

System Analysis and Impact on Career Trajectories

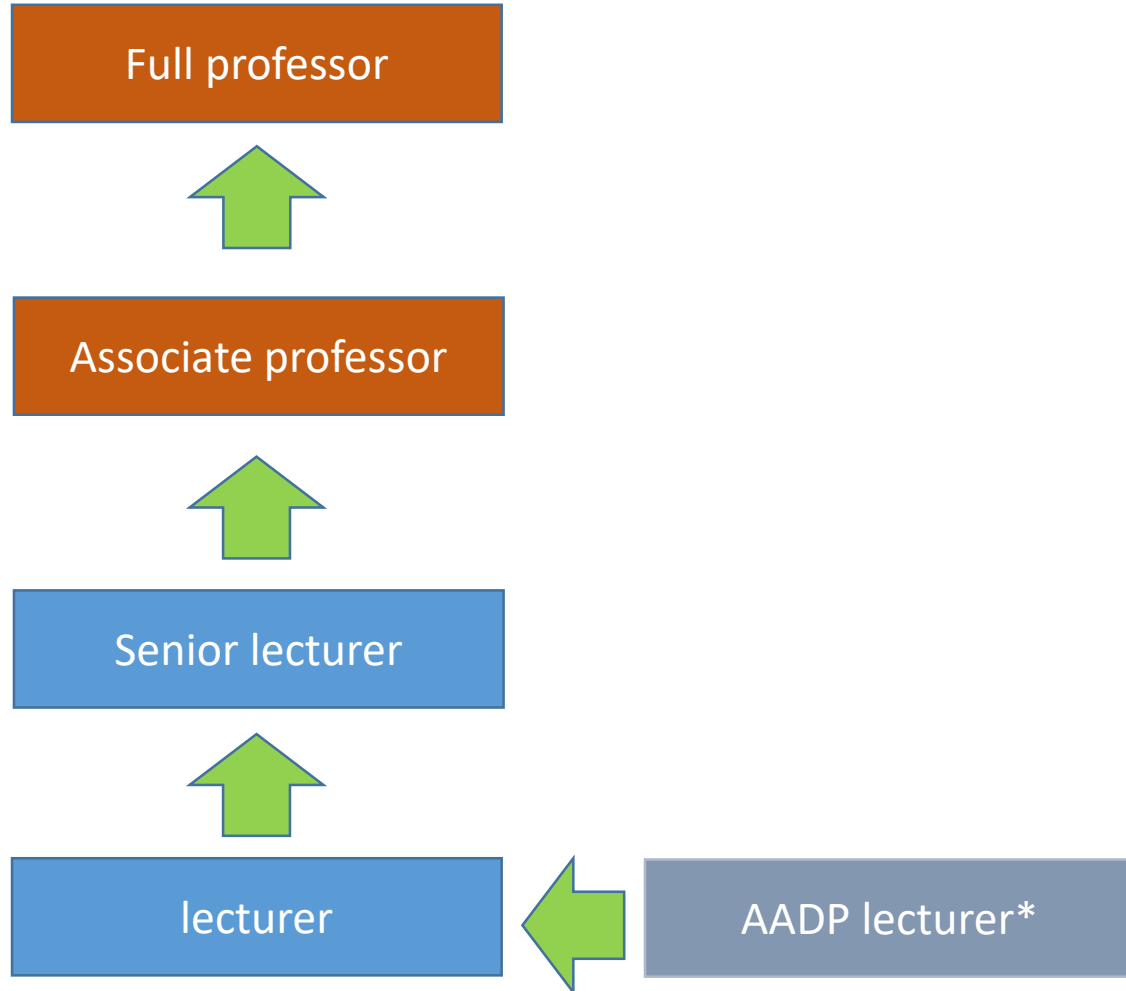
A simplified case study between
University of KwaZulu-Natal (UKZN), SA

