Faculty Reappointment, Tenure, Promotion

Important note:
The information that follows is a summary of UNCW’s present policies and procedures for faculty reappointment, tenure and promotion (RTP), which are under active revision and will come forward soon for BOT and then BOG/GA action.
Faculty Reappointment, Tenure, Promotion

*Pathway to a faculty position - the funnel effect*

| ~ 1,700,000 | US baccalaureate degrees awarded/year |
| ~ 700,000   | US master’s degrees awarded/year     |
| ~ 50,000    | US doctoral degrees awarded/year     |
| ~ 14,000    | New US tenure-track faculty hired/year |
| up to 200   | Applicants per 1 (one) UNCW TT position |
Faculty Reappointment, Tenure, Promotion

*Pathway to a faculty position – time considerations*

<table>
<thead>
<tr>
<th>Field</th>
<th>Bacc. degree</th>
<th>Grad school</th>
<th>Median age</th>
</tr>
</thead>
<tbody>
<tr>
<td>physical sciences</td>
<td>7.3</td>
<td>6.5</td>
<td>29.9</td>
</tr>
<tr>
<td>life sciences</td>
<td>8.4</td>
<td>6.9</td>
<td>31.1</td>
</tr>
<tr>
<td>social sciences</td>
<td>9.4</td>
<td>7.7</td>
<td>32.4</td>
</tr>
<tr>
<td>humanities</td>
<td>11.0</td>
<td>9.2</td>
<td>34.2</td>
</tr>
<tr>
<td>education</td>
<td>15.0</td>
<td>11.7</td>
<td>38.8</td>
</tr>
</tbody>
</table>

*Based on NSF (2013) data*
Faculty Reappointment, Tenure, Promotion

National Trends: Tenure-Track & Non-Tenure Track positions

- 1969: 78.3% Tenure-Track, 21.7% Non-Tenure Track
- 2009: 66.5% Tenure-Track, 33.5% Non-Tenure Track

Source: Association of Governing Boards
Faculty Reappointment, Tenure, Promotion

US Master’s Comprehensives and UNCW Data

Master's Comp. Universities, 2009

- 42.8%
- 45.8%
- 11.4%

UNCW, 2014

- 56.9%
- 30.4%
- 12.7%

Source: Association of Governing Boards

Source: UNCW Office of Institutional Research
Pathway to a faculty position - other considerations

- Indebtedness levels upon degree completion *
  - 40% of grad students carry undergrad. debt into grad school
  - 2/3rds of Ph.D. recipients accumulate debt (avg. = $60,000)
- Expectations for post-doctoral / temp faculty experience
- Much demand, limited supply of TT positions
  - Entry to the professoriate via temporary or adjunct roles with diminishing and modest likelihood of landing a TT position

* Council of Graduate Schools data, Chronicle of Higher Education (2014)
# Faculty Reappointment, Tenure, Promotion

*Compare / contrast faculty vs. non-faculty pathways*

<table>
<thead>
<tr>
<th>Age</th>
<th>Faculty</th>
<th>Non-faculty</th>
</tr>
</thead>
<tbody>
<tr>
<td>22</td>
<td>earn bachelor’s</td>
<td>earn bachelor’s, <em>start career</em></td>
</tr>
<tr>
<td>32</td>
<td>earn doctorate, start post-doc</td>
<td>10 years into career</td>
</tr>
<tr>
<td>35</td>
<td>finish post-doc, <em>start TT career</em></td>
<td>13 years into career</td>
</tr>
<tr>
<td>41</td>
<td>earn tenure &amp; 1st promotion</td>
<td>19 years into career</td>
</tr>
<tr>
<td>47</td>
<td>earn final promotion</td>
<td>26 years into career</td>
</tr>
<tr>
<td>65</td>
<td>can retire with 30 career years</td>
<td>can retire with 43 career years</td>
</tr>
</tbody>
</table>
Tenure is a means to certain ends; specifically: (1) freedom of teaching and research and of extramural activities, and (2) a sufficient degree of economic security to make the profession attractive to men and women of ability. Freedom and economic security, hence, tenure, are indispensable to the success of an institution in fulfilling its obligations to its students and to society.
Faculty Reappointment, Tenure, Promotion

