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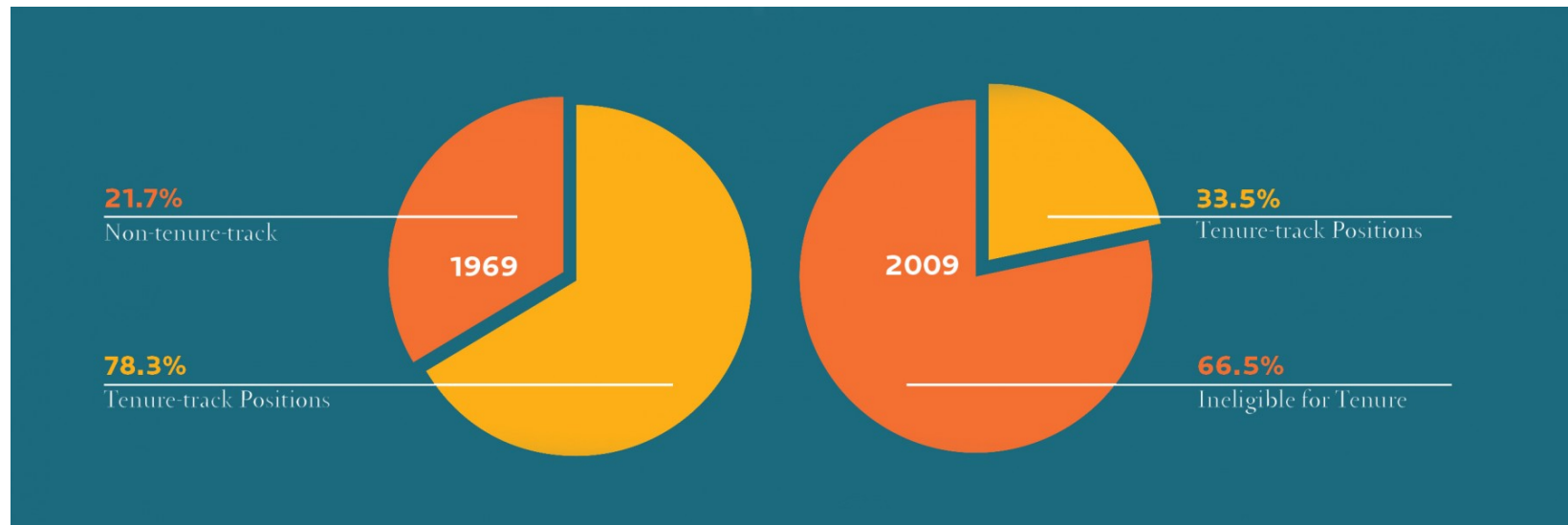
Faculty Opinions on Tenure in Wisconsin

William G. Howell

Susan C. Mallaney

December 16, 2015

Tenure in Higher Education



Tenure in Higher Education - Wisconsin

- Wisconsin's 2015-2017 Budget
 - Wisconsin is no longer the sole state where tenure is written into law
 - Board of Regents will oversee tenure for the entire UW System

What Do We Know about Faculty Opinion on Tenure?

- Carnegie Commission on Higher Education, in conjunction with the American Council on Education and the Survey Research Center at the University of California, Berkeley (1969)
 - Empirical study of job choice among young scholars

- Harvard GSE's Project on Faculty Appointments, Pew Charitable Trusts and New Pathways Project of the American Association for Higher Education (1998)
 - Focus on, among other things, faculty interest in renewable contracts and opinions about the value of tenure (*The Questions of Tenure*, Chait, 2002)

- University of California Survey of Graduate Students (2012)

Outline

- Survey Methodology
- Overall Support for Tenure
- Tenure as a Measure of Quality
- Concerns about Board of Regents
- Evaluation of Renewable Contracts as an Alternative to Tenure
- Renewable Contracts for Future Hires
- Academic Freedom
- Post-Tenure Review
- The Humanities

Survey Methodology



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Tenure in Higher Education - Wisconsin

	Tenure & Tenure Track Faculty	Instructional Staff ¹
Overall	6,283	4,764
Top Research	2,922	2,891
All Other 4 Year Institutions	2,840	1,491
2 Year Colleges + Extension Schools	522	372

¹ Whereas all tenure and tenure track faculty are full time, some instructional staff are part time. Full time equivalents for instructional staff, therefore, are as follows: Overall – 3,731.18; Top Research – 2,329.39; All Other 4 Year Institutions – 1,141.90; 2 Year Colleges + Extension Schools – 264.44.

