



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:

Faculty Demographics	Job Search Costs
Start-Up Costs	Faculty Compensation Data
Faculty Flexibility Policy Data	Tenure and Employment Data

Faculty Work/Life Database

College Category	Search Committee Costs Sub-Total ¹	On-Campus Interview Costs Sub-Total ²	Advertising & Covered Classes Costs ³	Average Asst. Professor Start-Up Costs FY2003-FY2006 Sub-Total ⁴	Average Cost to Hire One New 9-mo. Asst. Professor (Tenure-Eligible)	Average Cost to Retain One 9-mo. Asst Prof from FY2006-FY2007 Sub-Total ⁵	Estimated Staff Cost (Cental) to Administer Flexible Policies ⁶	Total Cost to Maintain Faculty with Flexible Policies	Dollars Saved with Flex Policy Retention vs. Hiring New ⁷
A	\$6,872	\$2,711	\$53,084	\$310,621	\$373,288	\$65,946	\$625	\$66,571	\$306,717
B	\$8,065	\$4,788	\$59,978	\$310,472	\$383,304	\$78,516	\$625	\$79,141	\$304,162
C	\$5,727	\$2,029	\$39,765	\$93,225	\$140,746	\$57,559	\$625	\$58,184	\$82,562
D	\$5,021	\$3,392	\$32,784	\$64,351	\$105,548	\$50,471	\$625	\$51,096	\$54,453
average	\$6,470	\$3,072	\$48,352	\$167,222	\$111,432	\$66,220	\$625	\$28,332	\$83,099

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

Reason	Women	Men	Total
Arrival of children	17	11	28
Illness	4	9	13
Extenuating P&T review decision	2	2	4
Family/life change	3	1	4
Care of spouse	2	1	3
Hire date caused tenure date changes	1	2	3
Care of child	1	1	2
Care of parent		2	2
Change in job responsibilities	1		1
Lab construction delays		1	1
Total	31	30	61

Outcomes of Tenure Clock Extension Policy, 2003-2008

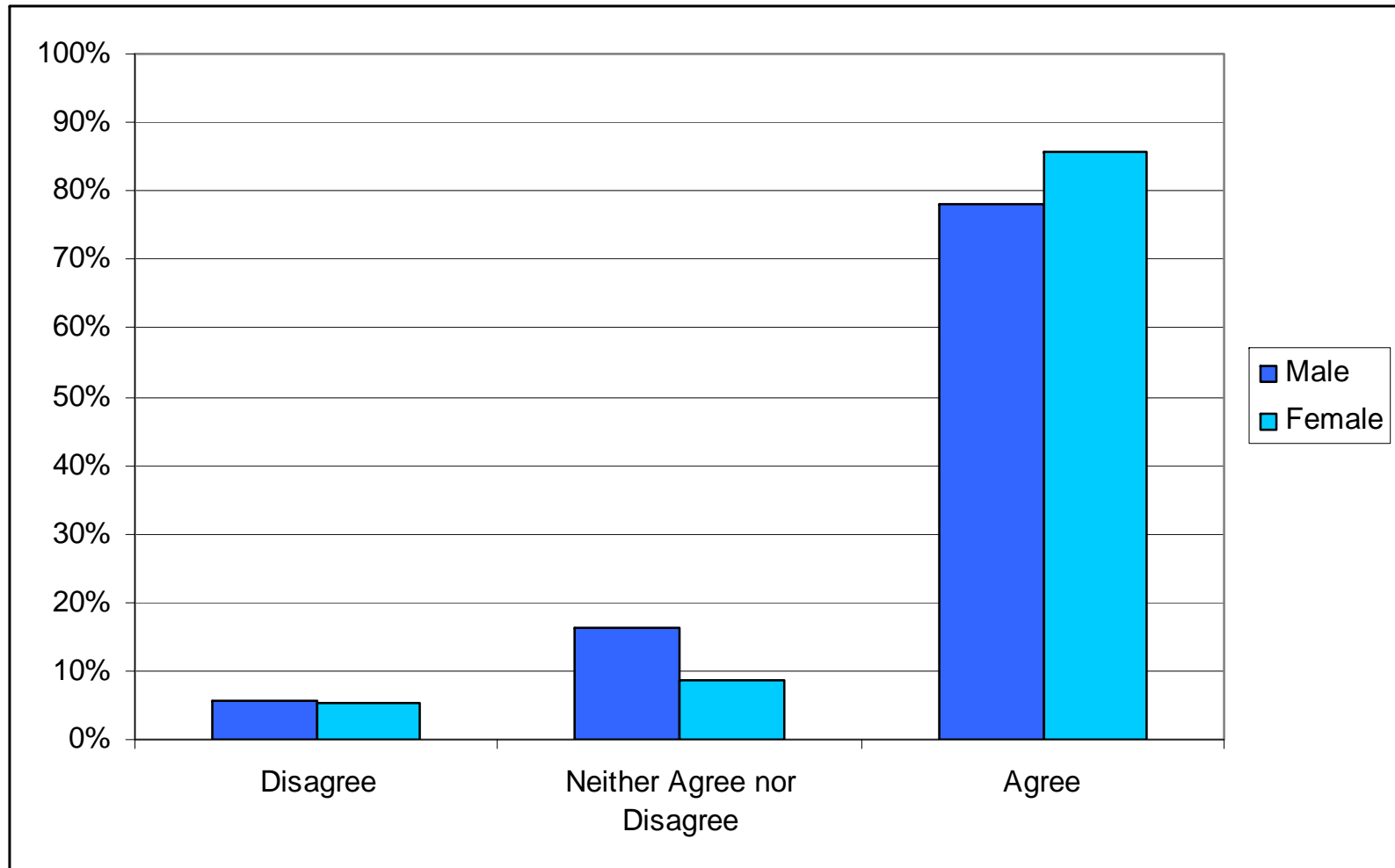
Outcome	Women	Men	Total
Tenure Granted	7	2	9
Tenure Pending	19	20	39
Deceased	1		1
Resigned			
Accepted other employment	2	2	4
Personal reasons (e.g. childcare)	1	1	2
Tenure Pending, Accepted academic position elsewhere	1	4	5
Tenure Granted, Accepted academic position elsewhere		1	1
Resigned Total	4	8	12
Total	31	30	61



