

BOARD MEMORANDUM

TO: Board of Regents, State of Iowa
FROM: Marcia Brunson and Diana Gonzalez
DATE: April 20, 2005 *ASN*
SUBJ: Annual Governance Report on Faculty Tenure

Recommended Actions:

1. Approve the Regent universities' recommendations to award faculty tenure and promotion for the 2005-06 academic year.
2. Receive the report of faculty tenure during 2004-05.

Executive Summary: The Board is asked to approve promotion and tenure actions for the 2005-06 year as noted below.

Tenure – Five Year History

Promotion and Tenure Actions – Regent Universities

	2001-02	2002-03	2003-04	2004-05	2005-06
Total Actions	242	177	205	215	200
Percent of actions to males	65%	62%	64%	70%	62%
Percent of actions to females	35%	38%	36%	30%	38%

Tenure Actions – University of Iowa

The University of Iowa has a total of 106 promotion and tenure actions for the 2005-06 academic year as compared to 120 in 2004-05.

	Female	Male	Totals
Promotion with tenure	16	26	42
Promotion (already had tenure)	8	24	32
Promotion without tenure	15	12	27
Tenure without promotion	2	3	5
Totals	41	65	106

Tenure Actions –
Iowa State
University

Iowa State University has a total of 71 promotion and tenure actions for the 2005-06 academic year as compared to 57 in 2004-05.

	Female	Male	Totals
Promotion with tenure	15	23	38
Promotion (already had tenure)	8	21	29
Promotion without tenure	1	0	1
Tenure without promotion	0	3	3
Totals	24	47	71

Tenure Actions –
University of
Northern Iowa

The University of Northern Iowa has a total of 23 promotion and tenure actions for the 2005-06 academic year as compared to 38 in 2004-05.

	Female	Male	Totals
Promotion with tenure	3	5	8
Promotion (already had tenure)	6	5	11
Promotion without tenure	0	0	0
Tenure without promotion	2	2	4
Totals	11	12	23

**Executive
Summary:**

The annual reports on faculty tenure present information on the operation of the tenure system at each university and include a current, detailed statistical analysis of all faculty appointments in each department and college by rank, tenure status, gender, and minority status.

Purpose
of Report

The data in the report are used by the Board as indicators to assess the presence of tenured and tenure-eligible faculty in undergraduate education.

Findings

- ◆ In 2004-2005, there was a total of 6,799 faculty members at the Regent universities, an increase of 73 (+1.1%) from the prior year.
- ◆ In 2004-05, there was a decrease of 49 (-1.3%) faculty members who were either tenured or tenure-track and an increase of 122 (+4.0%) faculty members who are not eligible for tenure.
- ◆ For seven out of the past eight years, there have been decreases in the number of tenured faculty. The total number of tenured faculty (2,728) is the lowest number during the past 18 years. The number of tenured faculty members represents 40.1% of the total faculty.
- ◆ For four out of the past five years, there have been decreases in the number of tenure-track (probationary) faculty. The number of tenure-track faculty members (911) represents 13.4% of the total faculty. UNI experienced the biggest change in the number of tenure-track faculty with a decrease of approximately 20%; it is the lowest number during the past 16 years.

- ◆ The number of non-tenure track faculty increased again this year; it is the highest number (3,160) during the past 18 years. The number of non-tenure-track faculty members represents 46.5% of the total faculty.
 - ◆ The number of departments with 70% or more of tenure-eligible faculty who are tenured (135) has remained relatively constant during the past five years; this represents approximately 66% of the departments.
 - ◆ The majority (64.2%) of tenure-eligible minority faculty is tenured. The number of tenure-eligible minority faculty (531) has increased during the past two years; it is the highest number during the past 18 years. However, the number represents only approximately 15% of the total number of tenure-eligible faculty.
 - ◆ The majority (67.8%) of tenure-eligible women faculty is tenured. Even though the number of tenure-eligible women faculty decreased slightly in Fall 2004, the number has grown from 834 to 1,053 (+26.3%) since Fall 1992, however, it represents only 28.9% of the total number of tenure-eligible faculty.
 - ◆ When compared to its peers, the percent of 9-10 month contract tenured faculty at SUI is high and second only to Ohio State University. ISU's tenure rate is the lowest of its peers; however, when 11-12 month contract tenured faculty is included with 9-10 month contract tenured faculty, there is an increase of approximately six percentage points. The percent of 9-10 month contract tenured faculty at UNI is high and second only to Northern Arizona University.
 - ◆ The institutions offer a variety of programs, including professional development assignments, travel support for participation in academic conferences, teaching support centers, summer research grants, and technology enhancement opportunities to maintain and enhance faculty vitality.
 - ◆ All of the institutions have implemented post-tenure review policies; some of the results of the reviews have included faculty awards, re-distribution of efforts to include additional time for teaching or research, and plans for phased retirement.
 - ◆ Student and faculty peer evaluations are significant components of determining teaching effectiveness.
 - ◆ The availability of tenure and its application through a well-designed and judicious system of academic peer review play a critical role in a university's competitive ability to attract and retain talented, productive teacher-scholars.
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Suggested
Tenure
Levels

There are no national standards to help guide the Board and the institutions on the appropriate levels of tenure at the institutions. Comprehensive examinations of tenure at the national level have concluded that an institution should not allow more than one-half to two-thirds of its faculty to be on tenure appointments.

A conclusion by the *Commission on Academic Tenure*, for example, was based on the assumption that “a larger proportion of tenured faculty is likely to curtail opportunities for the appointment and retention of younger faculty, with undesirable effects on institutional vitality...and to diminish opportunities for the recruitment and promotion of increased numbers of women and members of minority groups.”

Many departments at the Regent institutions exceed this level by some margin. For the reasons noted above, it is recommended that the institutions monitor closely the units where the percentage of tenured faculty exceeds 80%. There may be good reasons for these high percentages as time and circumstances change; however, these percentages are high enough to warrant some attention.

**Link to
Strategic
Plan:**

This report addresses the following priority and strategy in the Board’s Strategic Plan:

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|----------------|---|
| Priority 1.0 | Ensure high-quality educational opportunities for students. |
| Strategy 1.1.1 | Utilize continuing quality improvement processes for all academic programs. |
| Strategy 1.1.3 | Expand educational experiences for Iowa’s future workforce and foster cultural understanding by recruiting and retaining a highly qualified and diverse faculty, staff, and administration. |