The Basics

- Survey submitted to the UChicago Social and Behavioral Sciences IRB and determined to meet the criteria for exemption
- 6,283 Faculty Members emailed on Monday, September 14th at 2:00pm CST
- Sample includes only tenured and tenure-track faculty
- Survey administered through Qualtrics
 - Respondents informed that survey was completely voluntary
 - Survey responses not uploaded until respondent actively submits form at end of survey
 - Survey and administrative data anonymized
 - Administrative data aggregated:
 - Division
 - University Type
 - Salary
 - Tenure v. Tenure Track
- Stayed in the field until Wednesday, September 16th at 5:00pm CST
- 1,378 Faculty surveys ultimately completed and analyzed (21.93%)
- Research supported via a grant from the Wisconsin Policy Research Institute to UChicago

Pushback

■ Survey generated lots of controversy

- Significant communication from the field
- New stories written in *Wisconsin State Journal*, *Inside Higher Ed*
- Two primary complaints: disclosure of funding source & anonymity of respondents
- UChicago SBS IRB reviewed subject complaints and recommended additional safeguards to protect subject identities, which were implemented

■ Secretary of the Faculty at UW – Madison emailed Faculty Members

- Three emails sent
 1. Survey voluntary
 2. Incorrectly linked funding source to American Legislative Exchange Council (ALEC)
 3. Instructions on opting out

■ Requests for Opt Outs

- 1,606 originally took survey
- 228 requested to be opted out after completing it; survey data was deleted
- Per UChicago IRB recommendations, honored all requests until October 1, 2015

Response Rates

■ Participation¹

– Institution Type

- Top Research (Madison, Milwaukee) – 19.92%
- Other 4 Year Colleges – 24.75%
- 2 Year Colleges + Extension Schools – 17.82%

– Division

- Humanities – 19.32%
- Social Sciences – 23.60%
- Physical & Biological Sciences – 22.51%
- Vocational, Professional Schools & Hospitals – 21.97%

– Tenure v. Tenure Track

- Tenure – 22.54%
- Tenure Track – 20.48%

¹ Percentages represent: # of respondents within category / total number of faculty members emailed within category.

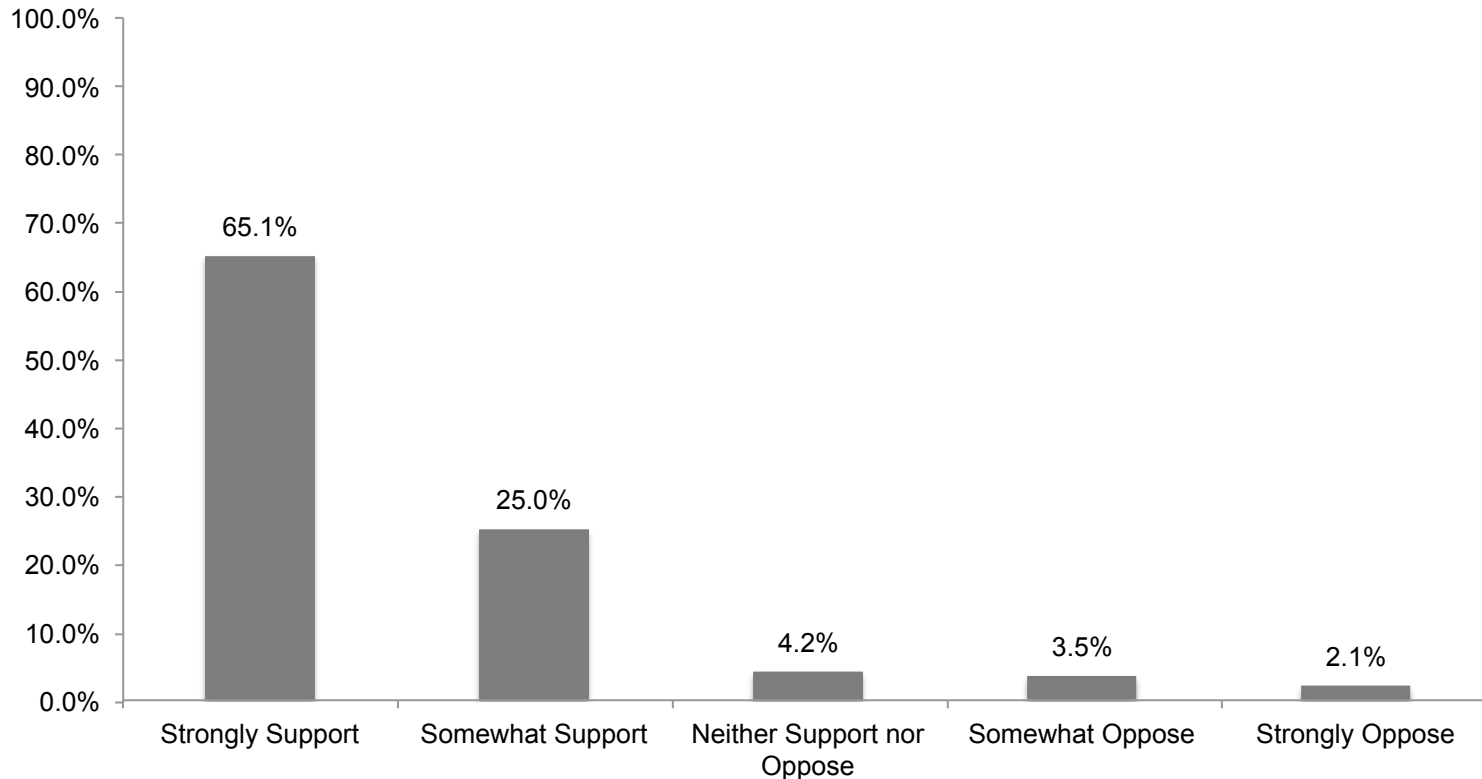
Generalizability of Findings?