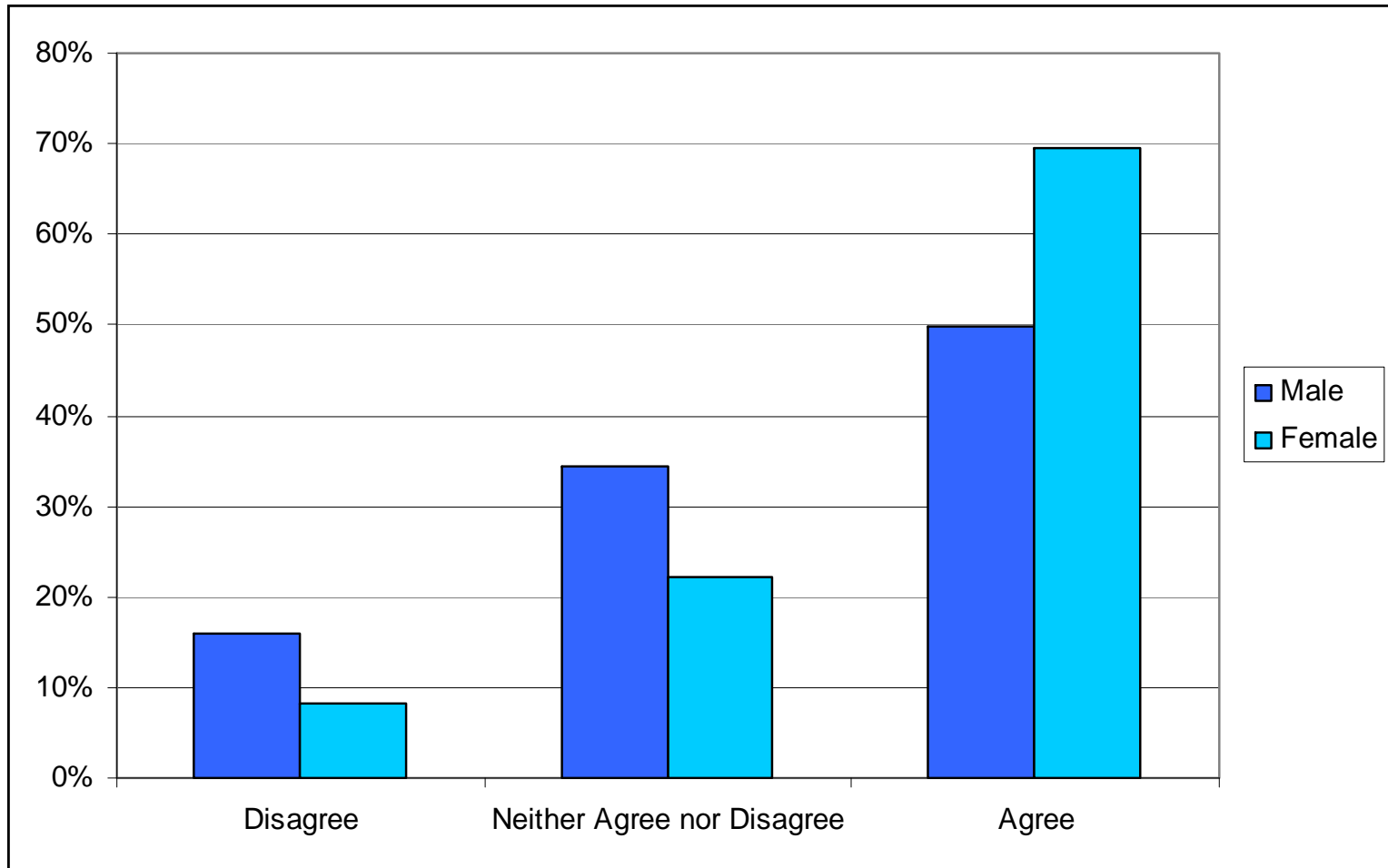
Context for the Database

- What do faculty believe about these two policies?
