Academic Promotion of Higher Education Teaching Personnel - A Korean Case -

Kiyong BYUN
Korea University

Korea University since 1905
Context & Background
Rapid Expansion of Korean HE 1(1945~2013)
Number of Students

Rapid Expansion of Korean HE 2(1945~2013)
Number of HEIs
Mobilization of Private Resources 1(1945~2013)

Number of Students

- Total
- National/Public
- Private

Mobilization of Private Resources 2(1945~2013)

Number of HEIs

- Total
- National/Public
- Private
### Mobilization of Private Resources 3

< Private School Enrollment Share (2013) >

<table>
<thead>
<tr>
<th>Level</th>
<th>Private</th>
<th>National/Public</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primary Schools</td>
<td>1.5</td>
<td>98.5</td>
</tr>
<tr>
<td>Middle Schools</td>
<td>17.7</td>
<td>82.3</td>
</tr>
<tr>
<td>High Schools</td>
<td>43.6</td>
<td>56.4</td>
</tr>
<tr>
<td>Universities/Colleges</td>
<td>76.7</td>
<td>23.3</td>
</tr>
</tbody>
</table>

(Unit: %)

### HE Teaching Personnel in Korea 1

- Number of Full-time Faculty (4-year institution)

![Bar chart showing the number of full-time faculty in Korean universities from 1990 to 2013.](chart.png)

- **Female**
- **Male**
**HE Teaching Personnel in Korea 2**

- **Foreign Full-time Faculty (4-year Institution)**

![Graph showing the number of foreign full-time faculty from 2000 to 2013](image)

**HE Teaching Personnel in Korea 3**

- **Composition of Faculty Members (4-year Institution, 2013)**

<table>
<thead>
<tr>
<th>Gender</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>77.7%</td>
<td>22.3%</td>
</tr>
<tr>
<td>Employment Status</td>
<td>Full-time</td>
<td>Part-time</td>
</tr>
<tr>
<td>Male</td>
<td>66.9%</td>
<td>33.1%</td>
</tr>
<tr>
<td>Female</td>
<td>63,042</td>
<td>87,568</td>
</tr>
<tr>
<td>Nationality</td>
<td>Korean</td>
<td>Foreigner</td>
</tr>
<tr>
<td>Male</td>
<td>92.9%</td>
<td>7.1%</td>
</tr>
<tr>
<td>Female</td>
<td>87,568</td>
<td>2,492</td>
</tr>
</tbody>
</table>

Total: 94,261 (100%)
HE Teaching Personnel in Korea 4

• Full-time Faculty (4-year Institution, 2013)

<table>
<thead>
<tr>
<th>Gender</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>79.3%</td>
<td></td>
</tr>
<tr>
<td>Nationality</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Korean</td>
<td>92.0%</td>
<td></td>
</tr>
<tr>
<td>Foreigner</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Country of Dr. Degree conferred</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Domestic</td>
<td>51.3%</td>
<td></td>
</tr>
<tr>
<td>Overseas</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>63,042 (100%)</td>
</tr>
</tbody>
</table>

HE Teaching Personnel in Korea 5

• Average Annual Income (4-year Institution, 2013)

<table>
<thead>
<tr>
<th></th>
<th>Full Prof.</th>
<th>Assoc. Prof.</th>
<th>Assit. Prof.</th>
<th>* Part-time Instructor</th>
</tr>
</thead>
<tbody>
<tr>
<td>National/Public</td>
<td>92,084</td>
<td>77,504</td>
<td>65,718</td>
<td>8,957</td>
</tr>
<tr>
<td>Private</td>
<td>91,332</td>
<td>73,471</td>
<td>49,574</td>
<td>5,887</td>
</tr>
<tr>
<td>Total</td>
<td>91,484</td>
<td>74,259</td>
<td>52,729</td>
<td>6,504</td>
</tr>
</tbody>
</table>

Unit: KW, Thousand

Note: 1. National/Public Univ. – 41; Private Univ. – 153;
2. US $ 1 = KW 1,113 – Exchange rate as of 23 November 2014
Source: Ministry of Education
Changing Facets of AP Issues in Korean HE 1