- Not clear how to think about the extent to which our findings reflect the opinions of faculty generally, given:
 1. Self selection into study; and
 2. Opt out requests
- Report unweighted responses for transparency
- Agnostic as to how these findings speak to larger populations

Overall Support for Tenure



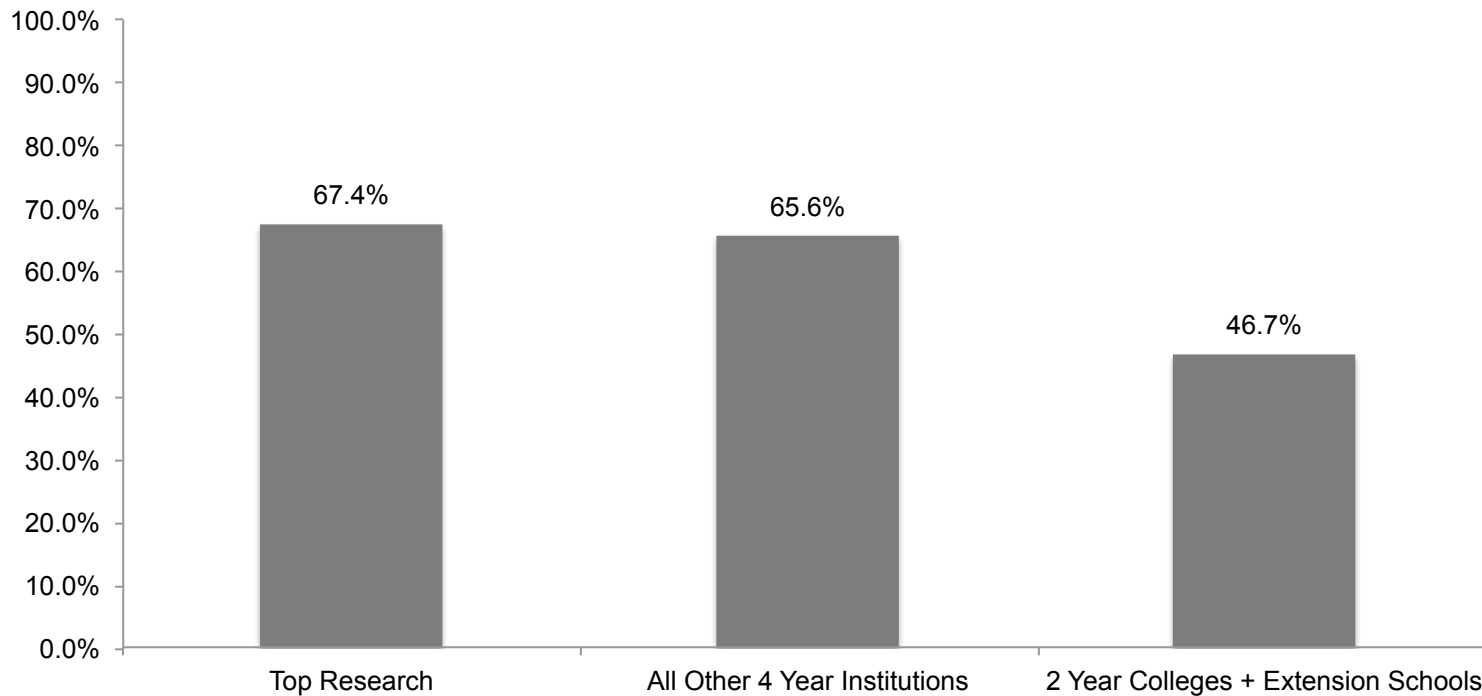
Support for Tenure



Q1: As you know, many decisions about faculty employment revolve around tenure considerations. We're wondering what you think about this practice in the department at the university where you work. Do you strongly support, somewhat support, neither support nor oppose, somewhat oppose, or strongly oppose existing tenure policies in your department at UW?