- Are there gender differences in attitudes?

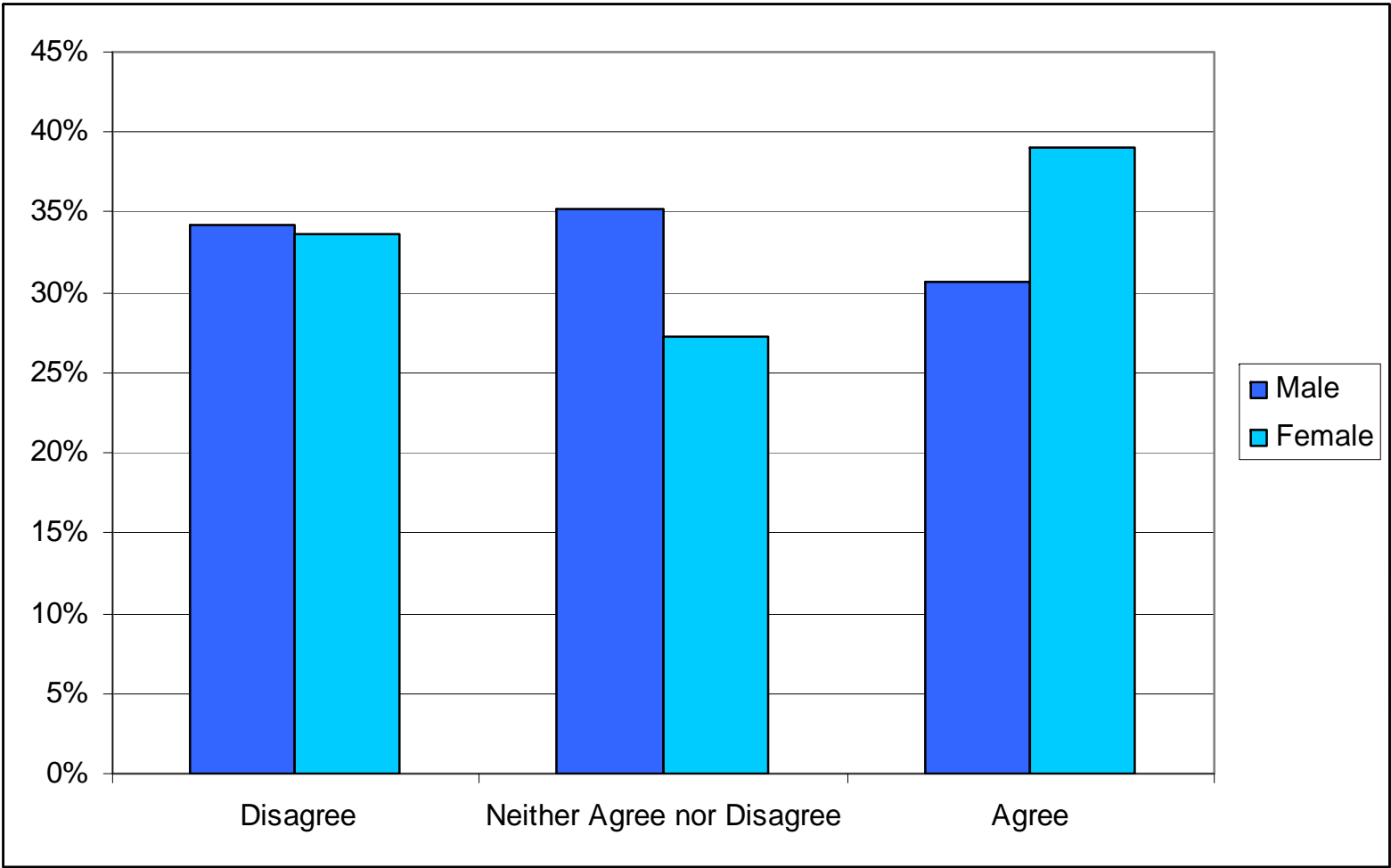
Having tenure clock policy shows ISU is supportive of family issues



