Promotion in a non-competitive environment

Leszek Pacholski

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November 19, 2012
Who am I

Until late 1980's - a mathematician

Then

a theory group leader

with over 50 descendants (with Ph.D.)

papers in theory, FOCS, STOC, SODA, LICS, ICALP, STACS, ...
Who am I

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University administrator

Department chair - since 1996
University President (2006-2008)
Who am I

A reformer of Polish HE

December 2007 - convince Prime Minister of Poland that the reforms are necessary
Spring 2008 - design of postulates for reforms
2010 - design of strategic plan for Polish HE until 2020
Governance bases on the kibbutz model

Very bureaucratic regulations
Quality means - according to rules
Quality control instead of promotion of excellence
Our Department

Beginning

1962 - Chair of Numerical Methods, equipped with Elliott 803
Our Department

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1969 - new computer - Odra 1204

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1970 - Department of Computer Science
Our Department

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1970’s - services for other departments, collapse of the Department
Our Department

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1970’s - services for other departments, collapse of the Department
1980’s - Odra replaced by RIAD, collapse of computer industry
Academic career

lack of mobility

From freshman to retirement in one university
The one important (local) decision - hiring for assistant professor
Possibility of being fired - but one must fail very badly
Very low (basic) salary
Reasonable income
lack of mobility

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Degrees and positions

Positions - decided locally

- assistant professor (adiunkt)
- associate professor (professor nadzwyczajny)
- full professor (profesor zwyczajny)
Degrees and positions

Degrees - nationwide
- doctorate
- habilitation
- title of professor
Degrees and positions

Positions - decided locally and Degrees - nationwide

- doctorate
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Granting degrees

Areas

Technology

Mathematics
Granting degrees

Areas

Technology
Computer Science, Electronic Engineering, Telecommunication
Mathematics
Mathematics, Computer science

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University departments

**Faculties**

(Part of) Science

(Part of) Technology
University departments

Faculties

(Part of) Science
Mathematics, Physics, Chemistry, and CS
Mathematics, Physics and CS
Mathematics and CC
(Part of) Technology
University departments

**Faculties**

*(Part of)* Science

*(Part of)* Technology

CS and Electronic Engineering

CS and Telecommunications

CS and Management

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Granting degrees

Local authority - faculty council (Rada Wydzialu)

Rights to grant - given by a central institution
Rights are graded
Depend on the number of employees with habilitation and with the title
are restricted to subareas
e.g. habilitation in math and Ph.D. in CS
Composition

Elected by professors with title
Reflects opinions of majority (mediocre)
Until recently - senile
Divided into areas (science, technology, ...)

Role
Gives rights to grant degrees
Interfere with procedures
For habilitation chooses 2 referees
For the title - makes the final decision

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Central Council

**Composition**

- Elected by professors with title
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**Role**

- Gives rights to grant degrees
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- For habilitation chooses 2 referees
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Crucial element - degrees

How to keep standard

Create good praxis (ambiance)

Build a network of excellence (colleagues who care)
Rely on international peers
Crucial element - degrees

How to keep standard

Create good praxis (ambiance)
Works only in smaller teams
Build a network of excellence (colleagues who care)
Rely on international peers
Often refused by faculties
Problems with keeping standard

**Local**
- Incentive to increase the number of diplomas
- Deans are elected
- Other departments may have lower standards
- The candidate is our friend
- No punishment for poor quality

**Outside**
- Members of Central Council are elected
- One can bypass the faculty - in other department
- One can choose a different area (technology)
- One can get a degree in other country
Rights to grant

Bachelor
Master
Ph.D.
Habilitation

Bigger budget

The more - the better Quality does not count
Periodic evaluations

<table>
<thead>
<tr>
<th>Period</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Before habilitation</td>
<td>Every 2 years</td>
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Does not lead to any promotion advantage e.g. salary increase.

No incentive to do it right.

Before habilitation:
- Every 2 years

After habilitation:
- Every 4 years

Many possibilities for appeal - university president is elected.

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Periodic evaluations - Problems

Does not lead to any profit advantage e.g. salary increase
No incentive to do it right

Before habilitation
Every 2 years
Formal, possible verdicts: positive or negative (no insufficient)
Many possibilities for appeal - university president is elected

After habilitation
Every 4 years
Fiction: nobody will give negative to a colleague
How to increase income

Grants - now quite easily available
Low salary

How to increase income

Grants - now quite easily available (outside of competence of department)
Additional teaching load
Additional job
Strong and charismatic leader
Any chance?

Strong and charismatic leader

It works for a limited time only
Any chance?

Strong and charismatic leader
It works for a limited time only

Reforms of HE
Any chance?

**Strong and charismatic leader**
- It works for a limited time only

**Reforms of HE**
- Unrealistic
- Professors are happy
- Politicians are afraid

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