

## EXECUTIVE SUMMARY

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### DISCUSSION ITEM: ANNUAL REPORT ON THE FACULTY TENURE AND POST-TENURE REVIEW PROCESSES

**ISSUE:** The Board is provided with an annual report on the faculty tenure and post-tenure review processes. Information regarding the status of women and minorities in the tenure process is also included.

### BACKGROUND

In 1997, the Board approved Board Policy §6-201, "Conditions of Faculty Service," which calls for an annual report to the Board on the functioning of the tenure and post-tenure review processes. This is a summary of detailed university reports. Additional information from those reports is available upon request.

This report is divided into two parts. The first is the tenure audit review portion which provides an overview of the composition of all university faculty – how many are tenured, how many are tenure-eligible, what percentage of faculty are full-time, and so on. The second part provides information about the outcomes of the post-tenure review process. In the 2004-05 academic year, 2,615 tenured faculties were reviewed.

### DISCUSSION

#### TENURE AUDIT REVIEW

The focus of this tenure audit is the cohort of faculty who were first hired in 1998-99, the latest year for which data is available. This group is somewhat larger in size (183 vs. 164) compared to the 1997-98 cohort in last year's report. The rate at which tenure was granted rose for men and minorities, but declined for women and non-minorities.

**Entering Cohort** - Of the 183 faculty who entered during 1998-99:

- 105 were granted tenure
- 62 left prior to the tenure decision
- 4 were denied tenure
- 8 are still pending a decision
- 4 were dismissed for cause

**Completing Cohort** - Of all faculty for whom a tenure decision was made in 2004-2005, regardless of when they entered

- 83.5% were granted tenure
- 87.5% for female faculty
- 81.1%; for male faculty
- 84.6% for minority faculty
- 83.1% for non-minority faculty

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### CONTACTS

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## **POST-TENURE REVIEW**

In the 2004-05 academic year, 2,615 tenured faculty members were reviewed in the annual post-tenure review process. The review process considers faculty performance in the areas of teaching, scholarship and service. A rating of better than satisfactory was determined for 84.3 percent (2,202) of those reviewed and a satisfactory rating was determined for 15.2 percent (396). This represents satisfactory or better ratings for 99.5 percent (2,598) of those reviewed.

- 5 faculty were rated as “overall unsatisfactory”
- 7 faculty were rated unsatisfactory in teaching, 16 in scholarship, and 7 in service<sup>1</sup>

## **RECOMMENDATION:**

This Tenure Post-Tenure report is presented for the Board's information and review.

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<sup>1</sup> Faculty rated unsatisfactory in one or more areas but not overall are expected to enter a Faculty Development Plan. Those who are rated unsatisfactory overall are expected to enter a Performance Improvement Plan, as are those who have not satisfactorily completed their Faculty Development Plan.

## PART I: TENURE AUDIT

### ***THE TENURE PROCESS***

The purpose of the tenure review process is to examine the work of tenure-track faculty during a prolonged probationary period and to award tenure only to those whose performance is exemplary.

In order to examine the tenure process, a study of a group of tenure-track faculty who entered the university in the same year and would have completed the tenure process six years hence is conducted. The latest information available is for 183 tenure-track faculty hired in 1998-99.

However, when so few individuals are involved, it is difficult to determine whether findings are representative of the process or merely a function of random factors. **In order to insure the validity of the data, the group of 347 tenure-track faculty who began either in 1997-98 or 1998-99 is used as the study population.**

Individual university data is available from the Board office upon request.

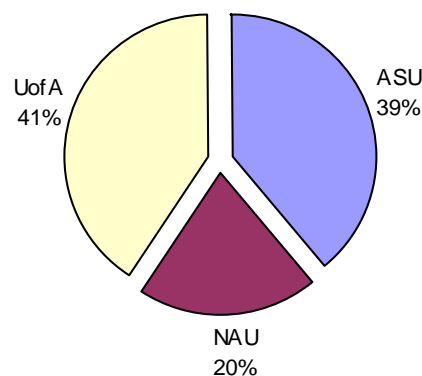
This report addresses the following questions:

- Of faculty who enter on a tenure track, how many remain at the university until the tenure decision is made?
- Of these, how many receive tenure?
- Of those who are denied tenure, how many institute a grievance?
- Does the tenure process appear to be different for women than men or for minorities than non-minorities?