APPENDIX

Tenure at Institutions	<p>Most colleges and universities in the United States offer some form of tenured employment for faculty. Tenure policies vary among institutions, but they share many features. Each Regent university has developed tenure policies which have been approved by the Board and which guide the awarding of tenure. Each year, the Board formally confers tenure upon individual faculty at the recommendation of the universities.</p> <hr/>
Employment Status	<p>The majority of tenured and probationary (tenure-track) faculty is employed on a full-time basis, while the majority of non-tenure-track faculty is employed on a part-time basis. At ISU, the majority of non-tenure-track faculty is employed on a full-time basis, primarily in the College of Liberal Arts and Sciences.</p> <hr/>
Total Faculty	<ul style="list-style-type: none">◆ In 2004-05, there was a total of 6,799 faculty members at the Regent universities, an increase of 73 (+1.1%) from the prior year.◆ There was a decrease of 49 (-1.3%) faculty members who were either tenured or tenure-track and an increase of 122 (+4.0%) faculty members who are not eligible for tenure. <hr/>
Tables 1 and 2 (pgs. 18 & 19)	<p>Tables 1 and 2 include the numbers and percentages of tenured and non-tenured faculty at each institution. The data illustrate the current tenure statistics at each campus, as well as trends over the past 18 years.</p> <hr/>
Tenured Faculty	<p>There are 2,728 tenured faculty members, a decrease of 21 (-0.8%) from the prior year. The number of tenured faculty members represents 40.1% of the total faculty.</p> <ul style="list-style-type: none">◆ At SUI, there are 1,305 tenured faculty members, the same number as the prior year. Tenured faculty account for 30.3% of all faculty appointments. Approximately 76% of the tenure-eligible faculty is tenured.<ul style="list-style-type: none">* However, the SUI data include the high number of non-tenure-track clinical faculty in the five health-related colleges¹. By excluding the 1,769 non-tenure-track count in the five colleges, the University's overall percentage of tenured faculty increases from 30.3% to 51.4%.◆ At ISU, there are 978 tenured faculty members, a decrease of 29 (-2.9%) from the prior year. Tenured faculty account for 57.3% of all faculty appointments. Approximately 73% of the tenure-eligible faculty is tenured.

¹ Dentistry, Medicine, Nursing, Pharmacy, and Public Health.

- ◆ At UNI, there are 445 tenured faculty members, an increase of 8 (+1.8%) from the prior year. Tenured faculty account for 56.8% of all faculty appointments. Approximately 76% of the tenure-eligible faculty is tenured.

Tenure-Track Faculty

There are 911 tenure-eligible (probationary) faculty members who are on a tenure-track, a decrease of 28 (-3.0%) from the prior year. The number of tenure-track faculty members represents 13.4% of the total faculty.

- ◆ At SUI, there are 408 tenure-track faculty members, an increase of 8 (+2.0%) from the prior year. The number of tenure-track faculty members represents 9.5% of the total faculty.
- ◆ At ISU, there are 361 tenure-track faculty members, a decrease of 1 (-0.3%) from the prior year. The number of tenure-track faculty members represents 21.1% of the total faculty.
- ◆ At UNI, there are 142 tenure-track faculty members, a decrease of 35 (-19.8%) from the prior year. The number of tenure-track faculty members represents 18.1% of the total faculty.

Non-Tenure-Track Faculty

There are 3,160 faculty members who are not eligible for tenure, an increase of 122 (+4.0%) from the prior year. The number of non-tenure-track faculty members represents 46.5% of the total faculty.

- ◆ At SUI, there are 2,595 non-tenure-track faculty members, an increase of 124 (+5.0%) from the prior year. The number of non-tenure-track faculty members represents 60.2% of the total faculty.
- ◆ At ISU, there are 368 non-tenure-track faculty members, a decrease of 14 (-3.7%) from the prior year. The number of non-tenure-track faculty members represents 21.6% of the total faculty.
- ◆ At UNI, there are 197 non-tenure-track faculty members, an increase of 12 (+6.5%) from the prior year. The number of non-tenure-track faculty members represents 25.1% of the total faculty.

Tenured Minority Faculty (Table 4, pg. 21)

The total number of tenured minority faculty at the Regent universities is 341, an increase of 13 (+4.0%) from the prior year. Tenured minority faculty members represent 9.4% of all tenure-eligible faculty and 64.2% of all tenure-eligible minority faculty.

- ◆ At SUI, the total number of tenured minority faculty is 151, an increase of 7 (+4.9%) from the prior year. Tenured minority faculty members represent 8.8% of all tenure-eligible faculty and 63.7% of all tenure-eligible minority faculty members.
- ◆ At ISU, the total number of tenured minority faculty is 143, an increase of 4 (+2.9%) from the prior year. Tenured minority faculty members represent 10.7% of all tenure-eligible faculty and 63.3% of all tenure-eligible minority faculty members.

- ◆ At UNI, the total number of tenured minority faculty is 47, an increase of 2 (+4.4%) from the prior year. Tenured minority faculty members represent 8.0% of all tenure-eligible faculty and 69.1% of all tenure-eligible minority faculty members.
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Tenure-Track
Minority
Faculty
(Table 4, pg. 21)

The total number of tenure-track minority faculty at the Regent universities is 190, an increase of 6 (+3.3%) from the prior year. Tenure-track minority faculty members represent 5.2% of all tenure-eligible faculty and 35.8% of all tenure-eligible minority faculty.

- ◆ At SUI, the total number of tenure-track minority faculty is 86, an increase of 10 (+13.2%) from the prior year. Tenure-track minority faculty members represent 5.0% of all tenure-eligible faculty and 36.3% of all tenure-eligible minority faculty members.
 - ◆ At ISU, the total number of tenure-track minority faculty is 83, no change from the prior year. Tenure-track minority faculty members represent 6.2% of all tenure-eligible faculty and 36.7% of all tenure-eligible minority faculty members.
 - ◆ At UNI, the total number of tenure-track minority faculty is 21, a decrease of 4 (-16.0%) from the prior year. Tenure-track minority faculty members represent 3.6% of all tenure-eligible faculty and 30.9% of all tenure-eligible minority faculty members.
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Tenured
Women
Faculty
(Table 5, pg. 22)

The total number of tenured women faculty at the Regent universities is 714, an increase of 8 (+1.1%) from the prior year. Tenured women faculty members represent 19.6% of all tenure-eligible faculty and 67.8% of all tenure-eligible women faculty.

- ◆ At SUI, the total number of tenured women faculty is 318, an increase of 3 (+1.0%) from the prior year. Tenured women faculty members represent 18.6% of all tenure-eligible faculty and 67.9% of all tenure-eligible women faculty members.
 - ◆ At ISU, the total number of tenured women faculty is 237, no change from the prior year. Tenured women faculty members represent 17.7% of all tenure-eligible faculty and 66.4% of all tenure-eligible women faculty members.
 - ◆ At UNI, the total number of tenured women faculty is 159, an increase of 5 (+3.2%) from the prior year. Tenured women faculty members represent 27.1% of all tenure-eligible faculty and 69.7% of all tenure-eligible women faculty members.
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Tenure-Track
Women
Faculty
(Table 5, pg. 22)

The total number of tenure-track women faculty members is 339, a decrease of 21 (-5.8%) from the prior year. Tenure-track women faculty members represent 9.3% of all tenure-eligible faculty and 32.2% of all tenure-eligible women faculty.