Support for Tenure (Institution Type)

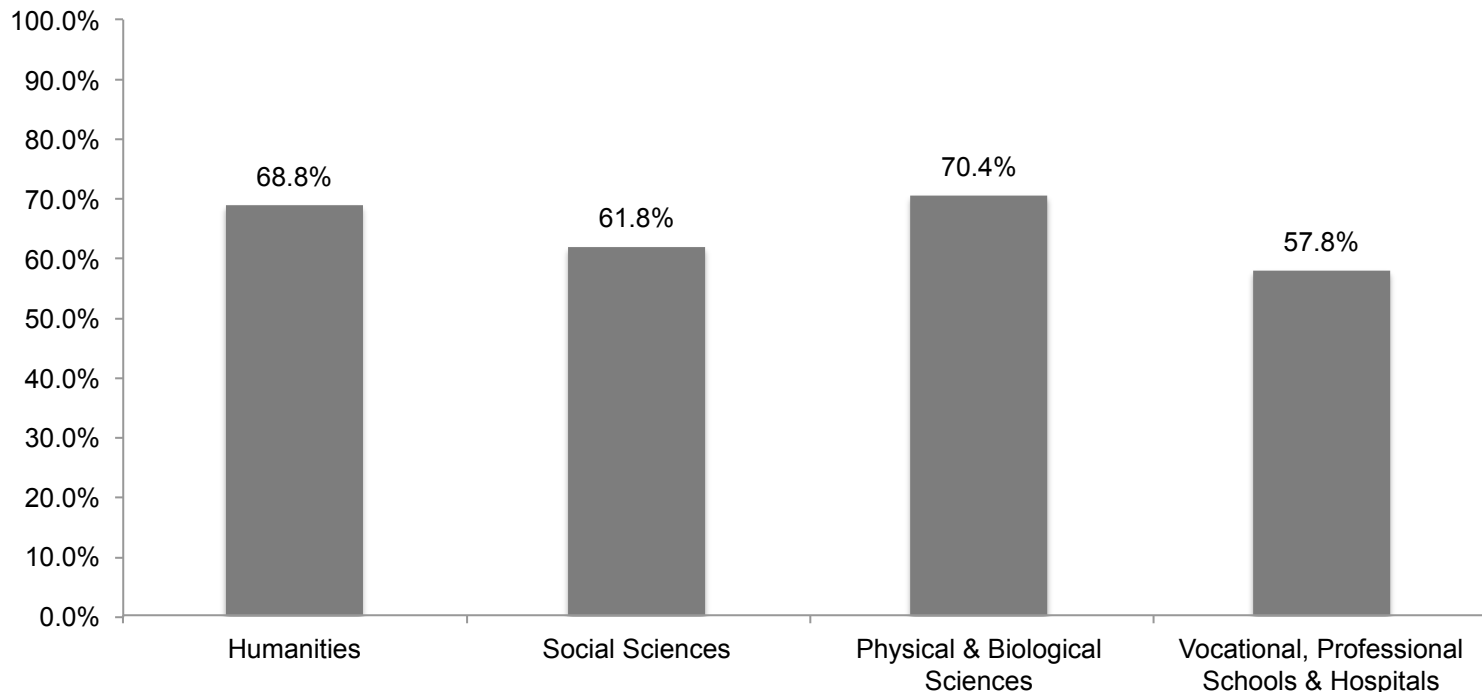
Strongly Support



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Support for Tenure (Division)