### ***OVERVIEW OF FACULTY***

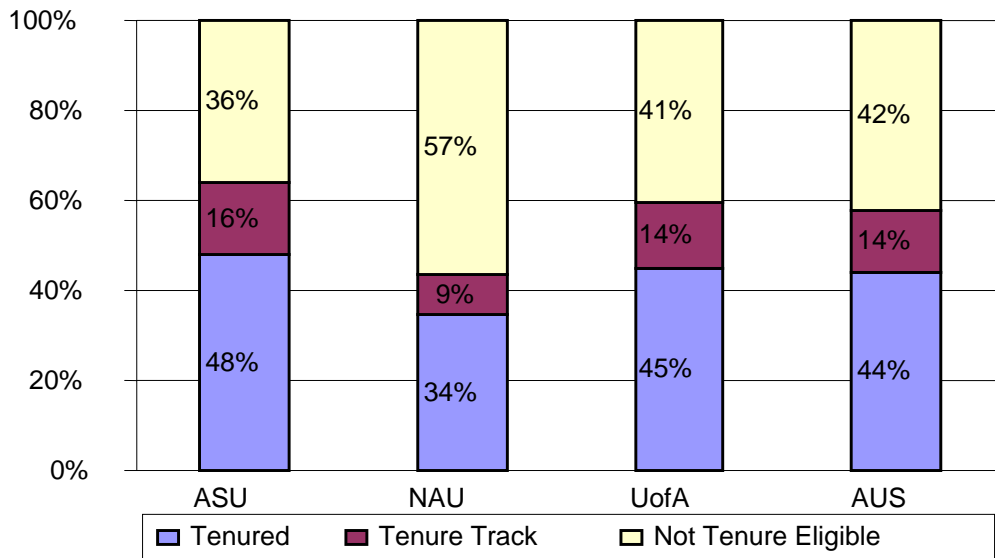
In Fall 2004, the Arizona University System included 6,459 faculty members. These faculty are distributed across the campuses as shown below.

Figure 1  
Percentage of Faculty at Each University  
Arizona University System, Fall 2004



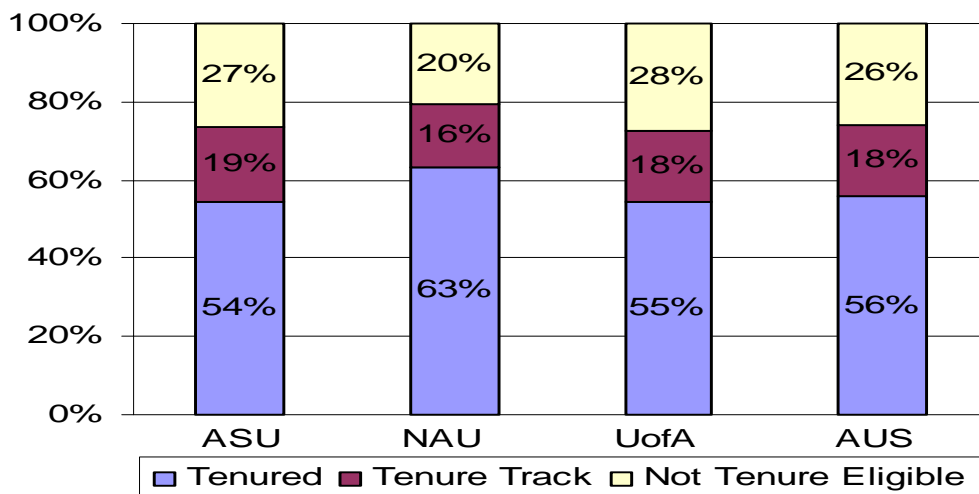
Faculty may have tenure, be tenure eligible (on the “tenure track”), or be ineligible for tenure. *Figure 2* shows the percentages for each category at each institution (full and part-time faculty).

**Figure 2  
 Faculty Tenure Status**



System-wide, 44% of faculty members are tenured, 14% are tenure track, and 42% are not eligible for tenure. These percentages represent a decline of 3 percentage points for tenured faculty, no change for tenure-track faculty, and an increase of 4 percentage points for not tenure eligible faculty as compared to a year ago. Across the universities, 75% of all faculty members are full-time, down from 78% a year ago. *Figure 3* presents the proportion in each tenure category. System-wide, 56% of full-time faculty members are tenured, 18% on tenure track, and 26% are not eligible for tenure.