&

Friedrich-Schiller University (FSU) Jena, Germany

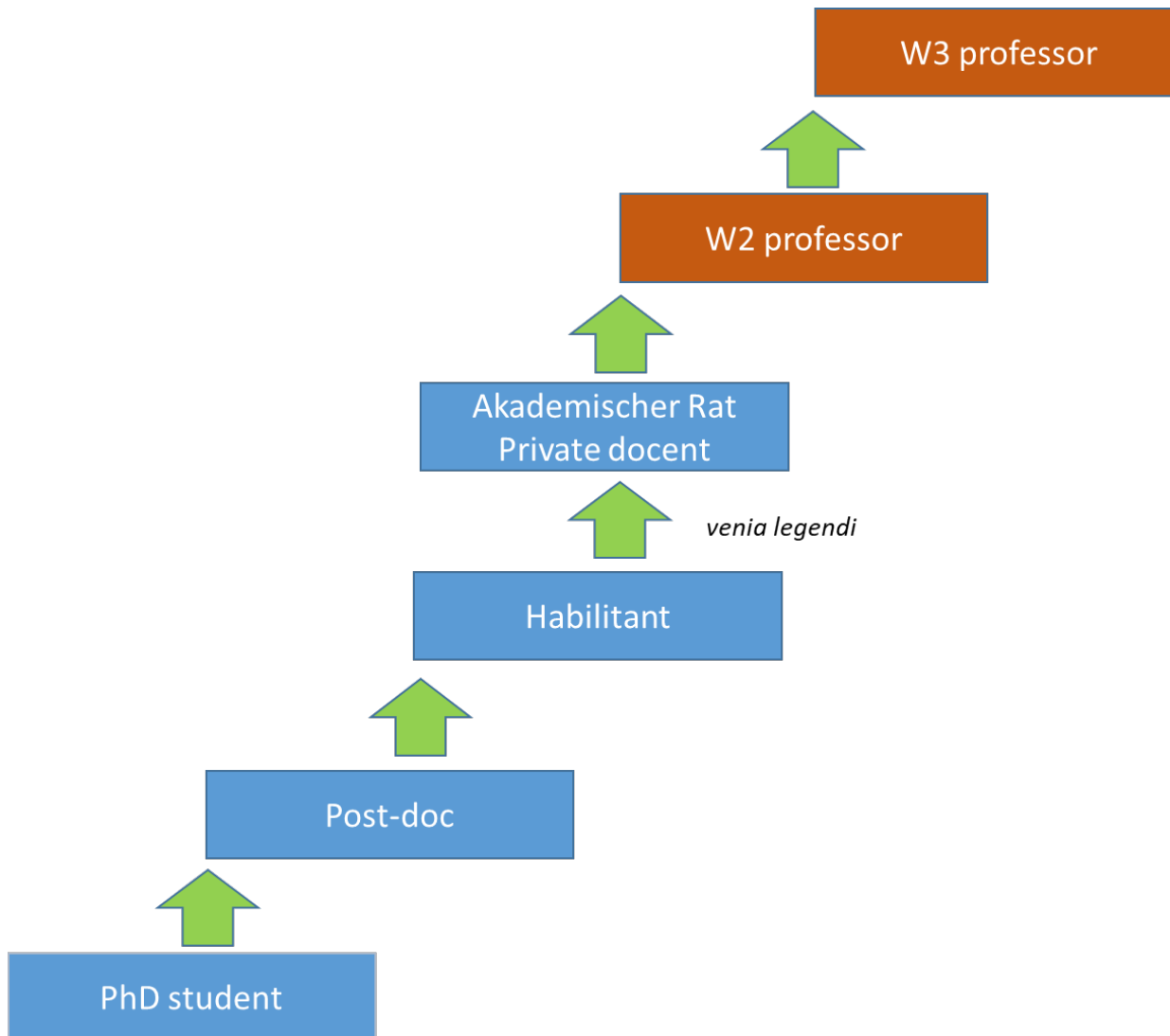
- How can we support our mentees to succeed at UKZN?
(life-work balance; personal preferences and circumstances)
- How does one perform well?
(measures of performance)
- What dictates performance criteria?
(system conditions)

Tenure Track Model (e.g. UKZN)