- ◆ At SUI, the total number of tenure-track women faculty is 150, an increase of 2 (+1.4%) from the prior year. Tenure-track women faculty members represent 8.8% of all tenure-eligible faculty and 32.1% of all tenure-eligible women faculty members.
 - ◆ At ISU, the total number of tenure-track women faculty is 120, a decrease of 7 (-5.5%) from the prior year. Tenure-track women faculty members represent 9.0% of all tenure-eligible faculty and 33.6% of all tenure-eligible women faculty members.
 - ◆ At UNI, the total number of tenure-track women faculty is 69, a decrease of 16 (-18.8%) from the prior year. Tenure-track women faculty members represent 11.8% of all tenure-eligible faculty and 30.3% of all tenure-eligible women faculty members.
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Comparison to
Peer
Institutions
(9-10 Month
Contract)

Using the 2003-2004 AAUP² tenure data for full-time faculty on a 9-10 month contract, the data on Table 7 (page 24) indicate that:

- ◆ At SUI, the tenure rate is 73.7%; at its peer institutions, the tenure rate range is 57.2% - 80.4%.
 - ◆ At ISU, the tenure rate is 55.9%; at its peer institutions, the tenure rate range is 55.9% - 80.4%.
 - ◆ At UNI, the tenure rate is 70.8%; at its peer institutions, the tenure rate range is 59.5% - 72.6%.
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Comparison to
Peer
Institutions
(All Full-Time
Faculty)

Using the 2003-2004 AAUP tenure data for all full-time faculty, the data on Table 7a (page 25) indicate that:

- ◆ At SUI, the tenure rate is 74.6%; at its peer institutions, the tenure rate range is 55.0% - 77.9%.
 - ◆ At ISU, the tenure rate is 62.0%; at its peer institutions, the tenure rate range is 60.9% - 77.9%.
 - ◆ UNI and its peer institutions employ very few faculty on an 11-12 month contract; therefore, the tenure rates for all full-time faculty are essentially the same as for full-time faculty on a 9-10 month contract.
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² Source: AAUP Faculty Compensation Survey 2003-2004. The data do not include medical school faculty or librarians.

Implications
of Tenure
Density

- ◆ Tenure density refers to the proportion of tenured faculty within the broader totals of either tenure-track faculty or total faculty at an institution.
- ◆ Tenure density has implications for academic program planning, the retention of probationary faculty, the opportunities for employment of less experienced faculty, and flexibility in the allocation of human and financial resources.

Distribution of
Tenured Faculty
by College

The tables below and on the following page list the concentration of tenured faculty by college at each institution. The immediate impact of tenure density is often most acute at the department level because tenured appointments are traditionally attached to departments.

**Distribution of Tenured Faculty by College
2001-02 to 2004-05
University of Iowa**

	# of Depts.	2004-05 Total # of Faculty				Percent Tenured of Tenure-Eligible			
		T	TT	NTT	TOTAL	2001-02	2002-03	2003-04	2004-05
Business Administration	6	62	25	73	160	74.1	72.9	73.5	71.3
Dentistry	10	58	8	220	286	77.0	80.9	87.7	87.9
Education	4	64	18	103	185	81.5	83.5	79.3	78.0
Engineering	5	64	18	42	124	75.3	72.6	74.7	78.0
Graduate	2	9	4	11	24	61.5	57.1	61.5	69.2
Law	1	38	7	17	62	92.3	85.4	81.8	84.4
Liberal Arts	40	492	159	475	1,126	76.9	77.1	75.3	75.6
Medicine	25	425	129	856	1,410	77.9	77.7	77.9	76.7
Nursing	1	24	10	230	264	78.9	72.2	67.6	70.6
Pharmacy	1	28	5	357	390	71.9	84.4	88.2	84.8
Public Health	6	40	25	106	171	72.3	66.7	66.1	61.5
Office of the Provost	3	0	0	83	83			0.0	0.0
Vice President -Research	2	1	0	22	23			100.0	100.0
University Total	106	1,305	408	2,595	4,308	77.3	77.1	76.5	76.2

**Distribution of Tenured Faculty by College
2001-02 to 2004-05
Iowa State University**

	# of Depts.	2004-05 Total # of Faculty				Percent Tenured of Tenure-Eligible			
		T	TT	NTT	TOTAL	2001-02	2002-03	2003-04	2004-05
Agriculture	14	227	42	17	286	84.0	85.0	85.4	84.4
Business	5	48	13	22	83	69.7	71.4	74.2	78.7
Design	4	48	32	35	115	61.7	61.3	57.3	60.0
Education	3	40	20	43	103	68.9	69.0	67.6	66.7
Engineering	9	132	51	30	213	78.4	73.8	72.7	72.1
Family & Con. Sciences	3	48	20	24	92	76.7	74.3	69.4	70.6
Liberal Arts & Sciences	20	334	144	150	628	74.0	73.2	70.8	69.9
Veterinary Medicine	5	74	26	47	147	79.3	81.1	78.4	74.0
Library	1	27	13	0	40	66.7	70.6	66.7	67.5
University Total	64	978	361	368	1,707	75.9	75.3	73.6	73.0

**Distribution of Tenured Faculty by College
2001-02 to 2004-05
University of Northern Iowa**

	# of Depts.	2004-05 Total # of Faculty				Percent Tenured of Tenure-Eligible			
		T	TT	NTT	TOTAL	2001-02	2002-03	2003-04	2003-04
Business Administration	5	46	11	22	79	83.6	83.3	78.3	80.7
Education	7	117	41	66	224	67.4	66.9	69.0	74.1
Humanities and Fine Arts	8	109	29	54	192	77.7	78.8	77.4	79.0
Natural Sciences	7	85	22	31	138	68.6	68.0	71.3	79.4
Social and Behavioral Sci.	7	74	34	23	131	63.4	62.7	62.4	68.5
Library	2	14	5	1	20	68.4	61.9	70.0	73.7
University Total	36	445	142	197	784	70.9	70.5	71.2	75.8

**Distribution of Tenured Faculty
2001-02 to 2004-05
Regent Total**

	# of Depts.	2004-05 Total # of Faculty				Percent Tenured of Tenure-Eligible			
		T	TT	NTT	TOTAL	2001-02	2002-03	2003-04	2004-05
Regent Total	206	2,728	911	3,160	6,799	75.7	75.3	74.5	75.0

Tenure Concentration by College and Tenure-Eligibility

- ◆ At SUI, at least 70% of the tenure-eligible faculty is tenured in the Colleges of Business, Dentistry, Education, Engineering, Law, Liberal Arts and Sciences, Medicine, Nursing, and Pharmacy.
- ◆ At ISU, at least 70% of the tenure-eligible faculty is tenured in the Colleges of Agriculture, Business, Engineering, Family and Consumer Sciences, and Veterinary Medicine.
- ◆ At UNI, at least 70% of the tenure-eligible faculty is tenured in the Colleges of Business Administration, Education, Humanities and Fine Arts, Natural Sciences, and Library.

Tenure Concentration by Department and Tenure-Eligibility (Table 3, pg. 20)

- ◆ At SUI, at least 70% of the tenure-eligible faculty is tenured in 70 (66.0%) departments.
- ◆ At ISU, at least 70% of the tenure-eligible faculty is tenured in 37 (57.8%) departments.
- ◆ At UNI, at least 70% of the tenure-eligible faculty is tenured in 28 (77.8%) departments.

Distribution of Tenure by Rank

The awarding of tenure generally coincides with promotion to the rank of associate professor. As the tables on the following page confirm, the majority of professors and associate professors at Regent institutions have tenure, while the majority of assistant professors and instructors do not have tenure.

**Tenured Faculty Distribution by Rank
2004-05**

	Tenured Professor	Tenured Associate Professor	Tenured Assistant Professor	Tenured Instructor or Lecturer	Total Tenured Faculty
SUI	835	468	2	0	1,305
ISU	547	416	15	0	978
UNI	184	215	18	28	445
Regent Total	1,566	1,099	35	28	2,728

**Tenure-Eligible (Probationary/Tenure-Track) Faculty Distribution by Rank
2004-2005**

	Tenure-Eligible Professor	Tenure-Eligible Associate Professor	Tenure-Eligible Assistant Professor	Tenure-Eligible Instructor or Lecturer	Total Tenure-Eligible Faculty
SUI	3	34	367	4	408
ISU	6	18	337	0	361
UNI	0	4	122	16	142
Regent Total	9	56	826	20	911

Differences
by Age

The traditional predominance of tenure among senior faculty assumes additional significance in relation to an aging professoriate. Although age-rank correlations are not included in the annual tenure reports of the Regent institutions, national and Regent data suggest the possibility of significant attrition in the senior tenured ranks in the near future. Available data suggest that the age profiles of faculty at the Regent universities, similar to national data, have become more concentrated in cohorts above ages 40 and 50.

