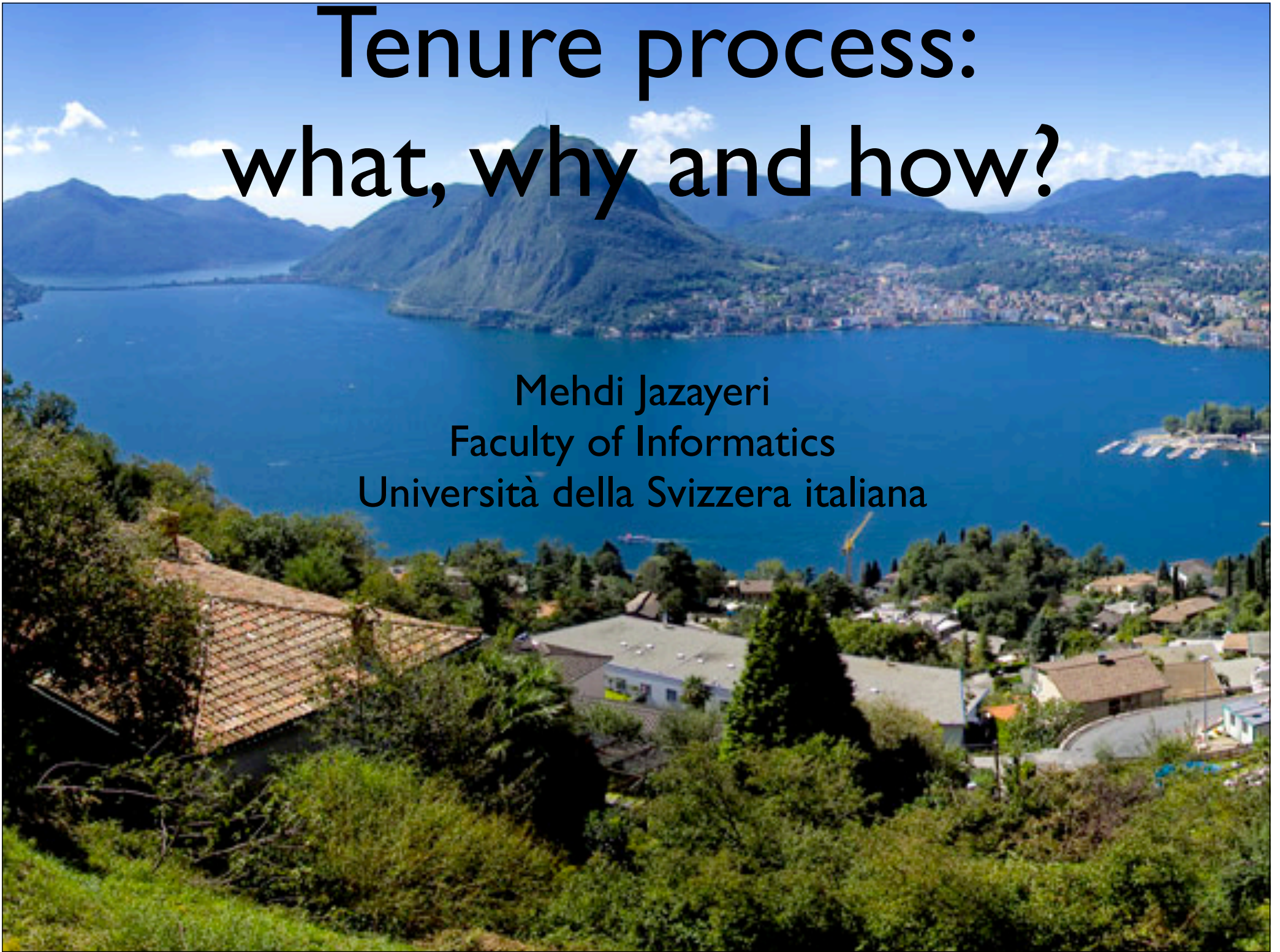
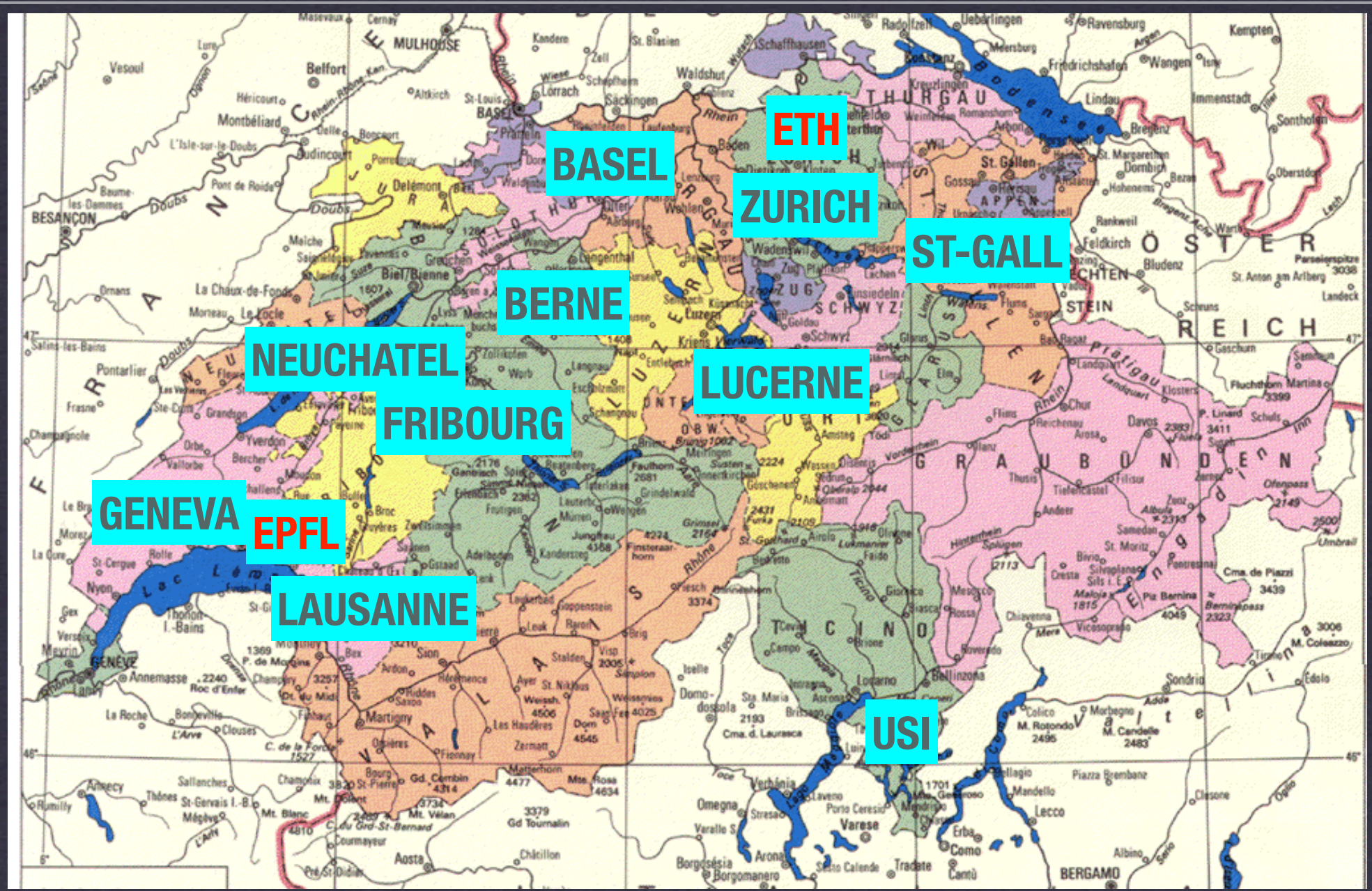