**Figure 3  
 Full-Time Faculty by Tenure Category**

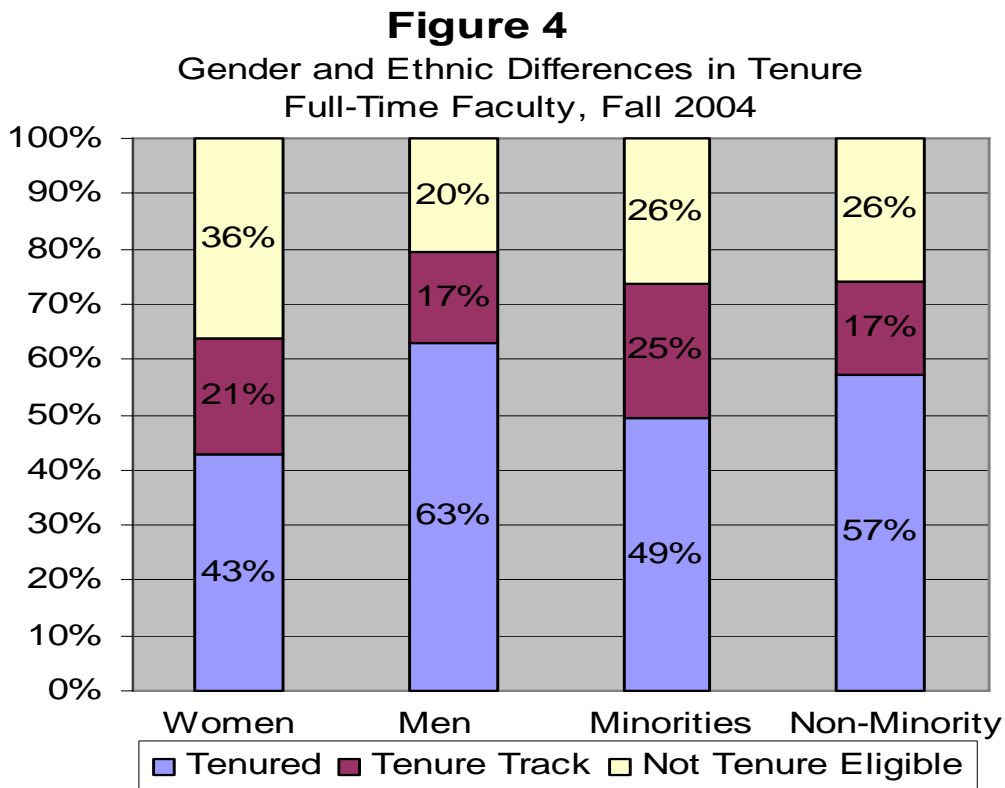


## Gender and Ethnicity

There has been concern that women and minorities may be disadvantaged in the tenure process. Differences for all faculty members are listed below.

- 63% of male faculty are tenured, while 43% of female faculty were tenured. Compared to last year, the percentage for male faculty is down two percentage points and the percentage for female faculty with tenure has declined by two percentage points as well.
- The percentage of minority faculty with tenure declined from 50% in Fall 2003 to 49% in Fall 2004 while those on tenure track rose from 24% to 25% over the same time period.

Variation in tenure status of full-time faculty by gender and ethnicity is shown in *Figure 4* below.



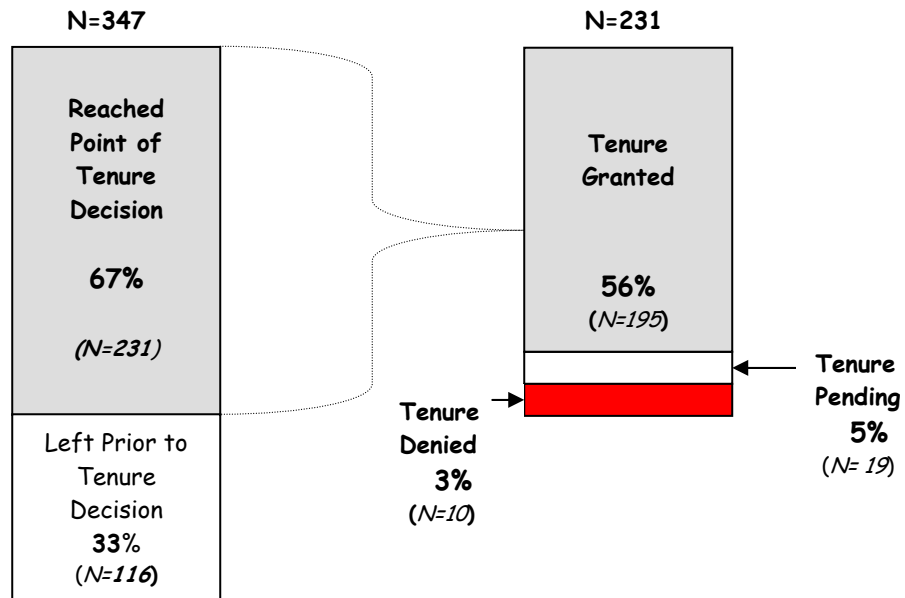
The outcome of the tenure process for these faculty members is represented in *Figure 5*. Highlights include:

- Of the 347 faculty members who entered during these years, 56% were granted tenure. This is a one-percentage point drop from last year's report.
- There was a one percentage point increase in the percentage of tenure-track faculty who left prior to their tenure decision, at **33%** this year. The number of resignations is due in large part to the rigor of the review processes prior to tenure. When probationary faculty members realize that the likelihood of their being tenured is small, they generally choose to resign.

- The percent of those faculty members denied tenure remained unchanged from last year's cohort to this year at 3%.
- The tenure decision is still pending for 5% of these faculty, down from 6% last year. The "tenure clock" is stopped under circumstances such as parental leave, and so some faculty members (in this group) have not yet reached the point of the tenure decision. Also, if a faculty member were to appeal the tenure decision, it could still be pending.

**Figure 5**

**Tenure Track Faculty Hired in 1997-98 and 1998-99**  
**N= 347**  
Arizona University System



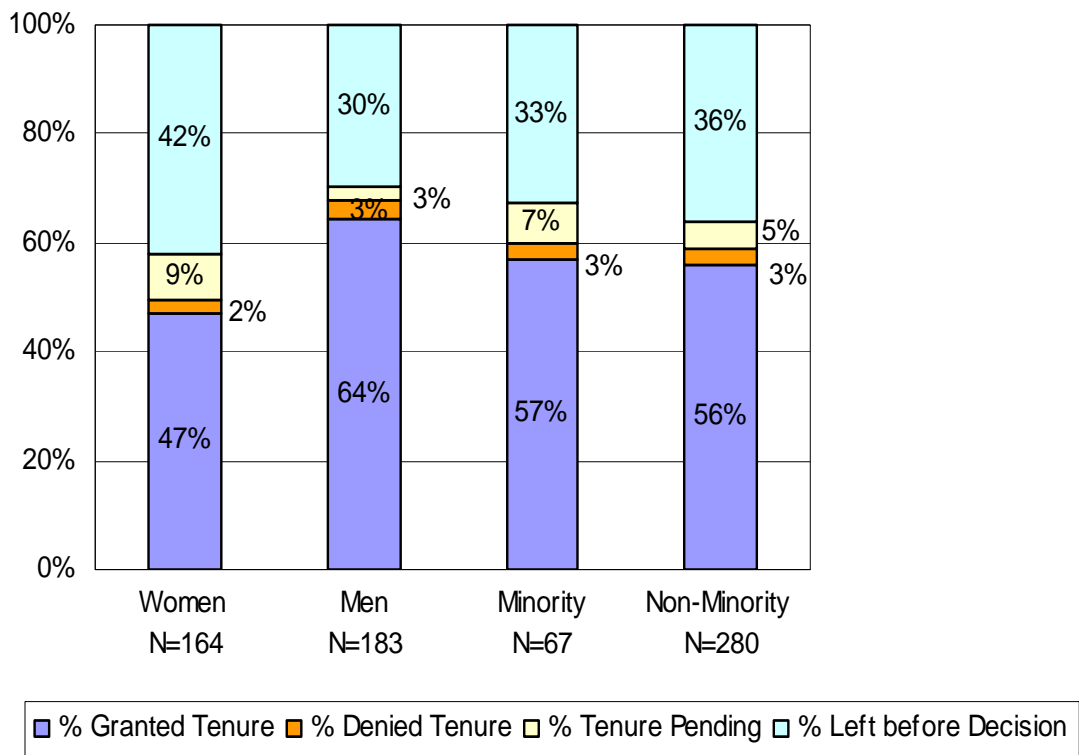
**DIFFERENCES BY GENDER OR ETHNICITY IN THE TENURE PROCESS**

Figure 6 shows the results of the tenure review of the 1997-99 cohorts by gender and ethnicity.