Evaluation of Instructional Performance

**University
of Iowa**

Teaching is fundamental to the mission of the University; therefore, evaluation of teaching effectiveness is an essential component of a tenure decision. The University policy specifies that only after teaching effectiveness has been ascertained should an individual's scholarly and professional contributions be evaluated for tenure.

Methods used to evaluate teaching include assessments by students and by faculty peers. Systematic methods for peer evaluation of teaching involving class visitations by senior faculty, review of course materials, and other techniques are a major focus of the current *Procedural Guidelines for Tenure and Promotion Decision-Making*.

Every college has specific guidelines for peer review of teaching that are tailored to the various types of teaching that occur across the campus, such as large classroom or laboratory teaching. The student and peer evaluations contribute to a dynamic environment for the improvement of teaching. These efforts are enhanced by the Center for Teaching, a campus resource for faculty wishing to improve their teaching methods or style.

**Iowa State
University**

Evaluation of faculty is based on a position responsibility statement that describes expected duties and outcomes for each faculty member. The use of position responsibility statements allows for variations in assigned work responsibilities and adjustments to develop the skills of the faculty. Immediate supervisors evaluate faculty members annually regarding their responsibilities and determine expectations for the coming year.

- ◆ Annual evaluations include evidence of teaching performance and productivity in research/creative activities and extension/professional practice as appropriate.
 - ◆ Evidence concerning teaching performance may include formal and informal student evaluations as well as visits to classes and other methods of peer evaluation.
 - ◆ Faculty members are encouraged to use instructional development facilities, the Center for Excellence in Learning and Teaching, and other special programs to improve and modernize their teaching.
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**University of
Northern Iowa**

The evaluation of faculty teaching performance is accomplished by peer review, student assessment, and administrative evaluation. The Professional Assessment Committee (PAC) of each department is primarily responsible for assessing the teaching, scholarship, and service of all probationary faculty and candidates for promotion and tenure.

Teaching evaluations include classroom observations by members of the PAC, data derived from student assessments, and evidence of effective teaching compiled by faculty in individual portfolios. Comprehensive assessment is conducted annually for all probationary faculty and at least every third year for tenured faculty, according to the Master Agreement. All faculty portfolios are reviewed by the department head annually for the purposes of awarding merit and assigning teaching and other responsibilities.

Status of Post-Tenure Review Implementation

University of Iowa

The University's post-tenure review policy has been in place since 1989. Full professors are reviewed at least once every five years and associate professors at least every seven years. Every college has a specific policy that specifies the review schedule (several colleges review faculty more frequently than the minimum requirement), materials, and procedures (e.g., review committee selection), as well as how the committee's recommendations are communicated and mechanisms for the faculty member to respond.

The policy works in conjunction with the faculty development programs and the post-tenure effort allocation policy implemented in 1997 to enhance faculty vitality. For example, reviews may result in a recommendation for a professional development assignment, a revised portfolio that increases a faculty member's effort in an area of strength, or a plan for phased retirement.

Post-tenure review and implementation of review committee recommendations are delegated to the colleges rather than centrally managed, but informal information from deans indicates that the policy works well to provide senior faculty with feedback and advice regarding their career development.

As of Fall 2004, 92.2% of all eligible tenured professors (in the 6th year or beyond for full professors; in the 8th year or beyond for associate professors) had been reviewed during the designated time period.

Iowa State University

The post-tenure review guiding statement was approved by the Board in 1999. During FY 2004, departments reviewed 89 tenured faculty members, which is 9.1% of the tenured faculty. During FY 2005, 101 reviews are expected to occur.

Departments report a wide variety of outcomes for these reviews:

- ◆ Faculty members were encouraged to apply for promotion; were recommended for awards; and were encouraged to apply for grant funding of innovative projects.
- ◆ Faculty members worked with department chairs to write new position responsibility statements and to align their efforts more closely with department goals.
- ◆ Some faculty members redirected their distribution of efforts to include additional time for teaching or research.
- ◆ Some faculty members redirected research efforts to meet changing needs in their discipline and to seek additional external funding.
- ◆ Many reviews resulted in alterations in teaching; some faculty integrated new technologies in their courses; some altered their mix of graduate and undergraduate teaching; some worked with the Center for Excellence in Learning and Teaching to update delivery of materials.
- ◆ Some faculty members were scheduled for more frequent reviews, so that the department could monitor more closely the progress of faculty work.

University of Northern Iowa

Policies and procedures relating to performance reviews for tenured faculty are defined in the Master Agreement. Evaluation files are maintained in departmental offices; department heads review tenured faculty members annually for the purposes of awarding merit increases and assigning teaching and other responsibilities. In addition, tenured faculty members are assessed by students at least every third³ year, excluding semesters when faculty are on professional development and non-teaching assignments.

Policy Implications for Tenure

Academic Freedom Tenure is frequently invoked as an essential protection of academic freedom. Academic freedom is a fundamental principle of higher education that is intended to ensure the integrity of research and the curriculum. Faculty must be free to pursue research and teach subjects that are judged by some to be controversial without fear of political repercussions and non-academic interference.

³ Previous Master Agreements required post-tenure reviews every fifth year.

Role of Tenure

The availability of tenure and its application through a well-designed and judicious system of academic peer review play a critical role in a university's competitive ability to attract and retain talented, productive teacher-scholars. Tenure policies at the Regent universities have generally served the institutions well and have contributed to the strong quality of higher education in Iowa.

Faculty Vitality

University of Iowa

The University continues to place emphasis on enhancing faculty vitality through a variety of programs:

- ◆ Faculty Development Programs. These programs provide opportunities for faculty to pursue programs of research, and improvement-of-instruction projects, and other activities related to professional development. In 2003-04, 84 faculty on development assignment produced 1,052 "products or outcomes."
 - ◆ Ida Cordelia Beam Distinguished Visiting Professorship Program. This program brings 15-25 distinguished teachers and scholars from the U.S. and abroad. Their public lectures and small-group meetings enrich the institution's instructional and research programs.
 - ◆ Conference participation and research collaborations. Each year, the University provides travel funds for faculty to present their work at conferences and to visit colleagues at other institutions for collaboration or learning opportunities.
 - ◆ Post-Tenure Effort Allocation Policy. This policy allows for variations in the combination of teaching, research, and service for a limited period of time through which faculty can make their maximum contribution to the University's mission. The use of individualized portfolios and portfolios consistent with unit norms has a positive impact on the quality of faculty teaching and research.
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Iowa State University

The University offers tenured and tenure-track faculty a variety of opportunities to ensure productive faculty engagement:

- ◆ The Center for Excellence in Learning and Teaching provides workshops and seminars as well as resources for improving teaching. The Center offers advice and a forum for discussions and scholarly support for continued learning.
 - ◆ The Faculty Mentoring Program, the Miller Faculty Development Grant Program, and the Faculty Professional Development Assignment Program (FPDA) offer mentorship and professional growth and development opportunities for junior and senior faculty. The FPDA program encourages new research and scholarship and new or specialized training.
 - ◆ The process of post-tenure review ensures that faculty members are committed to their responsibilities in learning, discovery, and engagement.
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**University of
Northern Iowa**

Tenured faculty members are expected to be productively engaged in teaching, scholarship, and service and, as such, provide models of engagement and accomplishment for new faculty. In addition, many tenured faculty members provide leadership for University initiatives and governance, as well as mentoring experiences for students and untenured faculty.