- **Strong Gov’t Control over Univ. Mgm’t until late 1980s**
  - National/Public Univ.: Power to appoint a univ. president
  - Private Univ.: Power to (1) appoint/dismiss members of the univ. board & (2) to control student enrollment quota

- “**Faculty Re-appointment Policy**” in 1975
  - to **abolish complacent climate** for education and research among faculty members
  - “**a professor can be hired by fixed term**” (Private School Act; Public Educational Officials Act)
  - It was literally interpreted as “**a professor can be automatically fired after the end of his/her appointment period**” as the acts **do not state any provision detailing the procedures and standards for reappointment and appeal process** for undue decisions.

Changing Facets of AP Issues in Korean HE 2

- “**Faculty Re-appointment Policy**” in 1975 (Cont.)
  - In addition, the Court interpreted the rejection of faculty reappointment by a university as the “**automatic termination of contract due to expiration**,” one of **discretional acts** that the private university foundation can make an arbitrary judgment on.
  - This policy was **exploited usefully to suppress professors who resist the dictatorial government during military dictatorship in 1970s and 1980s.**
  - Even, in **1990s** when democratization progressed in Korean society, it was also **abused by some private university foundations to oppress professors who resist them.**
Changing Facets of AP Issues in Korean HE

- **Major Changes in Re-Appointment Policy in 2003**
  - Constitutional Court made constitutional disagreement decision on the Re-Appointment provisions of the old Private School Act (and other related acts).
  - It also stated that rejection of “reappointment” can be a subject of judicial review.
  - Accordingly, professors finally became to be able to make an appeal when an appellant wishes to challenge any disciplinary actions which he/she regards unfair.

- **Changing Facets AP Issues in Korean HE**
  - After the mid-1990s, particularly since the 2000s, an issue that drew more attention related to faculty promotion was that of “faculty productivity.”

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**National Policies**
National Policies 1

• **Personnel Decisions including “promotion” are basically a matter of individual HEIs.**

• Things are stipulated by the National Laws
  - **Classification**: Full/Assoc./Assist Prof/Instructor
  - **Min. Qualification**: BA[Assoc. BA] or equivalent with relevant educational & research experiences
  - Regulation to **restrict “Inbreeding” practice**
    => Graduates from the same Department; less than 2/3
  - **Evaluation and Appealing Process for the Re-appointment**
    => Most newly-hired professors in Korea should undergo “Re-appointment Review” after a 3 to 5 year fixed-term initial (probationary) appointment by the university.

National Policies 2

• **Evaluation and Appealing Process for the Re-appointment**
  - Univ. should notify the candidate (1) an expiration date and (2) an application procedure for the renewal of the contract, **4 months before** the expiration of the contract;
  - Univ. notify the candidate the result of evaluation, **2 months before** with reasons in the event of an unfavorable decision;
  - Evaluation should be based on **objective/academic criteria** such as the candidate's competencies in education, research, and other academic & professional duties;
  - During the process, univ. should give the candidate a **chance to express his/her opinions**, either orally or in writing;
  - In the event of unfavorable decision, the candidate may file an **additional appeal to “the National Appeal Commission for Teachers”** within 30 days upon receiving the result from the Univ.
In addition, Criteria included in Gov’t Funding Programs (e.g. BK 21) exert heavy influence over institutional behavior & culture. Through these criteria, Gov’t emphasis has so far been put on the following things:

- The number of publication (the more, the better);
- Additional weights on Articles published in internationally circulated journal, written in English;
- Articles in academic journals rather than books;
- Knowledge transfer; University-Industry relationship etc.