Strongly Support

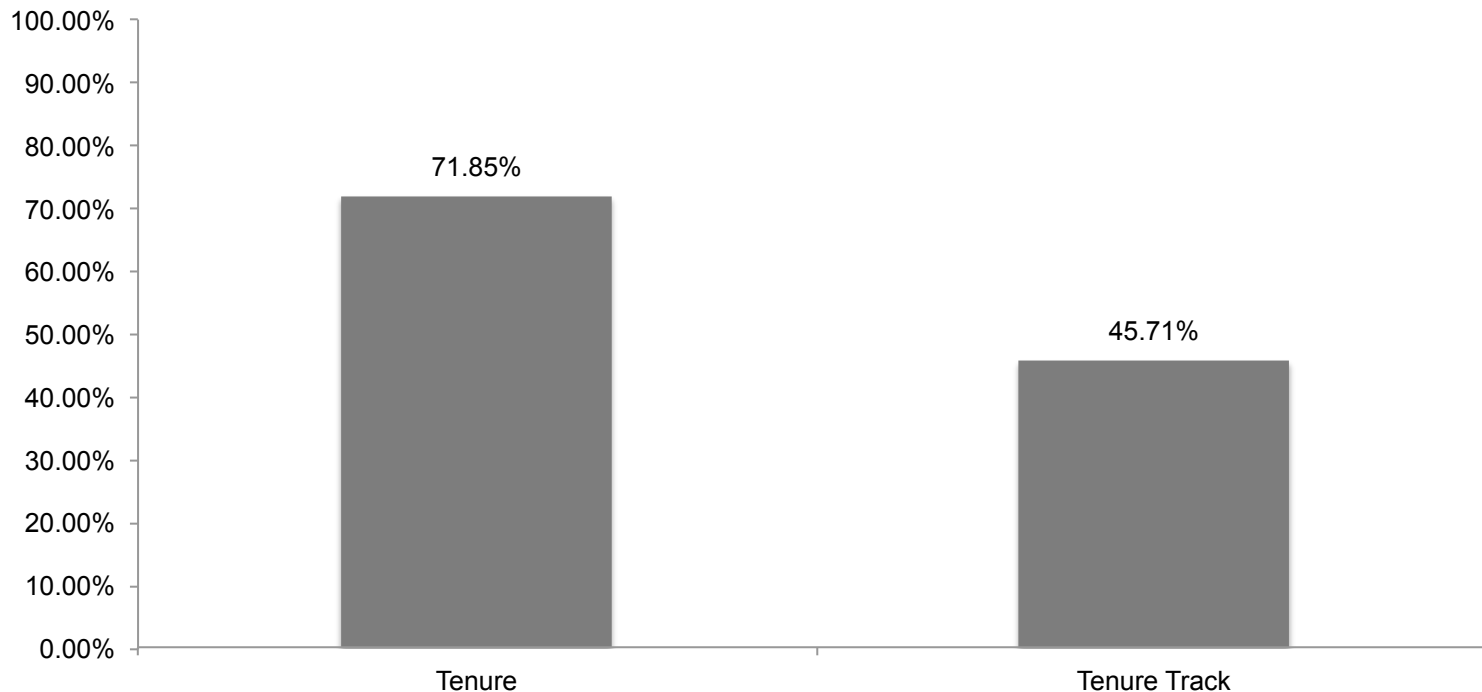


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Support for Tenure

(Tenure v. Tenure Track)