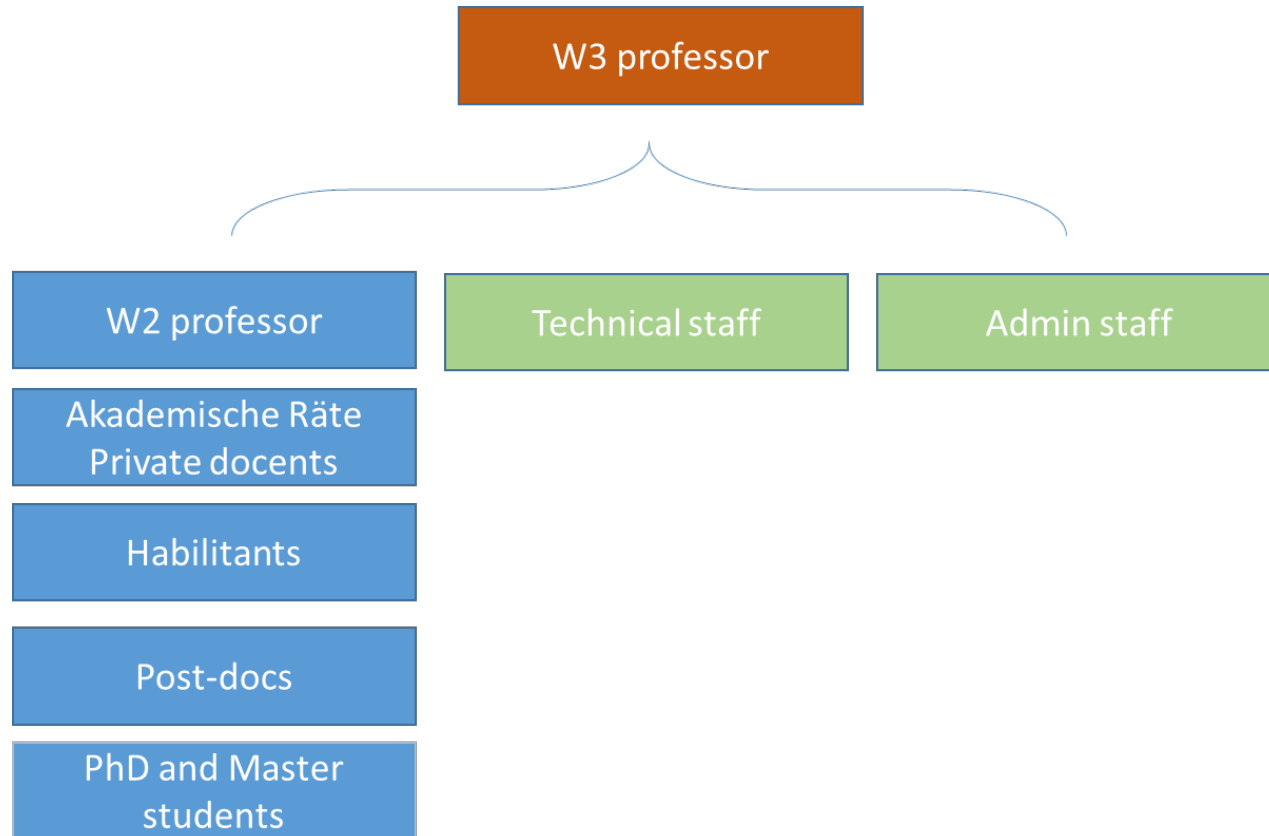
- Lecturers / senior lecturers have permanent positions (tenure)
- Promotion „through the hierarchy“ by performance
- Entry possible at all levels (CV permitting)
- Each academic responsible for teaching and research (supervision)

Habilitation Model (e.g. FSU Germany)



- Only full professors have permanent positions
- Few exceptions, e.g. „Akademischer Rat“ (right hand of the professor), positions are becoming rare.
- Junior faculty: „trainees“ on fixed term positions (either in-house positions or project-funded positions)
- Each step usually connected to change of university
- „Habilitation“ as entry into academic career: private docent and *venia legendi*

