

Tenure-Track Faculty Workshop

January 9, 2008

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National Data

- Females less clear, less satisfied, less likely to agree than males on 34 of 57 (60%) dimensions.
 - At colleges, 16 of 57 (28%)
 - At universities, 33 of 57 (58%)
- FOC less clear, less satisfied, less likely to agree than white faculty on 21 of 57 (37%) dimensions.
 - Just Black & Hispanic faculty, 16 of 57 (28%)
- White faculty less clear, less satisfied, less likely to agree than FOC on 14 of 57 (25%) dimensions.
 - Just Black & Hispanic faculty, 4 of 57 (7%)

What's Worst About Working Here?

Men			Women
	Quality of grad students	Unrelenting pressure	
	Geographic location	Absence of others like me	
	Compensation	Spousal/partner hiring	
	Quality of facilities	Lack support for research	
White faculty	Unrelenting pressure	Quality of grad students	Faculty of Color
	Geographic location	Geographic location	
	Compensation	Lack of support for research	
	Quality of facilities	Lack of diversity	

Differences about what's worst

Virginia Tech: High and Low Scores

	High	Low
Tenure	3.82 Performance based	2.74 Clarity campus citizen
Nature of work	4.56 Discretion course content	2.75 Research \$ expected
Policies & practices effectiveness	4.00 Effective STC	2.32 Financial assist housing
Climate, culture, collegiality	4.14 Fairness supervisor evaluation	3.23 Senior faculty vitality
Global satisfaction	3.92 Would do it all again	3.09 CAO cares**

** 33% don't know who CAO is; 22% think it's the president

Virginia Tech Scores

	N > 4.00	% > 4.00
Tenure	0/19	0%
Nature of work	5/17	29%
Policies & practices	1/22	4%
Climate, culture, collegiality	1/10	1%
Global satisfaction	0/5	0%

If I could change one thing...

- Tenure Clarity
- Research Expectations
- Research Support
- Equity/Fairness
- Diversity
- Facilities
- Mentoring
- Mission (land grant; importance of outreach)
- Climate/culture
- Work/Family Balance – Spousal Hiring

Pressure

“Back off on the pressure to bring in MONEY! It seems that’s all they care about instead of teaching or quality scholarship. They’ve lost sight of the purpose of a university in the name of money and national rankings.”

“Back off on the research push. Everyone wants to do well with their scholarship and repeating this mantra that we’re not doing enough to get more funding and write more papers is counterproductive. I feel that everyone is doing their part and although there is recognition for effort, I’m not convinced that the expectations are realistic given the current funding climate.”

“Stop trying to be a ‘top-30’ research institution. The pressure to secure outside funding is ridiculous as is evaluating faculty mainly on research rather than teaching or extension.”

“Give up the quest for top-30 status and simply focus on being a quality institution. The pressure on the faculty to bring in grants and produce PhDs is relentless.”

Lack of Clarity

“Clarify expectations for tenure, making sure they are realistic.”

“Clarify tenure requirements in terms of research, grants, publication, creative achievement, and teaching.”

“Make tenure criteria clear.”

“Improve communication about tenure criteria and expectations.”

“Clarify tenure requirements or do away with tenure.”

“Greater clarity in tenure criteria and process.”

“Provide greater clarity on what’s expected of junior faculty. Help junior faculty develop goals and objectives for their programs that support tenure attainment.”

Lack of Support for Research

“Provide seed money, graduate students, and better facilities for research.”

“Untenured faculty need research leave and professional help writing grants.”

“Provide greater support for research including better start-up funds, more and higher-quality grad students, and more internal funds for research.”

“Help faculty maintain their labs in order to pursue their research commitment to grant agencies; hire more teaching assistants to reduce our teaching load; provide resources to recruit good grad students.”

“Junior faculty need time, startup money, adequate facilities, and support such as grad students to get going on their research.”

“Help us focus on research by limiting service and teaching.”

Lack of Mentoring

“Provide good mentoring.”

“Offer peer mentoring programs for junior faculty.”

“Provide a mentoring process for junior faculty.”

“Senior colleagues should proactively mentor and support junior faculty toward their pursuit of success, adhering to clear and consistent criteria for successful performance, and professional and ethical conduct in the process.”

“Install a formal mentoring program.”

“Mentor faculty through a formal program; this will really help women and minority faculty (if we ever hire any more).”

Inhospitable Climate

"Probably due to its location in the South, my institution remains steeped in the old boys' network and its associated trappings. Attempts at diversity seem superficial, and the university is only now instituting family-friendly policies. Essentially, the institution needs to bring its culture regarding race, gender, sexual orientation, into the 21st century, but I know of no easy way to achieve this other than to sweep out the current officials and replace them with progressive thinkers from other parts of the country."

"Educate male faculty on working with female faculty."

"Work on gender equity and removing sexism and dead weight."

"Eliminate the old boy's club."

"Deal seriously with lack of racial diversity and gender inequity."

"Deal with issues of diversity in a serious way."

Spousal-Family Issues

"We need a 'real' spouse hiring program and childcare policies."

"Consider ways to hire spouses and/or encourage local economic development to draw additional employment opportunities."

"Develop strong spousal hiring policies at initial hire and provide affordable childcare options."

"Get more serious about spousal hiring such as having funding for long-term positions available through Provost's Office."

"This area is too remote to believe that trailing spouses, especially for female faculty, can find work."

"Quality, affordable childcare is incredibly scarce in this community which poses tremendous challenges for my wife and I to pursue two careers."

"More help balancing work/family. As a new mother, I'm having a tough time-if I could step away for a year or cut back to part-time, I would be very happy."

"Stop having meetings before 8 a.m. and after 5:00 p.m."

The Snowball Effect

- Unrelenting pressure to perform with somewhat fuzzy criteria for tenure with lack of support for research without mentoring in a place where diversity is lacking and there is still a certain amount of sexism and it is difficult for spouses/families...