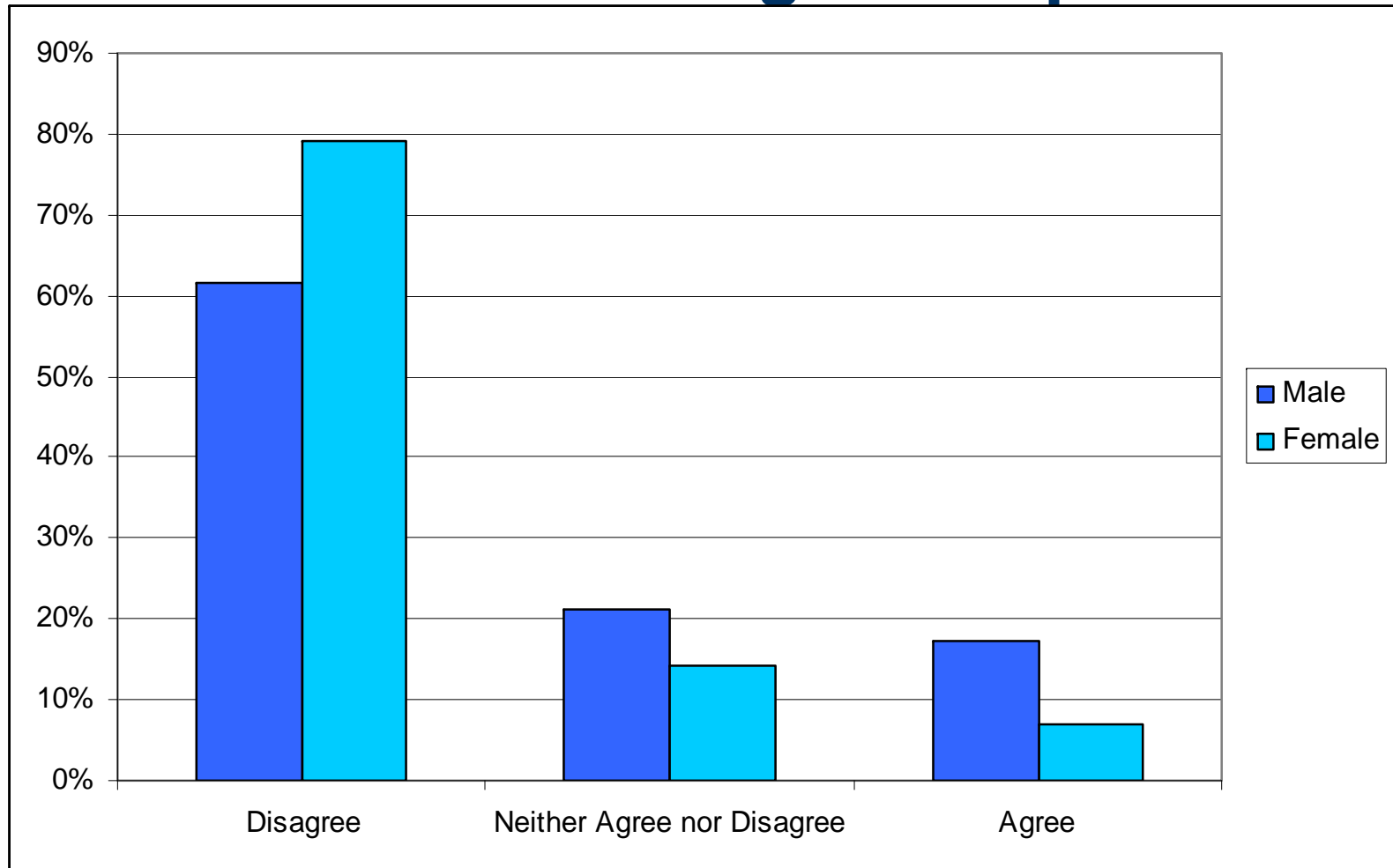
Tenure clock policy helps recruit faculty