The University provides a variety of opportunities for tenured and tenure-track faculty to advance their teaching and scholarly interest, including professional development assignments, summer research grants, travel support for participation in academic conferences, and the opportunity to teach special courses and seminars for honors students and presidential scholars. Faculty members are also invigorated by interactions with students in relatively small classes, through their academic advising duties, and through their sponsorship of student organizations and activities.

Many tenured faculty members have maintained their vitality and increased student engagement in learning through the integration of new technology in their courses. Faculty members use workshops and institutes offered through the Center for Educational Technology to introduce students to Web CT, discussion boards, streaming video, and library resources available electronically. Studio IT, an innovative teaching and demonstration space, is a recent addition to the technology resources that contribute to faculty vitality.

DEFINITIONS

Tenure	<ul style="list-style-type: none">◆ Tenure is a contractual employment status under which faculty appointments are continued indefinitely. At most institutions, tenured faculty members are subject to dismissal only for adequate cause or financial exigency.◆ Tenure is typically awarded to a faculty member who serves a probationary period that usually lasts up to seven years in a tenure-track position. After a series of annual retention proceedings, the awarding of tenure requires an affirmative recommendation based on an extensive evaluation process that frequently involves reviews by peers in the field and reviews at the departmental, college, and university levels. <hr/>
Tenured	Faculty members who have attained tenure. <hr/>
Tenure-Eligible	Faculty members who are in positions eligible for tenure and are under consideration for tenure but have not yet achieved it. <hr/>
Non-Tenure-Track	Faculty members who are in positions not eligible for tenure, including adjunct, clinical, fixed-term, and visiting appointments that provide instructional, research, and supervisory services. Many non-tenure-track faculty are practitioners in various professions (primarily health-related) who serve as non-paid clinical supervisors of students in work-based learning environments. <hr/>
Criteria for Awarding Tenure at the Regent Universities	<ul style="list-style-type: none">◆ At the University of Iowa, evaluation of faculty involves the following four aspects: (1) teaching effectiveness; (2) scholarship; (3) other professional contributions such as work for professional organizations, community, state, and federal agencies; and (4) educational needs of the department/college that the candidate for tenure will fill.◆ At Iowa State University, evaluation of a faculty member for tenure is based primarily on evidence of scholarship in the faculty member's teaching, research/creative activities, and extension/professional practice.◆ At the University of Northern Iowa, evaluation of a faculty member for tenure⁴ is based on a documented record of accomplishment in teaching, scholarship and/or creative achievement, and professional service. Only after an affirmative judgment of documented teaching effectiveness has been made can serious consideration be given to an evaluation of scholarship and professional service. <hr/>

⁴ As described in the Master Agreement.

TABLE 1
REGENT FACULTY BY TENURE STATUS
1987-88 TO 2004-05

	87-88	88-89	89-90	90-91	91-92	92-93	93-94	94-95	95-96	96-97	97-98	98-99	99-00	00-01	01-02	02-03	03-04	04-05
SUI																		
Tenured	1,215	1,235	1,240	1,256	1,258	1,266	1,292	1,320	1,343	1,364	1,352	1,334	1,335	1,324	1,320	1,294	1,305	1,305
Tenure Track	393	404	407	449	465	463	491	483	446	384	360	368	367	390	387	385	400	408
Non-Tenure Track	1,469	1,541	1,532	1,578	1,589	1,674	1,725	1,705	1,853	1,812	2,103	2,171	2,048	2,197	2,234	2,353	2,471	2,595
Total	3,077	3,180	3,179	3,283	3,312	3,403	3,508	3,508	3,642	3,560	3,815	3,873	3,750	3,911	3,941	4,032	4,176	4,308
ISU																		
Tenured	1,275	1,266	1,231	1,195	1,180	1,177	1,191	1,198	1,210	1,196	1,162	1,163	1,114	1,077	1,059	1,020	1,007	978
Tenure Track	272	256	253	274	268	271	266	257	245	257	265	276	309	348	337	335	362	361
Non-Tenure Track	430	417	426	434	337	311	305	304	326	333	322	358	358	354	361	365	382	368
Total	1,977	1,939	1,910	1,903	1,785	1,759	1,762	1,759	1,781	1,786	1,749	1,797	1,781	1,779	1,757	1,720	1,751	1,707
UNI																		
Tenured	390	381	399	387	387	394	407	421	433	453	456	452	429	425	434	424	437	445
Tenure Track	108	106	150	180	180	198	197	189	186	170	152	144	164	191	178	177	177	142
Non-Tenure Track	210	217	224	191	191	218	226	245	227	211	218	272	287	245	240	241	185	197
Total	708	704	773	758	758	810	830	855	846	834	826	868	880	861	852	842	799	784
REGENTS TOTAL																		
Tenured	2,880	2,882	2,870	2,838	2,825	2,837	2,890	2,939	2,986	3,013	2,970	2,949	2,878	2,826	2,813	2,738	2,749	2,728
Tenure Track	773	766	810	903	913	932	954	929	877	811	777	788	840	929	902	897	939	911
Non-Tenure Track	2,109	2,175	2,182	2,203	2,117	2,203	2,256	2,254	2,406	2,356	2,643	2,801	2,693	2,796	2,835	2,959	3,038	3,160
Total	5,762	5,823	5,862	5,944	5,855	5,972	6,100	6,122	6,269	6,180	6,390	6,538	6,411	6,551	6,550	6,594	6,726	6,799