FSU Institute Structure: Hierarchy

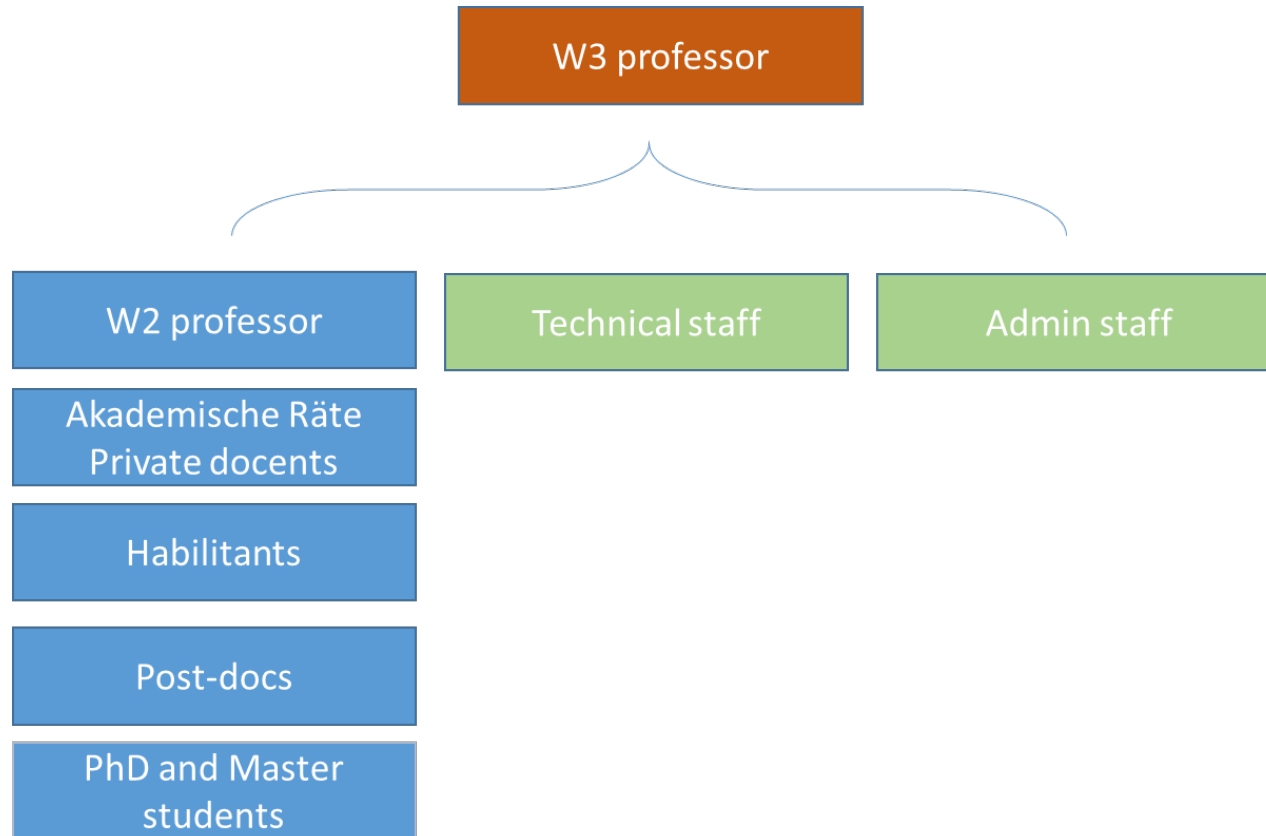


- Professor represents the discipline comprehensively (research and teaching)
- Little formal structure
- Huge discretionary power

Advantages

- Growing to full academic in a mentored/protected environment
- High quality of academic training
- *Venia legendi* (teaching certificate)
- Intrinsic pressure to perform