Case Studies

Korea University
Seoul National University
KAIST (Korea Advanced Institute of Science & Technology)
### The Case of Korea Univ. 1

**Composition of Faculty Members (2014)**

<table>
<thead>
<tr>
<th>Gender</th>
<th>Male 75.8% 3,078</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employment Status</td>
<td><strong>Full-time 35.8% 1,460</strong></td>
<td><strong>Part-time</strong></td>
</tr>
<tr>
<td>Nationality</td>
<td>Korean 92.9% 3,584</td>
<td>Foreigner</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>0%</th>
<th>20%</th>
<th>40%</th>
<th>60%</th>
<th>80%</th>
<th>100%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
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<td></td>
<td></td>
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<tr>
<td>Female</td>
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<tr>
<td>Full-time</td>
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<tr>
<td>Part-time</td>
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<tr>
<td>Korean</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Foreigner</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>4,074 (100%)</td>
</tr>
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</table>

### The Case of Korea Univ. 2

**Full-time Faculty (2014)**

<table>
<thead>
<tr>
<th>Gender</th>
<th>Male 86.4% 1,262</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nationality</td>
<td>Korean 90.5% 1,322</td>
<td>Part-time</td>
</tr>
<tr>
<td>Country of ph.D</td>
<td>Domestic 44.3% 647</td>
<td>Overseas</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>0%</th>
<th>20%</th>
<th>40%</th>
<th>60%</th>
<th>80%</th>
<th>100%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Female</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Korean</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Part-time</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Domestic</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Overseas</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1,460 (100%)</td>
</tr>
</tbody>
</table>
The Case of Korea Univ. 3

Classification
• Regular vs. Non-regular Status
  ✓ Regular Tenure track
  ✓ Regular Non-tenure track: Contract/ Eminent Prof.; Academic/Industry Cooperation Prof; Lecturer
  ✓ Non-regular Part-time lecturer etc

Rank
✓ Full Professor
✓ Assistant/Associate Prof.

Career Progression
• Initial Appointment
• Reappointment: 3/5 years after Initial Appointment
• Promotion
  ✓ Assistant to Associate Prof: min. 5 years
  ✓ Assoc. to Full: min. 5 years
• Tenure Conferral
  ✓ Min. 5 years after being promoted to Assoc. prof.

The Case of Korea Univ. 4

Evaluation of Faculty Members’ Performance
• When? (1) Initial Appointment; (2) Reappointment; (3) Promotion & Pay Raise; (4) Tenure Conferral
• What? (1) Education; (2) Research; (3) Social Service
  Relatively easy to fulfill the education & social service requirement; Therefore, “Research” is a single most important element for personnel decision.

Minimum publication requirement for promotion varies depending upon academic disciplines
• Promotion to Full Prof.: Education (8 KCI articles/5 yrs.); Dep’t of Physics (640 p. from renowned Intl Journal/5 yrs.)
• Strengthened dep’t regulation may apply (e.g., Education – 15 KCI articles including 2 SSCI journal articles/5 yrs.)
Research points for Faculty Evaluation

<table>
<thead>
<tr>
<th>Academic Fields</th>
<th>Social studies A</th>
<th>Social studies B</th>
<th>Social studies C</th>
<th>Human -ities</th>
<th>Fine Arts</th>
<th>Science A-B-C</th>
<th>Medicine</th>
</tr>
</thead>
<tbody>
<tr>
<td>Int'l Journal Levels A-D</td>
<td>H₁ 300</td>
<td>300</td>
<td>300</td>
<td>300</td>
<td>300</td>
<td>400</td>
<td>400</td>
</tr>
<tr>
<td></td>
<td>H₂ 240</td>
<td>240</td>
<td>240</td>
<td>240</td>
<td>240</td>
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<td></td>
<td>H₃ 180</td>
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<tr>
<td></td>
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<td></td>
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<td>100</td>
<td>100</td>
<td>100</td>
<td>100</td>
<td>60</td>
<td>60</td>
</tr>
<tr>
<td></td>
<td>M₃ 60</td>
<td>60</td>
<td>60</td>
<td>60</td>
<td>60</td>
<td>40</td>
<td>40</td>
</tr>
<tr>
<td></td>
<td>M₄ 40</td>
<td>40</td>
<td>40</td>
<td>40</td>
<td>40</td>
<td>40</td>
<td>40</td>
</tr>
</tbody>
</table>

Academic Journals

| Domestic Journal Level A | 40 | 40 | 40 | 40 | 40 | 40* | 40 |

It is mandatory for the faculty members appointed since the academic year 2003 to teach courses in English; If they fail to fulfill such a requirement, they shall not have their contract renewed.