**TABLE 2
PERCENTAGES OF TENURED AND NON-TENURED FACULTY AT REGENT UNIVERSITIES
1990-91 TO 2004-05**

	90-91	91-92	92-93	93-94	94-95	95-96	96-97	97-98	98-99	99-00	00-01	01-02	02-03	03-04	04-05
UNIVERSITY OF IOWA															
All Faculty	3,283	3,312	3,403	3,508	3,508	3,642	3,560	3,815	3,873	3,750	3,911	3,941	4,032	4,176	4,308
Tenured Faculty as % of all Faculty	38.3	38.0	37.2	36.8	37.6	36.9	38.3	35.4	34.4	35.6	33.9	33.5	32.1	31.3	30.3
Tenure Track Faculty as % of all Faculty	13.7	14.0	13.6	14.0	13.8	12.2	10.8	9.4	9.5	9.8	10.0	9.8	9.5	9.5	9.5
Non-Tenure Track Faculty as % of all Faculty	48.0	48.0	49.2	49.2	48.6	50.9	50.9	55.1	56.1	54.6	56.1	56.7	58.4	59.2	60.2
% of Tenure-Eligible Faculty with Tenure	73.7	73.0	73.2	72.5	73.2	75.1	78.0	79.0	78.4	78.4	77.2	77.3	77.1	76.5	76.2
Faculty after Excluding Non-Tenure Track Faculty in the Health Colleges															
						(1)	NA	2,333	2,354	2,441	2,408	2,373	2,375	2,500	2,539
Tenured as % of all Faculty	57.0	58.0	57.0	56.0	58.0	58.0	59.8	58.0	56.7	54.7	55.0	55.6	54.5	52.2	51.4
Tenure Track as % of all Faculty	xx	xx	xx	xx	xx	xx	16.8	15.4	15.6	15.0	16.2	16.3	16.2	16.0	16.1
Non-Tenure Track as % of all Faculty	xx	xx	xx	xx	xx	xx	23.3	26.6	27.7	30.3	28.8	28.1	29.3	31.8	32.5
IOWA STATE UNIVERSITY															
All Faculty	1,903	1,785	1,759	1,762	1,759	1,781	1,786	1,749	1,797	1,781	1,779	1,757	1,720	1,751	1,707
Tenured Faculty as % of all Faculty	63.0	66.0	67.0	68.0	68.0	68.0	66.9	66.4	64.7	62.6	60.5	60.3	59.3	57.5	57.3
Tenure Track Faculty as % of all Faculty	14.0	15.0	15.0	15.0	15.0	14.0	14.4	15.2	15.4	17.3	19.6	19.2	19.5	20.7	21.1
Non-Tenure Track Faculty as % of all Faculty	23.0	19.0	18.0	17.0	17.0	18.0	18.6	18.4	19.9	20.1	19.9	20.5	21.2	21.8	21.6
% of Tenure-Eligible Faculty with Tenure	81.0	81.0	81.0	82.0	82.0	83.0	82.3	81.4	80.8	78.3	75.6	75.9	75.3	73.6	73.0
UNIVERSITY OF NORTHERN IOWA															
All Faculty	758	758	810	830	855	846	834	826	868	880	861	852	842	799	784
Tenured Faculty as % of all Faculty	52.0	51.0	49.0	49.0	49.0	51.0	54.3	55.2	52.1	48.8	49.4	50.9	50.4	54.7	56.8
Tenure Track Faculty as % of all Faculty	24.0	24.0	24.0	24.0	22.0	22.0	20.4	18.4	16.6	18.6	22.1	20.9	21.0	22.2	18.1
Non-Tenure Track Faculty as % of all Faculty	25.0	25.0	27.0	27.0	29.0	27.0	25.3	26.4	31.3	32.6	28.5	28.2	28.6	23.1	25.1
% of Tenure-Eligible Faculty with Tenure	73.0	68.0	67.0	67.0	69.0	70.0	72.7	75.0	75.8	72.3	69.0	70.9	70.5	71.2	75.8
REGENTS TOTAL															
All Faculty	5,944	5,855	5,972	6,100	6,122	6,269	6,180	6,390	6,538	6,411	6,551	6,550	6,594	6,726	6,799
Tenured Faculty as % of all Faculty	47.7	48.2	47.5	47.4	48.0	47.6	48.8	46.4	45.1	44.9	43.1	42.9	41.5	40.8	40.1
Tenure Track Faculty as % of all Faculty	15.2	15.6	15.6	15.6	15.2	14.0	13.1	12.2	12.1	13.1	14.2	13.8	13.6	14.0	13.4
Non-Tenure Track Faculty as % of all Faculty	37.1	36.2	36.9	37.0	36.8	38.4	38.1	41.4	42.8	42.0	42.7	43.3	44.9	45.2	46.5
% of Tenure-Eligible Faculty with Tenure	75.9	75.6	75.3	75.2	76.0	77.3	78.8	79.3	78.9	77.4	75.3	75.7	75.3	74.5	75.0

(1) Annual reports prior to 1996 did not recalculate non-tenured faculty percentages.

TABLE 3
TENURE DENSITY AT REGENT UNIVERSITIES: 1992-93 TO 2004-05

UNIVERSITY OF IOWA	92-93	93-94	94-95	95-96	96-97	97-98	98-99	99-00	00-01	01-02	02-03	03-04	04-05
<i>Academic Departments and Units</i>													
Number of Depts. with 70% or More of Total Faculty Tenured	13	9	8	11	12	10	11	8	7	9	9	6	6
Percent of Depts. with 70% or More of Total Faculty Tenured	13.0%	9.0%	8.0%	12.0%	12.0%	10.0%	11.5%	8.3%	7.0%	8.7%	8.7%	5.7%	5.7%
Number of Depts. with 70% or More of Tenure-Eligible Faculty Tenured	59	56	57	60	71	75	74	75	70	72	73	69	70
Percent of Depts. with 70% or More of Tenure-Eligible Faculty Tenured	60.0%	59.0%	60.0%	63.0%	73.0%	78.0%	77.1%	78.1%	70.0%	69.9%	70.9%	65.1%	66.0%
IOWA STATE UNIVERSITY													
<i>Academic Departments and Units</i>													
Number of Depts. with 70% or More of Total Faculty Tenured	31	34	32	37	37	41	29	25	20	18	22	20	20
Percent of Depts. with 70% or More of Total Faculty Tenured	50.0%	55.0%	52.0%	53.0%	54.0%	59.0%	41.4%	36.2%	29.4%	27.3%	33.8%	30.3%	31.3%
Number of Depts. with 70% or More of Tenure-Eligible Faculty Tenured	53	51	57	59	56	58	56	52	45	44	43	41	37
Percent of Depts. with 70% or More of Tenure-Eligible Faculty Tenured	85.0%	82.0%	92.0%	84.0%	82.0%	84.0%	80.0%	75.4%	66.2%	66.7%	66.2%	62.1%	57.8%
[Note: ISU has several departments with faculty divided between two colleges. They are treated as separate entities in these calculations.]													
UNIVERSITY OF NORTHERN IOWA													
<i>Academic Departments and Units</i>													
Number of Depts. with 70% or More of Total Faculty Tenured	4	4	2	4	4	5	5	4	3	4	1	5	5
Percent of Depts. with 70% or More of Total Faculty Tenured	11.0%	11.0%	6.0%	11.0%	10.0%	13.0%	12.2%	10.0%	8.3%	11.4%	2.9%	13.9%	13.9%
Number of Depts. with 70% or More of Tenure-Eligible Faculty Tenured	17	15	17	18	22	29	33	27	19	19	21	23	28
Percent of Depts. with 70% or More of Tenure-Eligible Faculty Tenured	47.0%	42.0%	47.0%	49.0%	56.0%	74.0%	80.5%	67.5%	52.8%	54.3%	60.0%	63.9%	77.8%
REGENTS TOTAL													
<i>Academic Departments and Units</i>													
Number of Depts. with 70% or More of Total Faculty Tenured	48	47	42	52	53	56	45	37	30	31	32	31	31
Percent of Depts. with 70% or More of Total Faculty Tenured	24.2%	23.7%	21.5%	26.3%	26.0%	27.6%	21.7%	18.0%	14.7%	15.2%	15.8%	14.9%	15.0%
Number of Depts. with 70% or More of Tenure-Eligible Faculty Tenured	129	122	131	137	149	162	163	154	134	135	137	133	135
Percent of Depts. with 70% or More of Tenure-Eligible Faculty Tenured	65.2%	61.6%	67.2%	69.2%	73.0%	79.8%	78.7%	75.1%	68.6%	66.2%	67.5%	63.9%	65.5%

