Analyzing Flexible Policy Options for Faculty: Recommendations from Balance@UW

Kate Quinn, PhD
Project Director, Balance@UW
University of Washington
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Overview
- Benchmarking Study
- UW Tenure Clock Extension Study
- Discussion
- Recommendations

Benchmarking Study (n=20)
- Collected data from websites and emailed questions to university representatives
- Asked about policy availability, eligibility for use, and if use is tracked
- Focus areas:
  - University housing for faculty
  - Assistance for dual career couples
  - Flexible options across life- and career-stages
  - Paid leave for caregiving

UW’s Peer Institutions
- Rutgers University
- Univ of Arizona
- UC, Berkeley
- UC, Davis
- UC, Irvine
- UC, Los Angeles
- UC, San Diego
- Univ of Colorado, Boulder
- Univ of Connecticut
- Univ of Florida
- Univ of Illinois, Urbana-Champaign
- Univ of Iowa
- Univ of Maryland, College Park
- Univ of Mass, Amherst
- Univ of Michigan
- Univ of Minnesota
- Univ of N Carolina, Chapel Hill
- Univ of Oregon
- Univ of Pittsburgh
- Univ of Virginia

Resource/Policy Availability
- University housing for faculty
  - 10 institutions (50%) provide housing for faculty
- Assistance for dual career couples
  - 16 institutions have some form of formal (13) or informal (3) assistance
  - 3 institutions participate in regional HERCs
- Flexible options across life- and career-stages
  - TCE most common (all 20 have some form)
  - ASMD of some form at 11 institutions
- Paid leave for caregiving
  - All offer paid sick leave for maternity, but only 11 offer paid family leave

Tracking Policy Use
- Utilization of flexible options least tracked
  - ASMD arranged at the department level
  - TCE recorded in personnel files, and sometimes in lists in the Provost’s Office or Academic Personnel – often without reasons for policy
- Paid family leave
  - Again, in individual personnel records
  - Some lists kept, but often without reasons for policy use
Analyzing Policy Effectiveness

- Without accessible policy use data, challenging to perform policy analysis
- Balance@UW explored faculty use of Tenure Clock Extension
  - All tenure-line faculty hired into assistant faculty positions between 1995 and 2001, excluding School of Medicine
  - Explored rate of policy use, reasons, and career outcomes by gender, race, and field

Methods

- Created database from data obtained from 465 faculty personnel files
- Explored differences in rate of and reasons for TCE use by gender, race, and academic field
- Explored differences in career outcomes (tenure attainment and retention) by policy utilization
- Online survey collected perspectives on experience from faculty who were 1) still at UW, 2) post-tenure, and 3) TCE policy users

Sample Characteristics

<table>
<thead>
<tr>
<th>Race</th>
<th>Men</th>
<th>% of Men</th>
<th>Women</th>
<th>% of Women</th>
<th>Total</th>
<th>% of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>White</td>
<td>193</td>
<td>74%</td>
<td>156</td>
<td>76%</td>
<td>349</td>
<td>75%</td>
</tr>
<tr>
<td>Of Color</td>
<td>67</td>
<td>26%</td>
<td>49</td>
<td>24%</td>
<td>116</td>
<td>25%</td>
</tr>
</tbody>
</table>

Academic Field

<table>
<thead>
<tr>
<th>Academic Field</th>
<th>Men</th>
<th>% of Men</th>
<th>Women</th>
<th>% of Women</th>
<th>Total</th>
<th>% of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arts, Humanities, Social Sciences</td>
<td>83</td>
<td>32%</td>
<td>57</td>
<td>27%</td>
<td>140</td>
<td>27%</td>
</tr>
<tr>
<td>Science, Technology, Engineering, M</td>
<td>83</td>
<td>34%</td>
<td>37</td>
<td>19%</td>
<td>120</td>
<td>27%</td>
</tr>
<tr>
<td>Professional</td>
<td>68</td>
<td>20%</td>
<td>44</td>
<td>21%</td>
<td>112</td>
<td>24%</td>
</tr>
<tr>
<td>Allied Health</td>
<td>21</td>
<td>8%</td>
<td>37</td>
<td>19%</td>
<td>58</td>
<td>12%</td>
</tr>
</tbody>
</table>