The candidate for tenure conferral must submit two letters of recommendation with regard to their excellence in research capability;

Two letters of recommendation must be prepared and submitted by renowned external scholars in the applicant's major field affiliated with the institutions other than KU in Korea as well as abroad.
## The Case of Korea Univ. 7

### Procedure
- Application by a Candidate
- Evaluation by Dep’t/College Faculty Performance Evaluation Committee
- Evaluation by KU Faculty Personnel Matters Committee (FPMC)
- Approved by the President of the Univ.

### Composition
- **Dep’t Committee**
  - Chair + 3~5 Assoc./Full profs.
- **College Committee**
  - Dean + 5~7 Assoc./Full profs.
- **University Committee**
  - VP for Academic Affairs (chair); 7 Chief Academic Staff; 4 profs. appointed by the President.

## The Case of Korea Univ. 8

### Institutional Appealing Process
- File an appeal to the Head of Academic Affairs within 7 days upon receiving the result;
- Re-evaluation by 3 new professors who did not participate in the previous evaluation; Submitting the result to FPMC (Faculty Promotion Mgm’t Committee);
- During appealing process, FPMC may give a chance to explain orally or in writing;
- FPMC shall notify the result to the person concerned.

**In the event of unfavorable decision**, the candidate may file an additional appeal to “the National Appeal Commission for Teachers” within 30 days.
### The Case of SNU 1

**Composition of Faculty Members (2014)**

<table>
<thead>
<tr>
<th>Category</th>
<th>Male</th>
<th>Female</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Gender</strong></td>
<td>71%</td>
<td>29%</td>
<td>100%</td>
</tr>
<tr>
<td><strong>Employment Status</strong></td>
<td>47%</td>
<td>53%</td>
<td>100%</td>
</tr>
<tr>
<td><strong>Nationality</strong></td>
<td>Korean 98%</td>
<td>Foreigner 2%</td>
<td>100%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>3,282</td>
<td>4,716</td>
<td>4,598 (100%)</td>
</tr>
</tbody>
</table>

### The Case of SNU 2

**Full-time Faculty (2014)**

<table>
<thead>
<tr>
<th>Category</th>
<th>Male</th>
<th>Female</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Gender</strong></td>
<td>86%</td>
<td>14%</td>
<td>100%</td>
</tr>
<tr>
<td><strong>Nationality</strong></td>
<td>Korean 95%</td>
<td>Foreigner 5%</td>
<td>100%</td>
</tr>
<tr>
<td><strong>Country of ph.D</strong></td>
<td>Domestic 34.5%</td>
<td>Overseas 65.5%</td>
<td>100%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>1,864</td>
<td>2,714</td>
<td>2,178 (100%)</td>
</tr>
</tbody>
</table>
The Case of SNU 3

Evaluation Criteria

• ① Education (40 points); ② Research (40 points); ③ Social service (10 points); ④ Dean’s assessment (10 points); and ⑤ Additional Consideration (5 points)

• For Promotion, a faculty member should receive more than 80 points out of 100 points in total;

• For Contract Renewal/ Tenure Conferral, a faculty member should receive more than 70 points out of 105 points of faculty evaluation and meet the “Additional Publication Requirements” evaluated by external experts outside the SNU in Korea as well as abroad.

The Case of SNU 4

Minimum publication requirement for Promotion to a Full Prof. varies depending upon academic disciplines

• Dep’t of Ed.: more than 3 academic articles in renowned international journals (e.g. SSCI) during his/her employment term on the current position;

• Dep’t of Business: more than 2 academic articles on the current position or 5 articles since first appointed;

• Dep’t of Material Engineering:
  more than 30 academic articles published in SCI-level journals while serving as an Associate Professor, including 15 publications at SNU;
The Case of SNU 5

Minimum publication requirement for Promotion to a Full Prof. varies depending upon academic disciplines

- Dep’t of Material Engineering (Cont.)
  In addition, for 3 representative research articles designated by a candidate,
  ➢ Quantitative Evaluation such as assessing SCI Impact Factors and citation counts of the by domestic/international experts as well as
  ➢ Qualitative Evaluation aiming to evaluate the creativity and excellence of the articles by domestic/international experts in the form of a letter of recommendation.

