time Full-Time Faculty Spent on Various Activities (Nationally)

<b>Activity</b>	<b>All Institutions</b>	<b>Research Universities</b>	<b>Private Liberal Arts Colleges</b>
<b>Teaching</b>	<b>58%</b>	<b>43%</b>	<b>66%</b>
<b>Research</b>	<b>20%</b>	<b>34%</b>	<b>13%</b>
<b>Administration/ Service/Other</b>	<b>22%</b>	<b>23%</b>	<b>21%</b>

[Data from Fall 2003; Department of Education National Study of Postdoctoral Faculty:

[http://nces.ed.gov/programs/digest/d09/tables/dt09\\_251.asp](http://nces.ed.gov/programs/digest/d09/tables/dt09_251.asp)

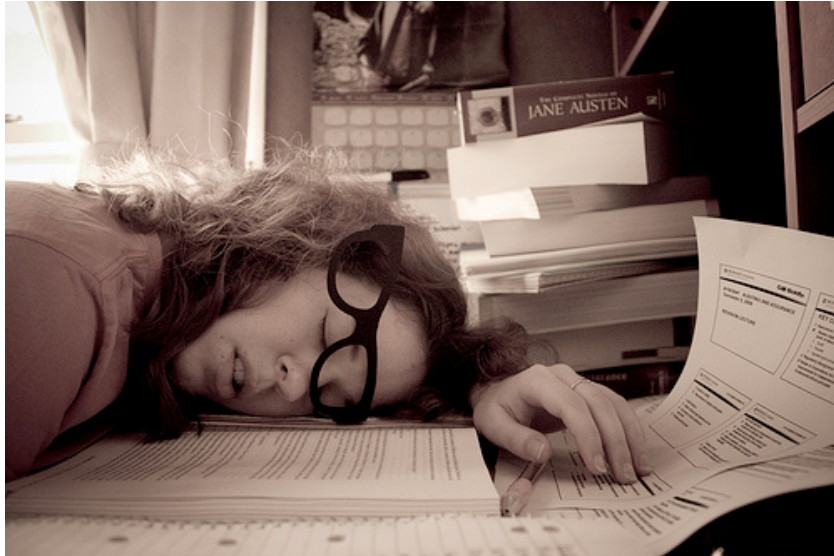
# In Other Words:

**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.]



Wright, M. C. (2011). The importance of teaching at the University of Michigan, 1996-2010. *CRLT Occasional Paper No. 28*. Ann Arbor: Center for Research on Learning and Teaching, University of Michigan.



**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.

Wright, M. C. (2011). The importance of teaching at the University of Michigan, 1996-2010. *CRLT Occasional Paper No. 28*. Ann Arbor: Center for Research on Learning and Teaching, University of Michigan.

# 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!*

# Service



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; 3<sup>rd</sup>-Year Review, etc.)
- Tenure evaluations usually begin in the 5<sup>th</sup> or 6<sup>th</sup> 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!!!**