**Figure 6**

**Gender and Ethnic Differences in Tenure Process**

Tenure Track Faculty Entering in 1997-98 and 1998-99  
 Arizona University System



The following table (Table 1) provides a historical comparison in the percentage employment of women and minorities. This year's report reflects a decline in the share of women and minority faculty who were in the tenure track process during 1997-99.

**Table 1**  
**Tenure-Track Faculty Composition % of 2-Year Cohort**  
 Arizona University System

	Women	Minorities
<b>1997-99</b>	<b>47%</b>	<b>19%</b>
1996-98	50%	20%
1995-97	46%	23%
1994-96	47%	22%
1993-95	49%	22%
1992-94	39%	23%
1991-93	38%	23%
1990-92	43%	23%
1989-91	43%	22%

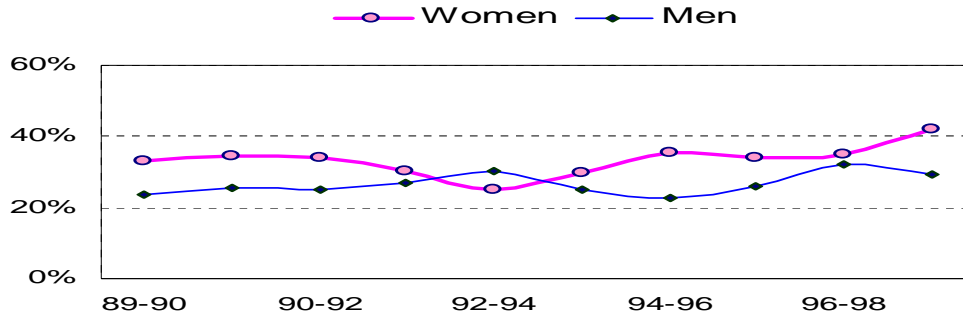
The following figures highlight the comparisons for tenure-track faculty members in the Arizona University System between women and men and between minority and non-minority groups.

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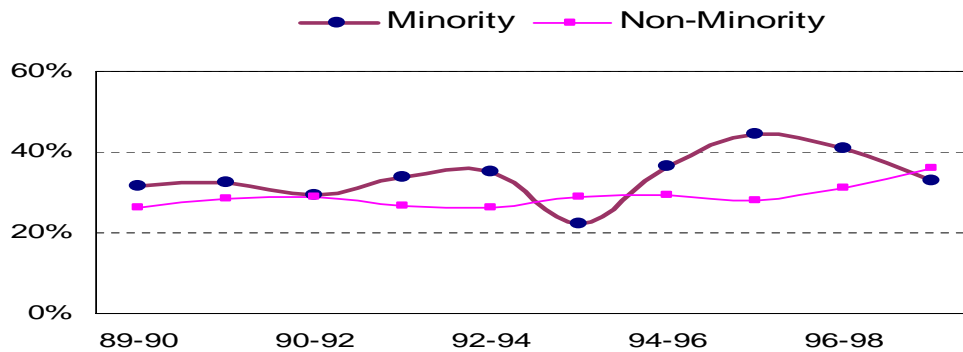
**Percentage of Tenure-Track Faculty Leaving Before Tenure Decision**

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**Figure 7**  
**Left Before Tenure Decision**