TABLE 4
TENURE OF MINORITIES AT REGENT UNIVERSITIES
FALL 1991 TO FALL 2004

UNIVERSITY OF IOWA													
	Fall 92	Fall 93	Fall 94	Fall 95	Fall 96	Fall 97	Fall 98	Fall 99	Fall 00	Fall 01	Fall 02	Fall 03	Fall 04
Total Tenure Eligible Faculty	1,729	1,783	1,803	1,789	1,748	1,712	1,702	1,702	1,714	1,707	1,679	1,705	1,713
Tenure Eligible Minorities	191	199	200	195	192	192	199	203	210	209	213	220	237
Tenured Minorities	105	110	117	126	130	136	138	142	142	143	145	144	151
Tenure Track Minorities	86	89	83	69	62	56	61	61	68	66	68	76	86
% Minority Tenured of Tenure-Eligible	6.1%	6.2%	6.5%	7.0%	7.4%	7.9%	8.1%	8.3%	8.3%	8.4%	8.6%	8.4%	8.8%
% Min. Tenured of Tenure-Eligible Min.	55.0%	55.3%	58.5%	64.6%	67.7%	70.8%	69.3%	70.0%	67.6%	68.4%	68.1%	65.5%	63.7%
% Total Tenured of Tenure-Eligible	73.2%	72.5%	73.2%	75.1%	78.0%	79.0%	78.4%	78.4%	77.2%	77.3%	77.1%	76.5%	76.2%
IOWA STATE UNIVERSITY													
	Fall 92	Fall 93	Fall 94	Fall 95	Fall 96	Fall 97	Fall 98	Fall 99	Fall 00	Fall 01	Fall 02	Fall 03	Fall 04
Total Tenure Eligible Faculty	1,448	1,457	1,455	1,455	1,453	1,427	1,439	1,423	1,425	1,396	1,355	1,369	1,339
Tenure Eligible Minorities	133	144	144	140	149	162	172	181	196	205	204	222	226
Tenured Minorities	72	84	84	93	98	103	108	109	118	129	130	139	143
Tenure Track Minorities	61	60	60	47	51	59	64	72	78	76	74	83	83
% Minority Tenured of Tenure-Eligible	5.0%	5.8%	5.8%	6.4%	6.7%	7.2%	7.5%	7.7%	8.3%	9.2%	9.6%	10.2%	10.7%
% Min. Tenured of Tenure-Eligible Min.	54.1%	58.3%	58.3%	66.4%	65.8%	63.6%	62.8%	60.2%	60.2%	62.9%	63.7%	62.6%	63.3%
% Total Tenured of Tenure-Eligible	81.0%	82.0%	82.0%	83.0%	82.3%	81.4%	80.8%	78.3%	75.6%	75.9%	75.3%	73.6%	73.0%
UNIVERSITY OF NORTHERN IOWA													
	Fall 92	Fall 93	Fall 94	Fall 95	Fall 96	Fall 97	Fall 98	Fall 99	Fall 00	Fall 01	Fall 02	Fall 03	Fall 04
Total Tenure Eligible Faculty	592	604	610	619	623	608	596	593	616	612	601	614	587
Tenure Eligible Minorities	51	58	67	60	61	62	69	71	71	70	64	70	68
Tenured Minorities	28	31	35	35	40	43	44	40	43	46	40	45	47
Tenure Track Minorities	23	27	32	25	21	19	25	31	28	24	24	25	21
% Minority Tenured of Tenure-Eligible	4.7%	5.1%	5.7%	5.7%	6.4%	7.1%	7.4%	6.7%	7.0%	7.5%	6.7%	7.3%	8.0%
% Min. Tenured of Tenure-Eligible Min.	54.9%	53.4%	52.2%	58.3%	65.6%	69.4%	63.8%	56.3%	60.6%	65.7%	62.5%	64.3%	69.1%
% Total Tenured of Tenure-Eligible	67.0%	67.0%	69.0%	70.0%	72.7%	75.0%	75.8%	72.3%	69.0%	70.9%	70.5%	71.2%	75.8%
REGENTS TOTAL													
	Fall 92	Fall 93	Fall 94	Fall 95	Fall 96	Fall 97	Fall 98	Fall 99	Fall 00	Fall 01	Fall 02	Fall 03	Fall 04
Total Tenure Eligible Faculty	3,769	3,844	3,868	3,863	3,824	3,747	3,737	3,718	3,755	3,715	3,635	3,688	3,639
Tenure Eligible Minorities	375	401	411	395	402	416	440	455	477	484	481	512	531
Tenured Minorities	205	225	236	254	268	282	290	291	303	318	315	328	341
Tenure Track Minorities	170	176	175	141	134	134	150	164	174	166	166	184	190
% Minority Tenured of Tenure-Eligible	5.4%	5.9%	6.1%	6.6%	7.0%	7.5%	7.8%	7.8%	8.1%	8.6%	8.7%	8.9%	9.4%
% Min. Tenured of Tenure-Eligible Min.	54.7%	56.1%	57.4%	64.3%	66.7%	67.8%	65.9%	64.0%	63.5%	65.7%	65.5%	64.1%	64.2%
% Total Tenured of Tenure-Eligible	75.3%	75.2%	76.0%	77.3%	78.8%	79.3%	78.9%	77.4%	75.3%	75.7%	75.3%	74.5%	75.0%

**TABLE 5
TENURE OF WOMEN AT REGENT UNIVERSITIES
FALL 1992 TO FALL 2004**

UNIVERSITY OF IOWA													
	Fall 92	Fall 93	Fall 94	Fall 95	Fall 96	Fall 97	Fall 98	Fall 99	Fall 00	Fall 01	Fall 02	Fall 03	Fall 04
Total Tenure Eligible Faculty	1,729	1,783	1,803	1,789	1,748	1,712	1,702	1,702	1,714	1,707	1,679	1,705	1,713
Tenure Eligible Women	346	369	387	391	385	402	424	438	452	457	448	463	468
Tenured Women	182	199	216	224	250	271	276	294	300	312	307	315	318
Tenure Track Women	164	170	171	167	135	131	148	144	152	145	141	148	150
% Women Tenured of Tenure-Eligible	10.5%	11.2%	12.0%	12.5%	14.3%	15.8%	16.2%	17.3%	17.5%	18.3%	18.3%	18.5%	18.6%
% Women Tenured of Ten.-Eligible Women	52.6%	53.9%	55.8%	57.3%	64.9%	67.4%	65.1%	67.1%	66.4%	68.3%	68.5%	68.0%	67.9%
% Total Tenured of Tenure-Eligible	73.2%	72.5%	73.2%	75.1%	78.0%	79.0%	78.4%	78.4%	77.2%	77.3%	77.1%	76.5%	76.2%

IOWA STATE UNIVERSITY													
	Fall 92	Fall 93	Fall 94	Fall 95	Fall 96	Fall 97	Fall 98	Fall 99	Fall 00	Fall 01	Fall 02	Fall 03	Fall 04
Total Tenure Eligible Faculty	1,448	1,457	1,455	1,455	1,453	1,427	1,439	1,423	1,425	1,396	1,355	1,369	1,339
Tenure Eligible Women	294	317	317	318	331	325	338	343	361	361	351	364	357
Tenured Women	193	212	212	217	221	214	225	221	222	229	233	237	237
Tenure Track Women	101	105	105	101	110	111	113	122	139	132	118	127	120
% Women Tenured of Tenure-Eligible	13.3%	14.6%	14.6%	14.9%	15.2%	15.0%	15.6%	15.5%	15.6%	16.4%	17.2%	17.3%	17.7%
% Women Tenured of Ten.-Eligible Women	65.6%	66.9%	66.9%	68.2%	66.8%	65.8%	66.6%	64.4%	61.5%	63.4%	66.4%	65.1%	66.4%
% Total Tenured of Tenure-Eligible	81.0%	82.0%	82.0%	83.0%	82.3%	81.4%	80.8%	78.3%	75.6%	75.9%	75.3%	73.6%	73.0%