The Case of KAIST 1

- Composition of Faculty Members (2014)

<table>
<thead>
<tr>
<th>Gender</th>
<th>Male</th>
<th>89%</th>
<th>1,001</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employment Status</td>
<td>Full-time</td>
<td>54%</td>
<td>604</td>
<td>Part-time</td>
</tr>
<tr>
<td>Nationality</td>
<td>Korean</td>
<td>96%</td>
<td>1,075</td>
<td>Foreigner</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td></td>
<td>1,119</td>
<td>100%</td>
</tr>
</tbody>
</table>
The Case of KAIST 2

- Full-time Faculty (2014)

<table>
<thead>
<tr>
<th>Gender</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>93%</td>
<td>7%</td>
</tr>
<tr>
<td>Nationality</td>
<td>Korean</td>
<td>Foreigner</td>
</tr>
<tr>
<td></td>
<td>93%</td>
<td>7%</td>
</tr>
<tr>
<td>Country of ph.D</td>
<td>data N/A</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>604 (100%)</td>
<td></td>
</tr>
</tbody>
</table>

The Case of KAIST 3

Evaluation Criteria

- **Education** (30%); **Research** (40%); **Social service** (20%); **In case of evaluation for promotion and tenure conferral, additional internal/external evaluation** shall be conducted (10%)

- **Promotion to a Full Professor** – Evaluate the quality of 4 representative academic articles designated by the candidate in terms of **the reputation of journals published** (e.g., a journal impact factor) and **the academic importance** of the papers (e.g., citation counts);

- **Promotion to a Assoc. Professor** – Evaluate the academic potential of the applicant based on the quality of 2 representative articles designated by the candidate.
The Case of KAIST 4

• For **Promotion and Tenure review**, evaluation reports prepared by internal/external experts (12 for promotion to a full professor; 8 for tenure conferral) designated by a Department Chair;

• **Tenure Conferral**: Any faculty members hired since 2007, regardless of their ranks, may apply for a tenure review if they are ready (before 2007, min. 7 years to apply for);

• **Review for Tenure Conferral shall be conducted ONCE only in the 8 years** from the initial appointment. **If they fail to pass** the tenure review process, **those faculty members will be automatically dismissed** at the end of the contract term.

Issues & Challenges
Major Issues 1

Quantification & Commercialization of Scholarship
- Gov’t Funding & Promotion based on quantitative measures
- Financial Incentives for publications (KU)
- ‘Calculated Behavior’ – short-term outcome oriented

How to assure “Quality” as well as “Quantity”
- Differentiated weight based on Journal IF
- Additional review for a few self-selected articles by external experts
- Recommendation Letters by external experts

Major Issues 2

“Growing Role of English” in Korean HE
- English-medium Teaching, compulsory for newly hires
- Much heavier weight given on articles in internationally circulated journal, written in English

- Excessive faculty workloads
- Quality of the instruction provided in English
- Shortage of English-speaking Instructors
- Negligence of Domestic Scholarship
- Americanization of Korean HE
Major Issues 3

- **Part-time, Non-Tenure Track Faculty**
- **Financial Constringency**
- **Expansion of a more flexible form of employment**
- **Traditional faculty right & protection mechanism “Not Applicable” to this group of faculty**

- **Foreign Faculty**
  - Increasing number of foreign professors, in particular from English speaking countries;
  - Role & Performance evaluation of foreign faculty is not firmly established yet;
  - Administrative & Language support

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**Research Framework for Future Study**
Research Framework 1

- Main issues & concerns may differ across participating countries with different stages of educational as well as political, economic development.

- How to more effectively understand vast diversity in HE teaching personnel promotion policies existed in Asia-Pacific countries?