# Tenure process: what, why and how?

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WHERE IN SWITZERLAND IS USI?

# Goals

- International faculty and students
- Teaching and research

# Issues in faculty hiring

- ① Attracting faculty
- ① Developing faculty
- ① Faculty retention
- ① Evaluation and promotion

# Contract options

- Annual contract
- Limited-term contract
- Permanent contract
- Tenure track
  - Hire young
  - Mentor and develop

# Tenure track system

- American system
- Protect intellectual freedom
- Professors may not be removed from post for arbitrary reasons (e.g. by a major donor)
- American Association of University Professors established the principles

# AAUP Principles

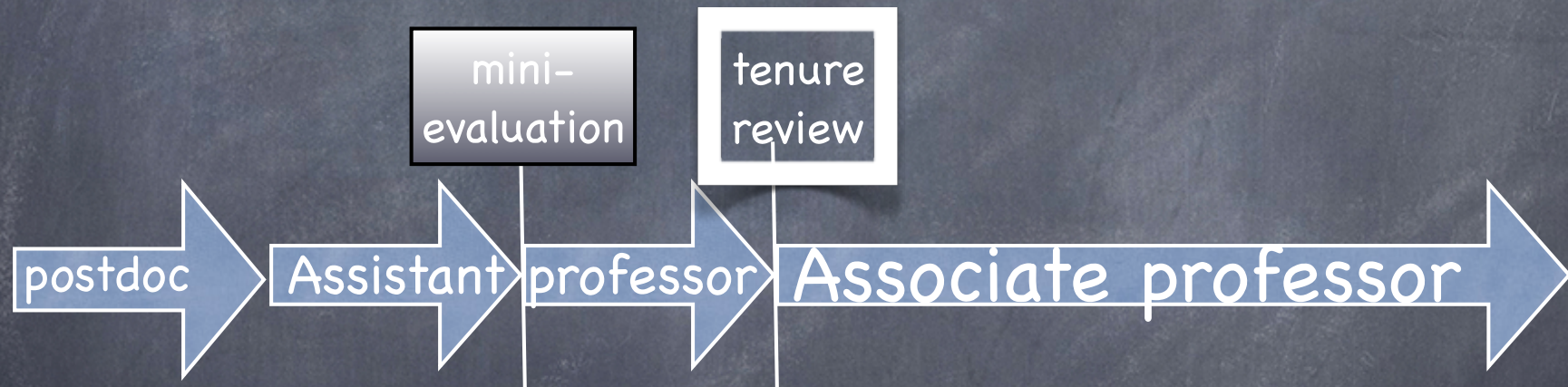
- Only committees of other faculty can judge a member of the faculty
- Faculty appointments are made by other faculty or chairpersons with three elements:
  - Clear employment contract
  - Formal academic tenure
  - Clearly stated grounds for dismissal