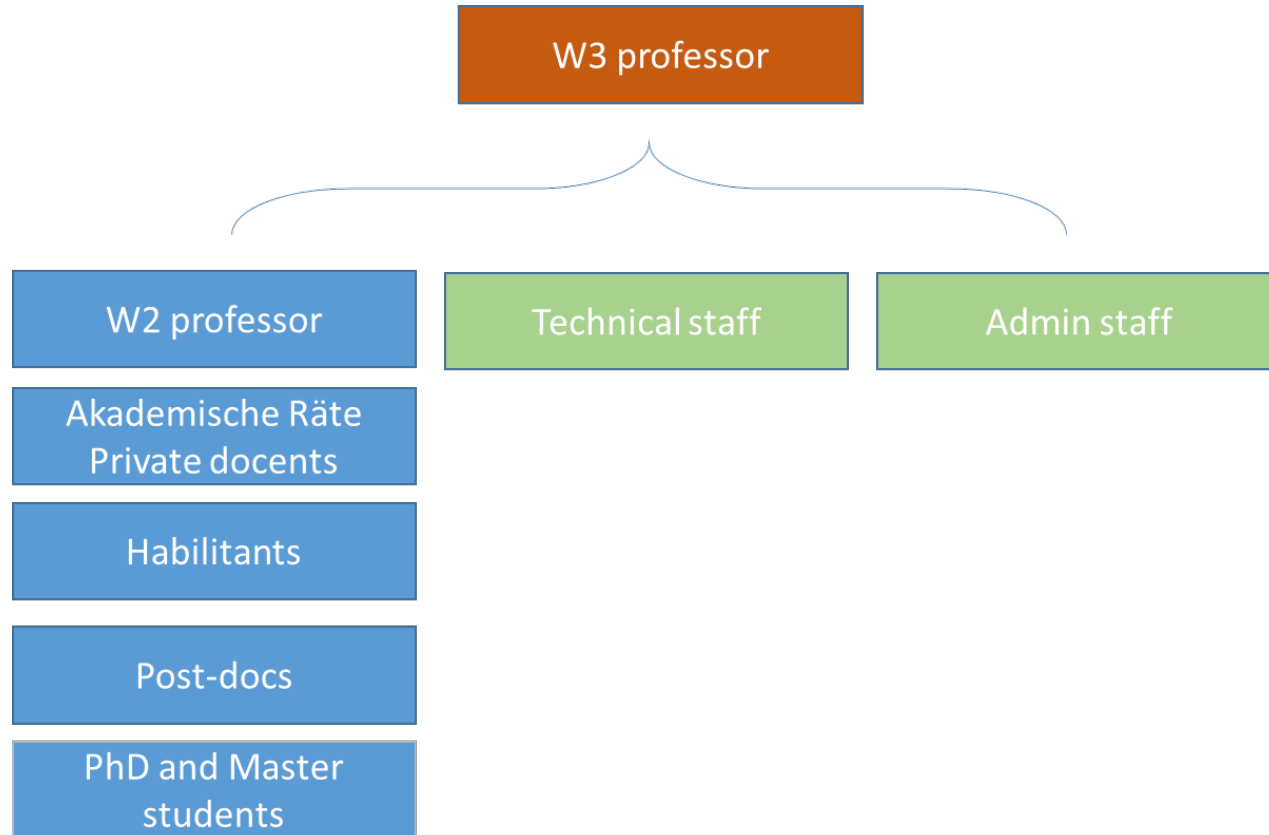
FSU Institute Structure: Hierarchy



Disadvantages

- Dependence on „good-will“
- High level of uncertainty
 - Very limited number of chair positions available annually; large applicant pool
 - Limited contract length (2 to 6 years)
- Social standing (health insurance, unemployment fund, pension fund, credits)
- Conflicts wrt representation in collegial bodies, struggle for quotas

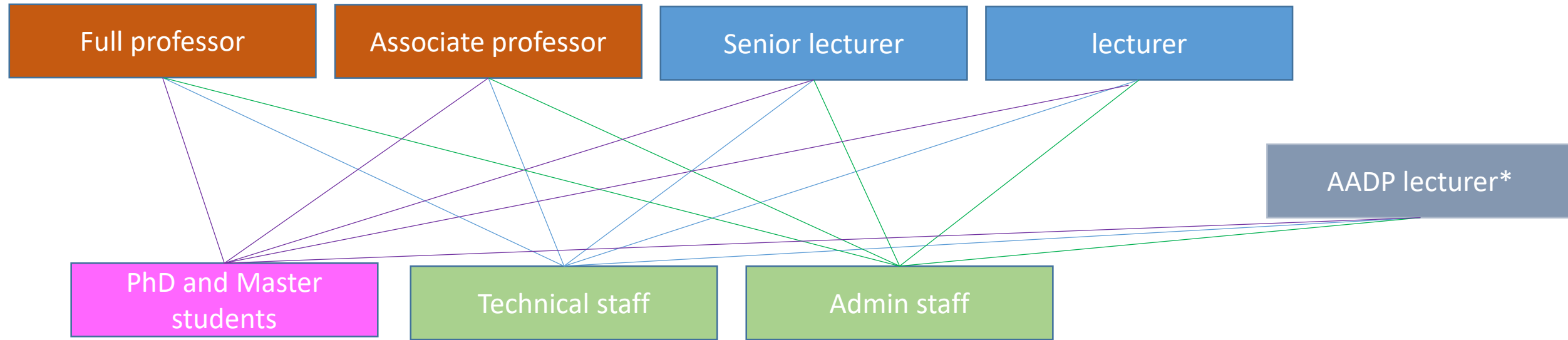
FSU Institute Structure: Hierarchy



Disadvantages

- Dependence on „good-will“
- High level of uncertainty
 - Very limited number of chair positions available annually; large applicant pool
 - Limited contract length (2 to 6 years)
- Social standing (health insurance, unemployment fund, pension fund, credits)
- Conflicts wrt representation in collegial bodies, struggle for quotas
- Family planning, dual career
- Physical flexibility required
- Networking essential
- Recruitment process extremely time consuming
- Necessity to do habilitation with a renowned professor
- Payment low (relative to similar high-level positions)