AAUP Statement of Principles on Academic Freedom and Tenure

Tenure is a means to certain ends; specifically: (1) freedom of teaching and research and of extramural activities, and (2) a sufficient degree of economic security to make the profession attractive to men and women of ability. Freedom and economic security, hence, tenure, are indispensable to the success of an institution in fulfilling its obligations to its students and to society.
It all starts with recruitment…

- Tenure-track and tenured faculty positions typically involve a lengthy national recruitment process:
  - Search committee of within-discipline peers
  - Advertisement of position
  - Screening of applicants (education, backgd, refs)
  - Telephone and in-person interviews
  - If recruitment is successful → new hire!
Faculty Reappointment, Tenure, Promotion

**TT faculty are subject to regular performance review:**

- Annual review
- Reappointment
- Tenure
- Promotion
- Post-tenure

Focus of this presentation

Comprehensive (multi-year) evaluations
UNCW REAPPOINTMENT, TENURE, AND PROMOTION PROCESS
Faculty Reappointment, Tenure, Promotion

Areas evaluated in performance reviews:

• Teaching
• Scholarship, Faculty Engagement, and Professional Development
• Artistic Achievement and Research
• Service
  • University, professional, community

Scholarship and Research/Artistic Achievement
Faculty Reappointment, Tenure, Promotion

*University’s expectations for tenure:*

...a faculty member must have evidenced proficiency and a pattern of growth in areas of teaching; scholarship and research/artistic achievement; and service. Of these, teaching effectiveness is the primary criterion for the granting of tenure.
Faculty Reappointment, Tenure, Promotion

*University’s expectations for appointment by rank:*

Asst. Professor: shall show promise as a teacher and evidence of progress in the area of research or artistic achievement.

Assoc. Professor: shall show evidence of having developed into an effective teacher, of a continuing pattern of research or artistic achievement, of regular professional service, and of scholarship and professional development.

Professor: shall have exhibited during her/his career distinguished accomplishment in teaching, a tangible record of research or artistic achievement, and a significant record of service. Should have a reputation as an excellent teacher and be recognized as a scholar within her/his professional field.
Faculty Reappointment, Tenure, Promotion

Reappointment decisions

- Asst. Professors appt’d to initial term of 4 years; considered for a 2\textsuperscript{nd}, 3 year term before end of 3\textsuperscript{rd}
- Assc. Professors appointed to initial term of 5 years; considered for award of tenure before end of 4\textsuperscript{th}
- Professors are appointed with permanent tenure
Faculty Reappointment, Tenure, Promotion

**Tenure and Promotion from Asst. to Assoc. Professor**

- Cannot occur before completion of 2 service years
- Untenured Asst. or Assoc. Professor may not apply for promotion without also applying for tenure.
- Asst. Professor must be reviewed for tenure and promotion no later than 11th semester of employment
- Assoc. Professor must be reviewed for tenure no later than early in the 7th semester of employment.
Faculty Reappointment, Tenure, Promotion

Promotion to Professor

- Represents the highest academic rank
- Elective personnel action for high achieving faculty
Faculty Reappointment, Tenure, Promotion

**Process for RTP evaluations**

- Candidate assembles a dossier of evidence of performance
- After review, senior faculty provide advisory vote, whereupon recommendations are made in succession* by:
  - Dept. Chair / Schl. Director
  - Dean
  - Committee on Reappointment, Tenure and Promotion
  - Provost
  - Chancellor
  - Board of Trustees

* A negative majority vote by faculty and negative recommendations of chair and dean result in RTP denial
Faculty Reappointment, Tenure, Promotion

Process for RTP evaluations

• The Non-Reappointment Hearings Procedure may be pursued by individuals seeking to revisit a negative outcome
  • A subsequent procedure for appealing to the BOG a negative outcome is also available
• The Faculty Grievance procedure is also available for use by aggrieved faculty members
Role of Board of Trustees in RTP evaluations

- RTP policies require approval by the BOT and BOG/GA, consistent with Board’s governance function; Academic Affairs and Chancellor implement and follow the approved policies.
- Approves recommendations for RTP
- Receives report of non-reappointment decisions by CAO
- Receives report of decision not to tenure and not to promote by Chancellor and approves that action if Chancellor overturns positive prior recommendation
Thank you!