- Institutional Type & Mission and Promotion Criteria

- Characteristics of Institutional governance may also influence promotion criteria as well as its procedure and implementation methods

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Typology of Institutional Governance

(1) Representative vs. Executive, (2) Control by Internal vs. External stakeholders, (3) Faculty only vs. other internal stakeholders (i.e. students, staff), (4) Method of selecting an institutional leader

| I. President Dictatorship Model (Decision-making + Implementation) |
| --- | --- | --- |
| II. Collective Decision-making (Senate; Council) + Implementation (President) | III. Internal participatory/ Representative |
| I. Control by Internal Stakeholders | II. Faculty-Dominated/ Representative |
| Faculty-dominated | Participatory |
| III. Control by External Constituencies | IV. External Control/ Executive |
| V. Faculty-Dominated/ Executive | VI. Internal participatory/ Executive |

* Source: Byun (2007)
**Representative (Collegial) Leadership**
- Formal powers reside in elected assemblies, councils
- An elected president (‘first among equals’) & a larger representative governing body

**Executive (Entrepreneurial) Leadership**
- The balance of power is tilted in favor of executive boards or university administration
- A CEO-like president & a smaller, executive type of governing body with majority being external and appointed

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**Institutional Governance: OECD Countries in the early 1980s**

<table>
<thead>
<tr>
<th>I. President Dictatorship Model: USSR, Korea</th>
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<tbody>
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<tr>
<td><strong>Collective Decision-making (Senate; Council) + Implementation (President)</strong></td>
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<td>기구성격</td>
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<tr>
<td>Representative</td>
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<td>Executive</td>
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* Source: Byun (2007)
### Research Framework 2

#### The Case of Korea

- **President Dictatorship Model**: Until the late-1980s
  - The president (rector) appointed by the gov’t; the sole authority to make final decisions & implement them together

- **Main Issues**
  - Protect academic freedom against undue external (political) intervention;
  - Less attention given to the productivity & responsiveness to societal needs of professors;
  - Minimum requirements for promotion & tenure conferral were set at a very low level.

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<table>
<thead>
<tr>
<th>System</th>
<th>Control by Internal Stakeholders</th>
<th>Control by External Constituencies</th>
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<tbody>
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<td></td>
<td>Faculty-dominated</td>
<td>Participatory</td>
</tr>
<tr>
<td>&quot;President Dictatorship Model&quot;</td>
<td>I. Faculty-Dominated/ Representative</td>
<td>-</td>
</tr>
<tr>
<td>&quot;Main Issues&quot;</td>
<td>II. Internal participatory/ Representative Germany; Portugal; Poland; Hungary</td>
<td>-</td>
</tr>
<tr>
<td>Executive</td>
<td>VI. Faculty-Dominated/Executive Japan</td>
<td>V. Internal participatory/ Executive</td>
</tr>
</tbody>
</table>

* Source: Byun (2007)
Research Framework 3
The Case of Korea 2

- Faculty-dominated, Representative (Collegial) leadership Model: Until the early-2000s
  - Univ. president elected among & by professors; Faculty Senate as a (de facto) supreme decision making body.
  - Faculty exert heavy influence over univ. decision-making.

- Main Issues
  - Protect a professor as an employee through devising a fair appealing process;
  - Still, due attention not given to the productivity & responsiveness to societal needs of professors;
  - Minimum requirements for promotion & tenure conferral were set at a very low level.

Research Framework 4
The Case of Korea 3

- An Executive (Entrepreneurial) leadership Model: From the mid-2000s
  - Abolishment of president election systems by professors;
  - Heightened influence of the gov’t by indirect control measures (e.g. criteria included in gov’t funding programs)

- Main Issues
  - How to ensure professors’ productivity & to have them meet societal needs?
  - Minimum requirements for promotion & tenure conferral set at a higher level than before;
  - Protecting faculty rights & academic freedom no longer main concerns at this stage.
Research Framework 5

Possible Research Areas include:

- What is the characteristics of institutional governance in participating countries? In which type can the participating countries be classified at the moment & in the past?

- Are there any observable patterns between a type of institutional governance and personnel policies including HE teaching personnel promotion policies & criteria among the participating countries?

  ✓ Comparative Approach across different countries
  ✓ Historical Approach in a given country

References


Thank you for your attention!!
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