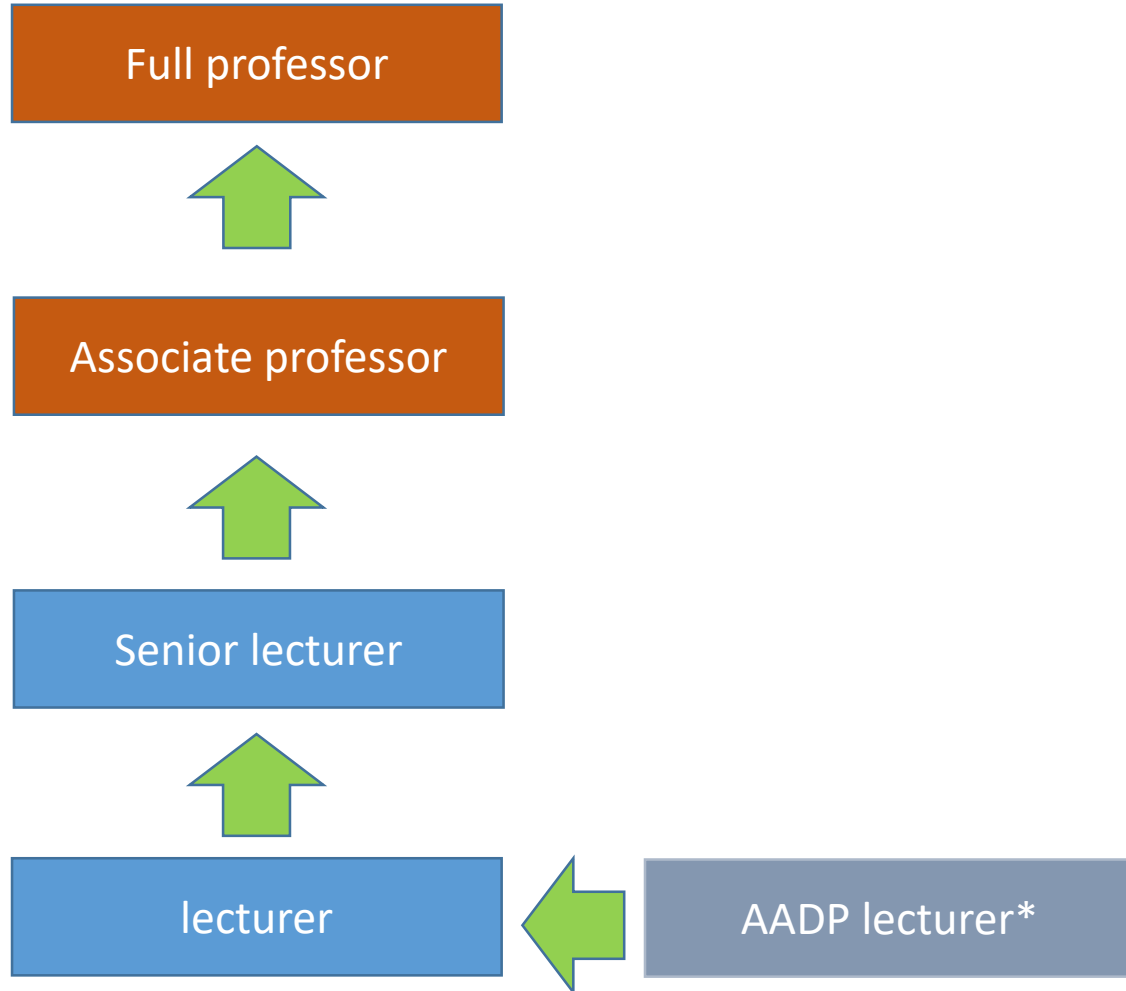
UKZN Discipline Structure



- Each academic responsible for teaching and research (supervision)
- Disrupted line management

- Perceived intellectual independency, academic freedom
- Attractive for outspoken, creative and gifted individuals

Tenure Track Model (e.g. UKZN)



Advantages

- Transparent career trajectories
- Reduced risk in early career stages (to make it as professor)
- Promotion at home institution
- Number of academic position is not limited (theoretically)

A closer look at the „performance“ at UKZN

Table: Percentage of permanent academics meeting their PU targets (2013-2017 – 5 year average)