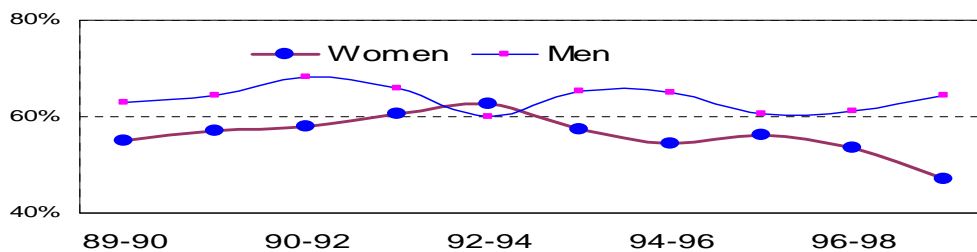


**Figure 8**  
**Left Before Tenure Decision**



**Percentage of Tenure-Track Faculty Reaching Tenure Decision and Granted Tenure**

**Figure 9**  
**Granted Tenure**



**Figure 10**  
**Granted Tenure**

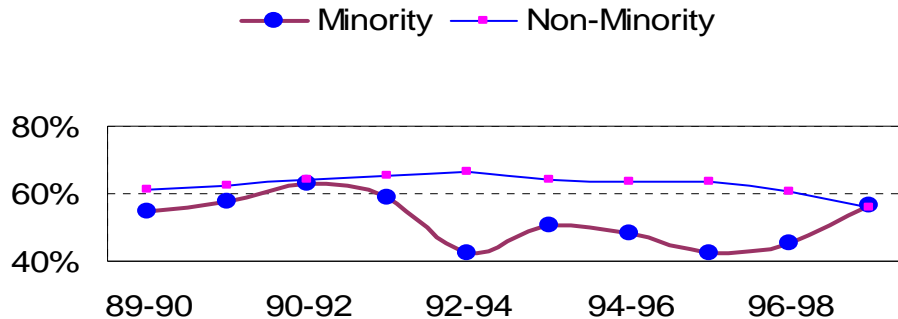


Table 1 (page 7) shows a decline in the percentage of women in the tenure-track cohort, after reaching its highest level last year. And, as seen in *Figure 7* (page 8) women continue to leave the universities before the tenure decision at a higher rate than men, with the gap between men and women increasing in this year's data. The gap for granting tenure by gender has increased as compared to last year's report, as shown in *Figure 9* (page 8).

*Figure 8* (page 8) shows a decrease in minorities and an increase in non-minorities leaving prior to the tenure decision while *Figure 10* shows that minority faculty are granted tenure at an identical percentage as non-minority faculty.

## **PART II: THE POST-TENURE REVIEW PROCESS**

The purpose of the post-tenure review process is to examine the performance of tenured faculty and to take action to assist faculty who do not rate well in order to improve their skills. Of tenured faculty, how many received each rating (*better than satisfactory, satisfactory, or unsatisfactory*) in each of three specific categories (*teaching, scholarship, and service*) and overall?

Faculty members found to be performing at an unsatisfactory level are required to enter one of two processes, depending upon the extent of deficiency. Any single area of unsatisfactory performance – for example, teaching – will be addressed in a **Faculty Development Plan** at the unit level. Faculty members with overall unsatisfactory performance go directly into the **Performance Improvement Process**.

**OUTCOMES OF THE 2004-2005 POST-TENURE REVIEW**

In the 2004-2005<sup>2</sup> academic year, 2,615 tenured faculties were reviewed. Their ratings are shown in *Table 2*.

**Table 2**  
**Post Tenure Review Summary for 2004-05<sup>3</sup>**  
 Arizona University System

<b>Ratings:</b>	<b>Teaching</b>	<b>Scholarship</b>	<b>Service</b>	<b>Rating of Overall Performance</b>
Better than Satisfactory	2,142 (82.4%)	2,048 (78.6%)	2,189 (84.3%)	2,202 (84.3%)
Satisfactory	421 (16.2%)	516 (19.8%)	381 (14.7%)	396 (15.2%)
Unsatisfactory	7 (0.3%)	16 (0.6%)	7 (0.3%)	5 (0.2%)
Category not applicable or not rated in this category	29	24	21	9
<b>TOTAL</b>	<b>2,599</b>	<b>2,604</b>	<b>2,598</b>	<b>2,612</b>

Given the “weeding out” of less talented faculty that takes place during the tenure process (with fewer than two-thirds of entering tenure-track faculty being granted tenure, and this after long and careful job searches for the best candidates), it is to be expected that the vast majority of tenured faculty are rated as “better than satisfactory.”

The current status of those who were rated as unsatisfactory in at least one area is presented in Figure 11. As is shown, 20 faculty members were rated as unsatisfactory in one or more areas, 3 left the university, 3 had their work assignment adjusted, and 13 entered a Faculty Development Plan.

<sup>2</sup> NAU will always be one year behind on reporting this data. NAU reviews are conducted in the fall for the previous year, which prevents NAU from having data available in time for this report.

<sup>3</sup> Note that there are many more unsatisfactory ratings shown in Table 2 than there are faculty shown as being rated unsatisfactory in Figure 11. This discrepancy occurs because the ratings of those who are found to be overall unsatisfactory are also included in the substantive categories. In addition, a faculty member may, depending on particular work assignment/expectations, be rated unsatisfactory in two of the three categories with out being rated overall unsatisfactory. Thus, Table 2 presents the number of unsatisfactory ratings, not individuals, so that one person can account for as many as four unsatisfactory ratings.

**Figure 11**  
**Outcomes of 2004-05 Post Tenure Review**  
 Arizona University System