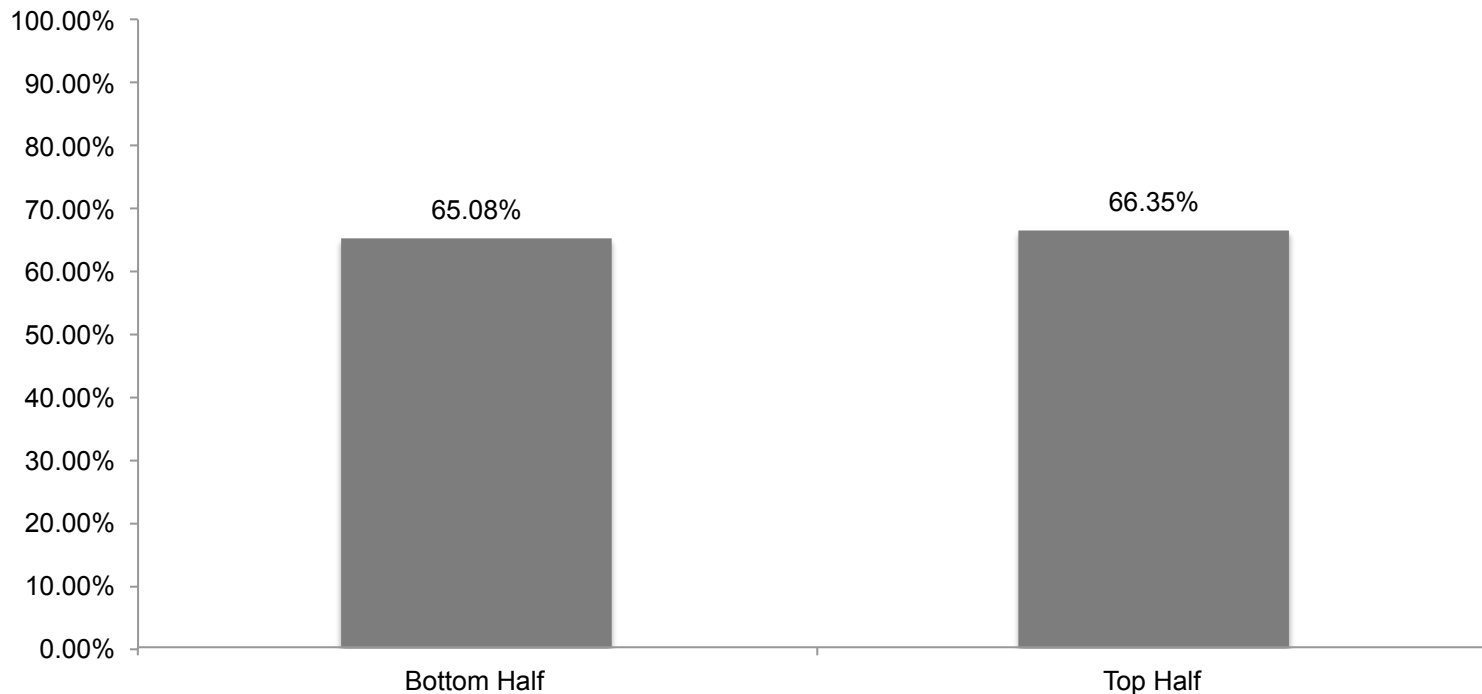
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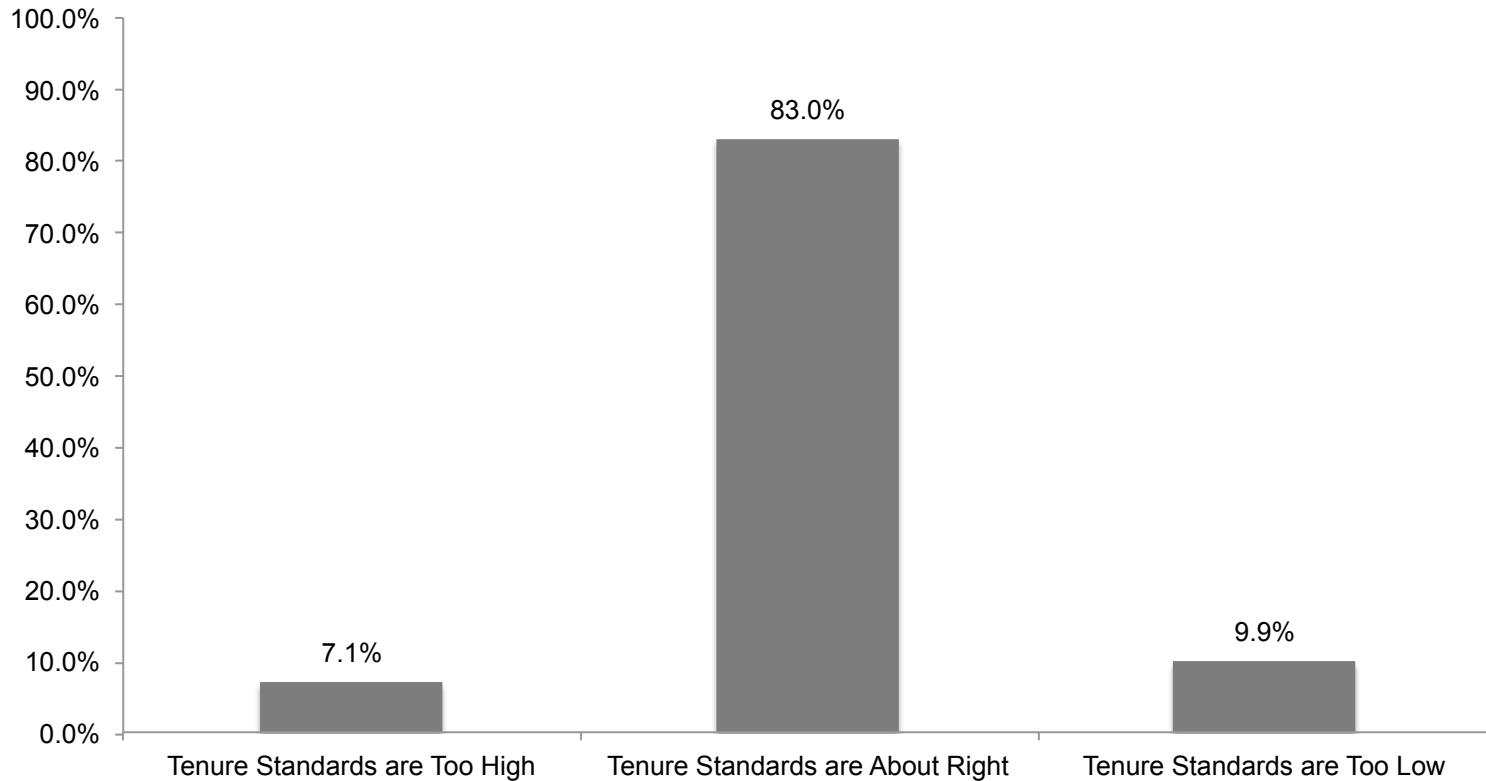
Support for Tenure (Salary)