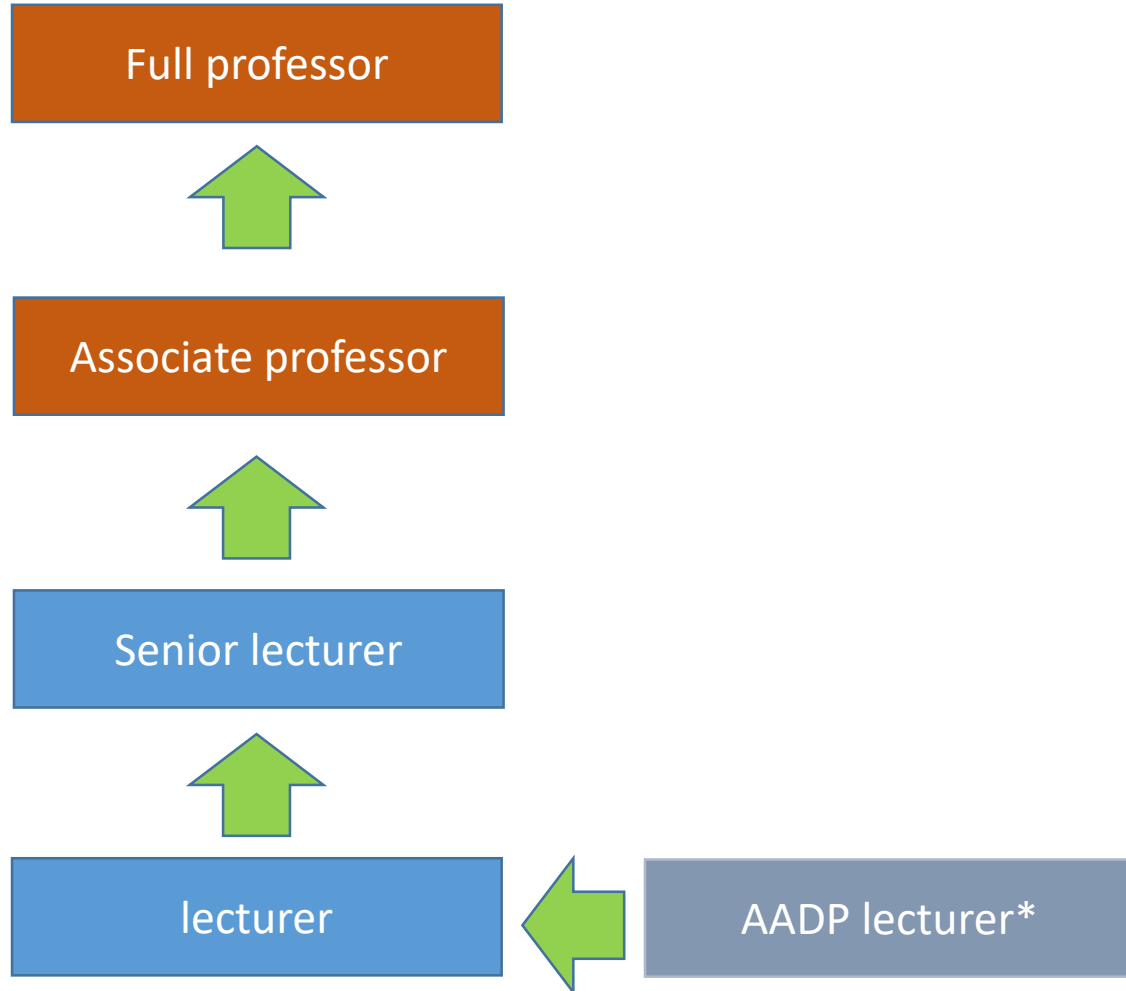
RANK LEVEL	Values	Yes	No	0	Grand Total
PROFESSOR	Count	95	33	-	128
	%	74.2	25.8	-	100
ASSOCIATE PROFESSOR	Count	96	63	2	159
	%	60.4	39.6	1.3	100
SENIOR LECTURER	Count	95	136	12	231
	%	41.1	58.9	5.2	100
LECTURER	Count	158	575	164	733
	%	21.6	78.4	22.4	100
Total Count		444	807	178	1251
Total %		35.5	64.5	14.2	100

- Most are at the lecturer and senior lecturer levels
- 64.5% of academic staff are not meeting the minimum PU norms
- 14.2% of academic staff are producing no PUs

PUs generate income to UKZN, i.e. pay for your salary!