Analysis of TCE Use

Finding 1: Who Uses TCE

<table>
<thead>
<tr>
<th>Rec'd Ext</th>
<th>% Total</th>
<th>No Ext</th>
<th>% Total</th>
<th>Total</th>
<th>% Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender**</td>
<td>n = 111</td>
<td>n = 354</td>
<td>n = 465</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Man</td>
<td>46</td>
<td>16%</td>
<td>214</td>
<td>82%</td>
<td>260</td>
</tr>
<tr>
<td>Woman</td>
<td>65</td>
<td>32%</td>
<td>140</td>
<td>68%</td>
<td>205</td>
</tr>
</tbody>
</table>

Finding 2: Reasons for Use

<table>
<thead>
<tr>
<th>Race</th>
<th>Pers/Fam</th>
<th>Prof</th>
<th>Mult/Unk</th>
<th>Total</th>
<th>% Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>White</td>
<td>33</td>
<td>42%</td>
<td>3</td>
<td>27%</td>
<td>78</td>
</tr>
<tr>
<td>Of Color</td>
<td>32</td>
<td>27%</td>
<td>5</td>
<td>15%</td>
<td>53</td>
</tr>
</tbody>
</table>

Finding 3: Career Outcomes

<table>
<thead>
<tr>
<th>Race</th>
<th>Separated, pre-tenure review</th>
<th>Separated, granted tenure</th>
<th>Separated, denied tenure</th>
<th>Total</th>
<th>% Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>White</td>
<td>78</td>
<td>22%</td>
<td>27%</td>
<td>125</td>
<td>100%</td>
</tr>
</tbody>
</table>
The New Norm of Faculty Flexibility:
Transforming the Culture in Science &
Engineering, Panel #3

Finding 4: Faculty Perspectives
- 13 of 19 (68%) active, tenured, extension recipients who responded said the TCE helped them make tenure
- 18 (95%) said using the TCE was the "right choice" for them
- 10 (53%) said TCEs occur "routinely"
- 5 (26%) felt like a "trailblazer"
- 11 (58%) felt tenure review not changed

More Faculty Perspectives
- "It provided me with mental security, even though I did not in the end need any extra time"
  --Male, Professional field
- "I don’t believe that I would have achieved tenure without this extension"
  --Male, AHSS
- "I desperately needed that extra year"
  --Female, Allied Health
- "Without the stop, I’m not sure I would have wanted to stay in academia"
  --Female, Professional field

Summary of Findings
- 111 of 465 (24%) received at least 1 TCE
  - Higher % of women than men receive extensions
  - Higher % of AHSS fields than other fields
- 73% of recipients rec’d 1 extension
- Women tend to have personal or family reasons; men tend to have professional reasons
- TCE use (esp. multiple) increases separation, esp. pre-tenure

Discussion
- Benchmarking useful to see how your institution compares to others
- Internal analysis needed to see whether policies performing as intended
- Our next steps are to explore why recipients of multiple extensions separate in higher proportions than non-recipients

Recommendations
- Maintain a database so that policy use, years to tenure, tenure outcomes, and separation statistics can be easily obtained by gender, race/ethnicity, policy use, etc.
- Useful fields: demographics, hire date and rank, policy use and reason, costs (if applicable) of policy use, date of tenure review, tenure decision, separation date and reason

For More Information:
Kate Quinn, PhD
Project Director, Balance@UW
University of Washington
Campus Box 353765
Seattle, WA 98195-3765
VM: 206-616-7230
kquinn@u.washington.edu
www.washington.edu/provost/initiatives/balance