Strongly Support



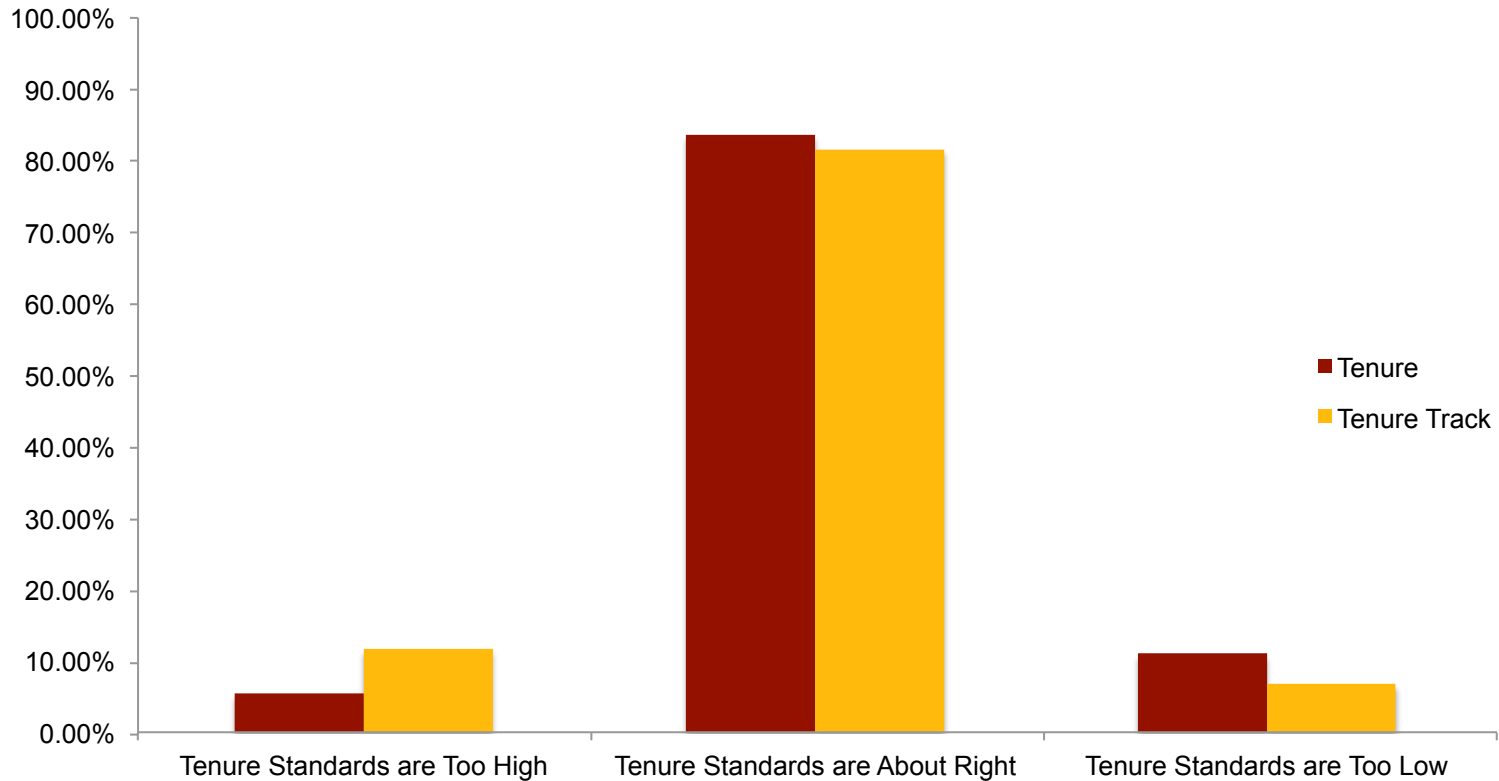
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Thoughts on Tenure Standards



Q3: We're wondering about your view of the current standards for achieving tenure in your department. In your view, are the current tenure standards for UW faculty too high, are they about right, or are they too low?

