ERI-Net Expert Meeting on Academic Promotion of Higher Education Teaching Personnel

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20-21 May 2014

Gerard A. Postiglione
The University of Hong Kong
ACADEMIC CAREER PATHWAY

Professor Level

Associate Professor Level

Senior Research Fellow Level

Research Fellow Level

Student Level

ERC Grants

FP7 Cooperation Grant (as lead)

Centre Grants

Professorial Fellowship Schemes

Large Grants

FP7 Cooperation Grant (as partner)

Standard Grant

Priority Network Grants

Research Council Funding

Future Leaders Schemes

Seminar Competitions

Postdoctoral Fellowship

Networking Grant

Small Grant Schemes

Charity Funding Schemes

EU Marie Curie Fellowship

Research Masters

PhD Studentship

Conference Grant

Travel Grant
APPLY NOW
Compatibility

Protecting the core:

• Fairness and transparency
• Rights based institutional environment
• Ensure academic freedom

Getting quality for cost:

• Inputs maximize outputs
• Morale cannot be sacrificed
• Ensure incentives for risk-taking and experimentation

Key issue: Can the academy continue to attract the best?
• Global trends and key points
  – Absence of harmonization
  – Trend toward harmonization?

• Hong Kong case
Global trends 1: Contemporary challenges

• Challenges to the academic profession:
  – massification, privatization, accountability, talent competition, global economic recession, more diverse student population, deteriorating salaries, threats to job security

• Academic profession:
  – Still the main core of the university
  – Over 6 million post-secondary teachers worldwide
  – Less of a community than in the past
  – Growth of second class academics
  – Increased mobility of talent
Global trends 2
Wide variance

• Developed countries
  – Trend toward fixed term appointments
• Developing countries
  – Many entry level positions filled by those with bachelor degrees (most academics worldwide)
• Research universities
  – Doctorate required, especially in USA, CA, AU, EU
Global trends 3

Variance in national cases

- Academics as part of the civil service:
  - Brazil, Germany, Malaysia, Saudi Arabia
  - Netherlands moving away from civil service

- Interim contracts (through personal networks)
  - Argentina/Columbia

- Inbreeding - preference for own students
  - Avoidance of inbreeding: Italy, USA, Turkey Germany, Peking University
Global trends 4
Salaries

• Low entry level
  – China, Armenia, Ethiopia, Kasakhstan, Russia

• High level entry
  – UK, Saudi Arabia, Italy, South Africa, Canada

• Largest gap top to bottom
  – China

• Smallest gap top to bottom
  – Argentina, Germany Norway

• Hard to attract top level entry talent on low salaries:
  – USA, Israel, Japan, Germany
Point 1:
Promotion decisions are easier if

- There is system-wide differentiation of institutional missions
- Faculty incentives and evaluations systems are fair and transparent.
- There are professional development opportunities and accountability
Point 2: Promotion evaluation works best if it:

• Rewards performance
  – rather than constant oversight that lessens creativity.

• Enhances performance
  – rather than monitors individuals for infractions/flaws.

• Generates a culture for improvement
  – rather than penalization.

• Creates a climate that rewards experimentation
Figure 19: The Administration Support for Academic Freedom

Countries (sorted by mean scores)

- 1-Strongly Disagree
- 2
- 3
- 4
- 5-Strongly Agree

Countries:
- Finland (2.7)
- South Africa (2.7)
- Norway (2.95)
- Australia (3.02)
- United Kingdom (3.1)
- Portugal (3.12)
- Brazil (3.36)
- Korea, Republic of (3.42)
- Hong Kong (3.49)
- Italy (3.42)
- China (3.5)
- Japan (3.57)
- Canada (3.62)
- United States (3.63)
- Argentina (3.77)
- Mexico (4.05)
Preference for teaching and research

Aggregated categories (per cent, categories 1 and 2 merged to a single category ‘teaching’, categories 3 and 4 to a single category ‘research’).

Question B2: Regarding your own preferences, do your interests lie primarily in teaching or in research?
Perceived reinforcement of teaching by research

(per cent, responses 1 and 2 on a scale from 1 = strongly agree to 5 = strongly disagree).

Question C4: Please indicate your views on the following: … Your research activities reinforce your teaching
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There is a strong performance orientation within your institution.

Figure 17: A Strong Performance Orientation

Countries (sort by mean scores)

<table>
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<tr>
<th>Country</th>
<th>Mean Score</th>
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<tbody>
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<tr>
<td>Portugal (2.84)</td>
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<tr>
<td>Mexico (3.02)</td>
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<td>Brazil (3.24)</td>
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<td>Japan (3.38)</td>
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</tbody>
</table>

Distribution of Opinions

- Strongly Disagree
- 2
- 3
- 4
- Strongly Agree
Your institution uses performance-based means of resource distribution.

Figure 18: Institution Emphasizing on Performance Based Allocation of Resources to Acad. Unit

Countries (sorted by mean scores)
- Argentina (2.4)
- Portugal (2.43)
- Brazil (2.82)
- Italy (2.87)
- Canada (2.9)
- Mexico (2.91)
- Japan (2.92)
- South Africa (2.93)
- Korea, Republic of (3.01)
- United States (3.04)
- Malaysia (3.1)
- United Kingdom (3.3)
- Australia (3.33)
- China (3.42)
- Norway (3.44)
- Germany (3.45)
- Finland (3.6)
- Hong Kong (3.6)

Distribution of Opinions
- 1-Not Emphasized At All
- 2
- 3
- 4
- 5-Emphasized Very Much
Kong Kong case

- Key word

Evolution
HKU’s evolution (market/state)

• Civil service grades with salary pegs
• Shift away for civil service
• Shift toward performance based

• Government neither becomes involved with, nor regulates promotion
Career progression and academic hierarchy

• PAST: Lecturer, senior lecturer, reader, professor
  • Limited positions

• PRESENT: Assistant, associate, professor, chair
  – No limited positions

• Two 3 years contracts before tenure or departure
  – Tenure open to all faculty
  – Permits transfer of tenure

• New second track: TA, TC, TF (L, SR, ..)
Structures and criteria for academic promotion

- Internal committees
- External evaluations
- APA – web pased cv format
- PRD (performance review and development): teaching, research and
  - service = Knowledge exchange
  - good citizenship
- Formal criteria (40+40+20=100%)
- Scholar Hub
• http://hub.hku.hk/cris/ou/ou00009
Key word: evolution
END
Figure 13: Kept Informed about this Institution

Countries (sorted by mean scores)

1-Strongly Disagree 2 3 4 5-Strongly Agree