- 1 publication: R110.000
- 1 graduated Masters: R110.000
- 1 graduated PhD: R330.000

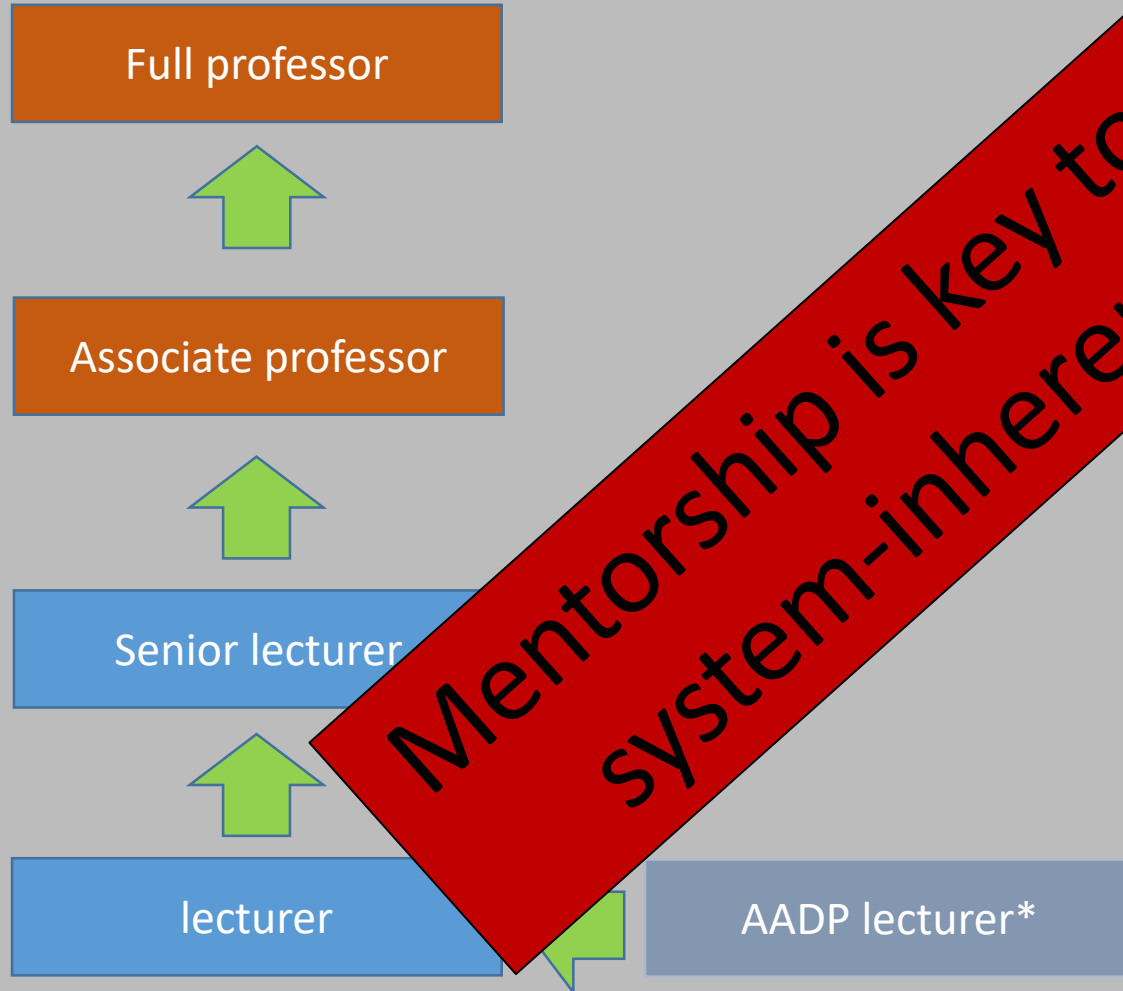
Tenure Track Model (e.g. UKZN)



Disadvantages

- Pressure to perform through university (up or out)
- Lack of access to resources and mentorship
- System
 - Promotes conformity rather than creativity
 - Impedes, rather than aids, academic freedom
 - Guarantees employment to unproductive faculty
 - Stifles institutional flexibility in changing academic landscape
- Regular promotion reviews are costly and time consuming
- Limited exhibition to different Schools of Thought / academic discussion

Tenure Track Model (e.g. UK7)



Mentorship is key to overcome system-inherent hurdles!

- ...to perform through university (but)
- ...of access to resources and mentorship
- System
 - Promotes conformity rather than creativity
 - Impedes, rather than aids, academic freedom
 - Guarantees employment to unproductive faculty
 - Stifles institutional flexibility in changing academic landscape
- Regular promotion reviews are costly and time consuming
- Limited exhibition to different Schools of Thought / academic discussion

* Accelerated academic development programme