Breaking the Norms: Measuring the Impact of New Policies

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Breaking the Norms: Measuring the Impact of New Policies

- Background information
- Database development
- Measurement of attitudes and satisfaction
- Challenges and triumphs
- Next steps
Breaking the Norms: Background information

- Iowa State University – Research University with a Land Grant heritage
- Alfred P. Sloan Foundation “Innovation Award” (2006)
  – Jason Pontius, research assistant
Breaking the Norms: Background Information

- ISU Promotion and Tenure Policy and suite of flexible policies
- Extensions of the probationary period
- Part-time appointments policy for tenured and tenure-eligible faculty
- Development of non-tenure-eligible faculty positions
- Modified duties policy
- Challenges of data collection
Faculty Work/Life Database

- The database measures the costs and benefits of ISU flexible career policies.

- Captures data in a systematic way about faculty who stop the tenure clock

- Data Elements:

<table>
<thead>
<tr>
<th>Faculty Demographics</th>
<th>Job Search Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Start-Up Costs</td>
<td>Faculty Compensation Data</td>
</tr>
<tr>
<td>Faculty Flexibility Policy Data</td>
<td>Tenure and Employment Data</td>
</tr>
<tr>
<td>College Category</td>
<td>Search Committee Costs Sub-Total&lt;sup&gt;1&lt;/sup&gt;</td>
</tr>
<tr>
<td>------------------</td>
<td>-------------------------------------------</td>
</tr>
<tr>
<td>A</td>
<td>$6,872</td>
</tr>
<tr>
<td>B</td>
<td>$8,065</td>
</tr>
<tr>
<td>C</td>
<td>$5,727</td>
</tr>
<tr>
<td>D</td>
<td>$5,021</td>
</tr>
<tr>
<td>average</td>
<td>$6,470</td>
</tr>
</tbody>
</table>

1. See Table 1
2. See Table 2
3. See Table 3
4. See Table 4
5. See Table 5
6. See Table 6
7. Does not include salary savings for vacant positions but dollars were calculated and appear in Table 7.
Faculty Work/Life Database

Search Committee Costs:
• Number of Committee Members
• Length of Search in Days
• Ave. Hours Spent on Committee per Week
• Salary to pay committee members for the percent of time spent on committee

Advertising Costs:
• Ave. number of publications used
• Ave. cost of advertising
Faculty Work/Life Database

Interview Costs:

- Ave. no. of on-campus interviews per search
- Ave. domestic airfare
- Des Moines to Ames ground travel costs
- Ave. Ames hotel costs per night
- Food per diem
- Ave. number of days on campus
Faculty Work/Life Database

Start Up Costs:

• Ave. Assistant Professor starting salary
• Ave. start-up costs
  • Computer/peripherals
  • Lab space/equipment
  • Graduate assistants
  • Summer support
  • Moving expenses
  • Research support
Faculty Work/Life Database

Vacancy Costs and/or Savings:
- Ave. length of search in days
- Time from hire to start date
- Average cost of lecturer to fill vacancy

Work/Life Administrative Costs:
- No. of administrative staff to approve policies
- Hours spent administering program
- Salary of staff
Reporting Data

- Why did faculty request tenure clock stop-out?

- What were the outcomes?
### Tenure-Clock Extension Policy Reasons, 2003-2008

<table>
<thead>
<tr>
<th>Reason</th>
<th>Women</th>
<th>Men</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arrival of children</td>
<td>17</td>
<td>11</td>
<td>28</td>
</tr>
<tr>
<td>Illness</td>
<td>4</td>
<td>9</td>
<td>13</td>
</tr>
<tr>
<td>Extenuating P&amp;T review decision</td>
<td>2</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>Family/life change</td>
<td>3</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td>Care of spouse</td>
<td>2</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>Hire date caused tenure date changes</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Care of child</td>
<td>1</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Care of parent</td>
<td></td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Change in job responsibilities</td>
<td>1</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Lab construction delays</td>
<td></td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>31</td>
<td>30</td>
<td>61</td>
</tr>
</tbody>
</table>
# Outcomes of Tenure Clock Extension Policy, 2003-2008

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Women</th>
<th>Men</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tenure Granted</td>
<td>7</td>
<td>2</td>
<td>9</td>
</tr>
<tr>
<td>Tenure Pending</td>
<td>19</td>
<td>20</td>
<td>39</td>
</tr>
<tr>
<td>Deceased</td>
<td>1</td>
<td></td>
<td>1</td>
</tr>
<tr>
<td>Resigned</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accepted other employment</td>
<td>2</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>Personal reasons (e.g. childcare)</td>
<td>1</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Tenure Pending, Accepted academic position elsewhere</td>
<td>1</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Tenure Granted, Accepted academic position elsewhere</td>
<td></td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Resigned Total</td>
<td>4</td>
<td>8</td>
<td>12</td>
</tr>
<tr>
<td>Total</td>
<td>31</td>
<td>30</td>
<td>61</td>
</tr>
</tbody>
</table>
Context for the Database

• What do faculty believe about these two policies?
• Are there gender differences in attitudes?
Having tenure clock policy shows ISU is supportive of family issues
Tenure clock policy helps recruit faculty

[Bar graph showing percentage of males and females disagreeing, neither agreeing nor disagreeing, and agreeing with the tenure clock policy.]
Using the tenure clock policy might hurt chances for tenure

![Bar chart showing the response to the statement](chart.png)

- Disagree: 35%
- Neither Agree nor Disagree: 30%
- Agree: 40%

Male and Female responses are indicated by the colors blue (Male) and teal (Female).
Extra time on tenure clock provides an unfair advantage over peers.
Part-time policy will help retain faculty

- Disagree
- Neither Agree nor Disagree
- Agree

Male
Female

Iowa State University of Science and Technology
Using part-time policy hurts chances for tenure or promotion

![Bar chart showing the percentage of male and female respondents who disagree, neither agree nor disagree, and agree with the statement. The chart indicates a higher percentage of agreement among females compared to males for the agree category.]
Breaking the Norms: Challenges and Triumphs

- Beginnings. The importance of acquiring and responding to survey data
- Gaps and rigidities in data collection
- Identifying cause and effect
Breaking the Norms: Next Steps

- Streamlined processes for recruitment and retention
- Increased use and acceptance of flexible policies
- Dollars are only one measure of costs and benefits
Breaking the Norms: Next Steps

• New work-life website
• Interview policy users
• Enlightened policy development, well designed database development, a plan for institutional transformation
• ISU ADVANCE program: research, training, community
Questions?
Comments?

Contact us:

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