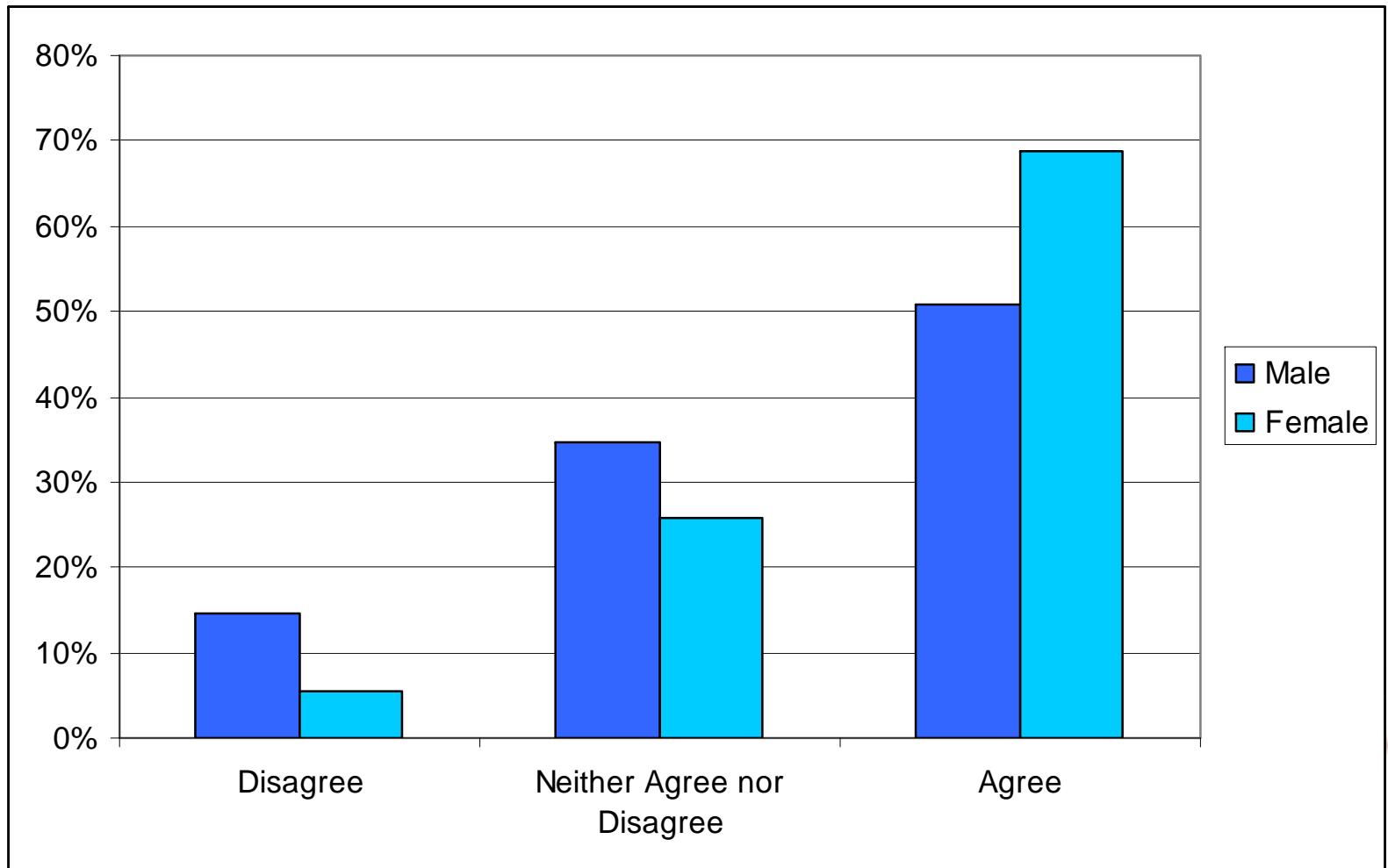
Using the tenure clock policy might hurt chances for tenure