# Typical system

- Assistant professor hired on a probationary 3-year contract
- Following evaluation, a second term of 3 years
- After successful evaluation, candidate promoted to associate professor **with tenure**
- May be later promoted to full professor



# The academic career and tenure track



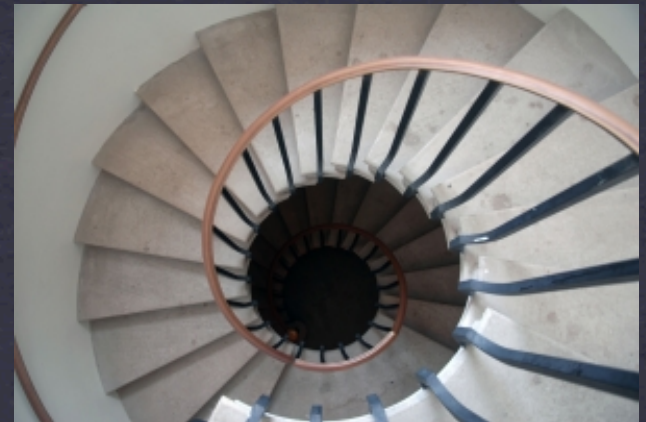
# Tenure track

- Several models exist
- Hire assistant professors
- Evaluate and promote (or not!) after fixed period
  
- Alternative: fixed-term contract



# Tenure process: The good

- Motivates young professors
- Sense of pride and achievement
- Sense of belonging and commitment
- Benefits the institution
- “College of professors”



# Tenure process: The bad

- Source of confusion and problems
- A cultural shift for many (in Europe)
- Causes pressure on young faculty
- Discourages risk-taking in early career
- Requires mentoring (implies heavy institutional support)
- The human side

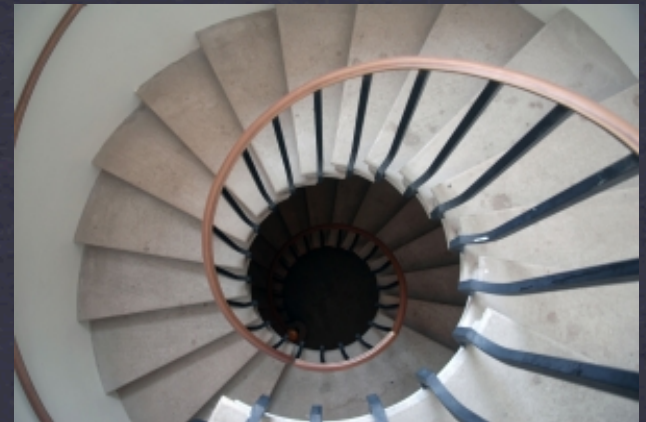


Table F2. Vacant Positions 2010-2011 by Position and Department Type				
	Tried to fill	Filled	Unfilled	% Unfilled
US CS Public				
TenureTrack	120	70	50	41.7%
Teaching	81	72	9	11.1%
Research	92	83	9	9.8%
Postdoc	123	107	16	13.0%
Total	416	332	84	20.2%
US CS Private				
TenureTrack	84	52	32	38.1%
Teaching	34	33	1	2.9%
Research	29	28	1	3.4%
Postdoc	75	74	1	1.3%
Total	222	187	35	15.8%
All US CS				
TenureTrack	204	122	82	40.2%
Teaching	115	105	10	8.7%
Research	121	111	10	8.3%
Postdoc	198	181	17	8.6%
Total	638	519	119	18.7%
US CE				
TenureTrack	17	12	5	29.4%
Teaching	11	11	0	0.0%
Research	10	10	0	0.0%
Postdoc	4	4	0	0.0%
Total	42	37	5	11.9%
US I				
TenureTrack	16	12	4	25.0%
Teaching	5	5	0	0.0%
Research	27	26	1	3.7%
Postdoc	20	17	3	15.0%
Total	68	60	8	11.8%
Canadian				
TenureTrack	8	7	1	12.5%
Teaching	1	0	1	100.0%
Research	0	0	0	0.0%
Postdoc	16	16	0	0.0%
Total	25	23	2	8.0%
Grand Total				
TenureTrack	245	153	92	37.6%
Teaching	137	121	11	8.3%