UNIVERSITY OF NORTHERN IOWA													
	Fall 92	Fall 93	Fall 94	Fall 95	Fall 96	Fall 97	Fall 98	Fall 99	Fall 00	Fall 01	Fall 02	Fall 03	Fall 04
Total Tenure Eligible Faculty	592	604	610	619	623	608	596	593	616	612	601	614	587
Tenure Eligible Women	194	207	211	217	223	216	226	224	238	236	233	239	228
Tenured Women	97	104	112	123	131	137	142	141	146	151	150	154	159
Tenure Track Women	97	103	99	94	92	79	84	83	92	85	83	85	69
% Women Tenured of Tenure-Eligible	16.4%	17.2%	18.4%	19.9%	21.0%	22.5%	23.8%	23.8%	23.7%	24.7%	25.0%	25.1%	27.1%
% Women Tenured of Ten.-Eligible Women	50.0%	50.2%	53.1%	56.7%	58.7%	63.4%	62.8%	62.9%	61.3%	64.0%	64.4%	64.4%	69.7%
% Total Tenured of Tenure-Eligible	67.0%	67.0%	69.0%	70.0%	72.7%	75.0%	75.8%	72.3%	69.0%	70.9%	70.5%	71.2%	75.8%

REGENTS TOTAL													
	Fall 92	Fall 93	Fall 94	Fall 95	Fall 96	Fall 97	Fall 98	Fall 99	Fall 00	Fall 01	Fall 02	Fall 03	Fall 04
Total Tenure Eligible Faculty	3,769	3,844	3,868	3,863	3,824	3,747	3,737	3,718	3,755	3,715	3,635	3,688	3,639
Tenure Eligible Women	834	893	915	926	939	943	988	1,005	1,051	1,054	1,032	1,066	1,053
Tenured Women	472	515	540	564	602	622	643	656	668	692	690	706	714
Tenure Track Women	362	378	375	362	337	321	345	349	383	362	342	360	339
% Women Tenured of Tenure-Eligible	12.5%	13.4%	14.0%	14.6%	15.7%	16.6%	17.2%	17.6%	17.8%	18.6%	19.0%	19.1%	19.6%
% Women Tenured of Ten.-Eligible Women	56.6%	57.7%	59.0%	60.9%	64.1%	66.0%	65.1%	65.3%	63.6%	65.7%	66.9%	66.2%	67.8%
% Total Tenured of Tenure-Eligible	75.3%	75.2%	76.0%	77.3%	78.8%	79.3%	78.9%	77.4%	75.3%	75.7%	75.3%	74.5%	75.0%

TABLE 6
NON-TENURE-TRACK FACULTY AT REGENT UNIVERSITIES
BY TYPE OF POSITION
FALL 2001 - Fall 2004

Fall 2001	SUI ¹	ISU	UNI	TOTAL
Clinical Track	311			311
Clinical/Adjunct/Lecturer	1,589	355	199	2,143
Visting/Term	163	6	37	206
Other	171		4	175
Total	2,234	361	240	2,835
Fall 2002	SUI	ISU	UNI	TOTAL
Clinical Track	360			360
Clinical/Adjunct/Lecturer	1,671	356	213	2,240
Visting/Term	161	9	28	198
Other	161			161
Total	2,353	365	241	2,959
Fall 2003	SUI	ISU	UNI	TOTAL
Clinical Track	374			374
Clinical/Adjunct/Lecturer	1,734	375	154	2,263
Visting/Term	181	7	30	218
Other	182		1	183
Total	2,471	382	185	3,038
Fall 2004	SUI	ISU	UNI	TOTAL
Clinical Track	384			384
Clinical/Adjunct/Lecturer	1,849	359	156	2,364
Visting/Term	166	9	41	216
Other	196			196
Total	2,595	368	197	3,160

¹Many of the faculty in the clinical/adjunct/temporary group at SUI are unsalaried; the vast majority serve as preceptors for professional student practica or externships.

TABLE 7
TENURE RATES* AT PEER INSTITUTIONS

UNIVERSITY OF IOWA	73.7%
<u>Comparable AAU Universities</u>	
University of Arizona	68.7%
University of California - Los Angeles	71.9%
University of Illinois, Urbana-Champaign	70.1%
Indiana University - Bloomington	61.9%
University of Michigan	57.2%
University of Minnesota - Twin Cities	72.9%
University of North Carolina - Chapel Hill	70.8%
Ohio State University	80.4%
University of Texas - Austin	60.9%
University of Wisconsin - Madison	73.3%
IOWA STATE UNIVERSITY**	55.9%
<u>Comparable Land Grant Universities</u>	
University of Arizona	68.7%
University of Illinois, Urbana-Champaign	70.1%
Michigan State University	68.8%
University of Minnesota - Twin Cities	72.9%
North Carolina State University	58.6%
Ohio State University	80.4%
Purdue University	62.1%
Texas A & M University	57.1%
University of Wisconsin - Madison	73.3%
UNIVERSITY OF NORTHERN IOWA	70.8%
<u>Comparable Public Comprehensive Universities</u>	
California State University-Fresno	NP
Central Michigan University	64.0%
Illinois State University	59.5%
Indiana State University	66.4%
Northern Arizona University	72.6%
University of North Carolina - Greensboro	64.9%
University of North Texas	68.4%
Ohio University - Athens	64.2%

*Source: AAUP Faculty Compensation Survey, 2003-04; includes full-time faculty on 9-10 month contracts only.

**Many tenured faculty at ISU are on a 11-12 month contract and are not included in this summary.

**TABLE 7a
TENURE RATES* AT PEER INSTITUTIONS**

UNIVERSITY OF IOWA	74.6%
<u>Comparable AAU Universities</u>	
University of Arizona	70.5%
University of California - Los Angeles	65.1%
University of Illinois, Urbana-Champaign	69.9%
Indiana University - Bloomington	61.6%
University of Michigan	55.0%
University of Minnesota - Twin Cities	72.6%
University of North Carolina - Chapel Hill	71.5%
Ohio State University	77.9%
University of Texas - Austin	60.9%
University of Wisconsin - Madison	70.2%
IOWA STATE UNIVERSITY	62.0%
<u>Comparable Land Grant Universities</u>	
University of Arizona	70.5%
University of Illinois, Urbana-Champaign	69.9%
Michigan State University	67.8%
University of Minnesota - Twin Cities	72.6%
North Carolina State University	64.8%
Ohio State University	77.9%
Purdue University	68.9%
Texas A & M University	60.9%
University of Wisconsin - Madison	70.1%
UNIVERSITY OF NORTHERN IOWA**	70.8%
<u>Comparable Public Comprehensive Universities</u>	
California State University-Fresno	NP
Central Michigan University	64.0%
Illinois State University	59.5%
Indiana State University	66.4%
Northern Arizona University	72.6%
University of North Carolina - Greensboro	64.9%
University of North Texas	68.4%
Ohio University - Athens	64.2%

*Source: AAUP Faculty Compensation Survey, 2003-04; includes all full-time faculty (9-10 and 11-12 month contracts).

**UNI and its Peers employ very few 11-12 month contract faculty.

REGENT FACULTY BY TENURE STATUS 1993-94 TO 2004-05