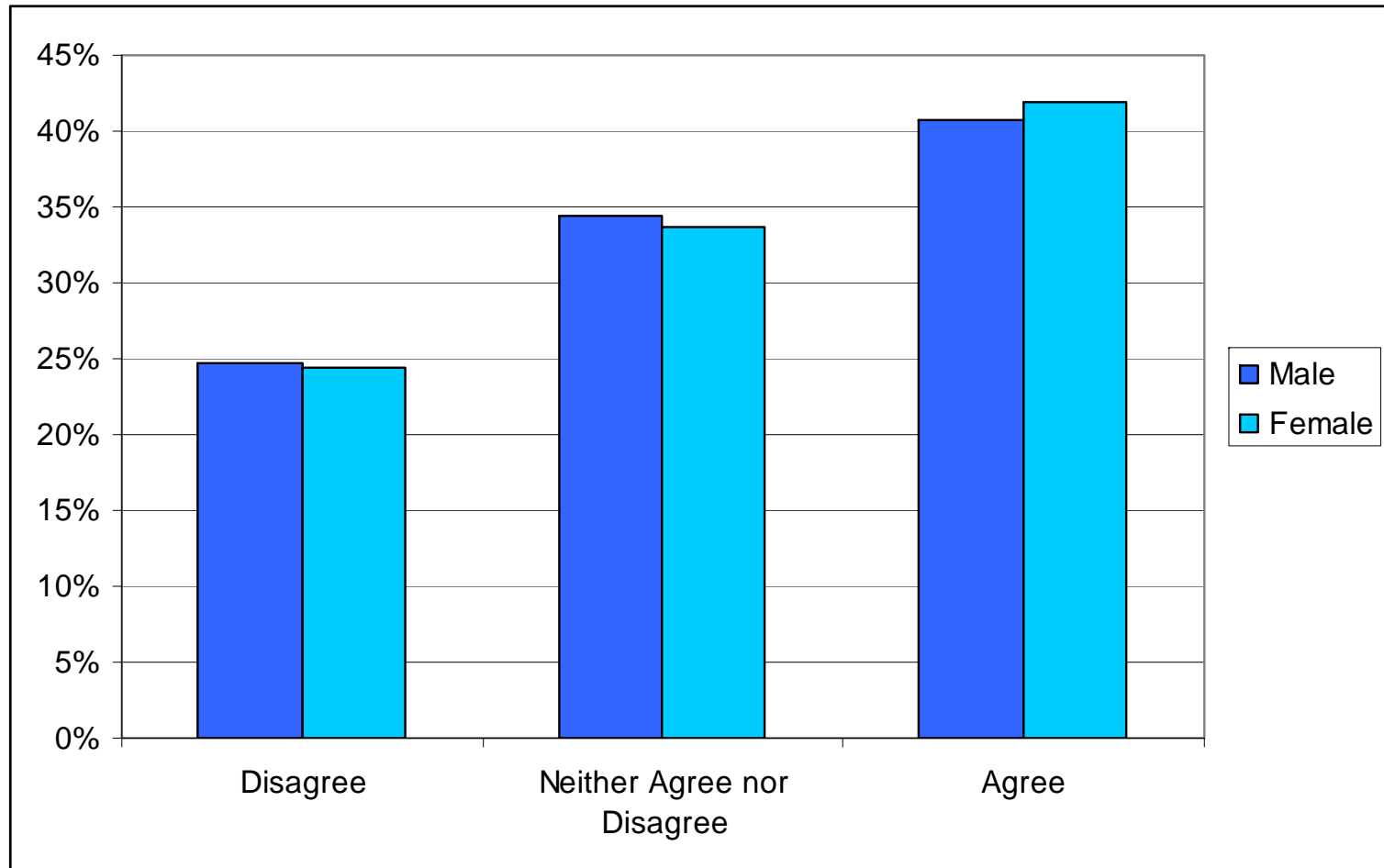
Extra time on tenure clock provides an unfair advantage over peers



Part-time policy will help retain faculty



Using part-time policy hurts chances for tenure or promotion






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
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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

ISU **ADVANCE**



Questions? Comments?

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