Thoughts on Tenure Standards (Tenure v. Tenure Track)



Q3: We're wondering about your view of the current standards for achieving tenure in your department. In your view, are the current tenure standards for UW faculty too high, are they about right, or are they too low?

Tenure as a Measure of Quality



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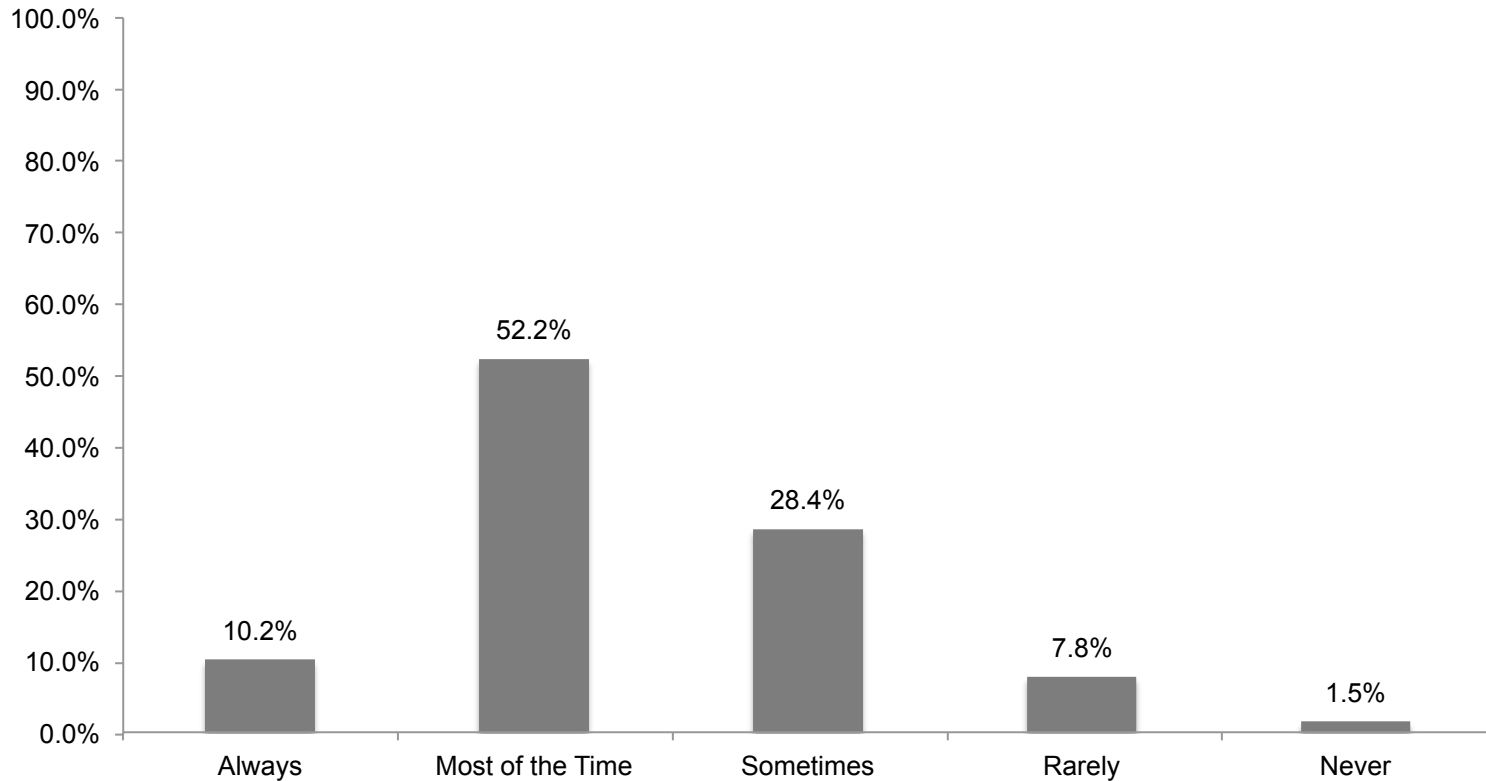
Three Criteria

“The Wisconsin Idea is the principle that the university should improve people’s lives beyond the classroom. It spans UW–Madison’s teaching, research, outreach and public service.”

Accordingly, we ask about:

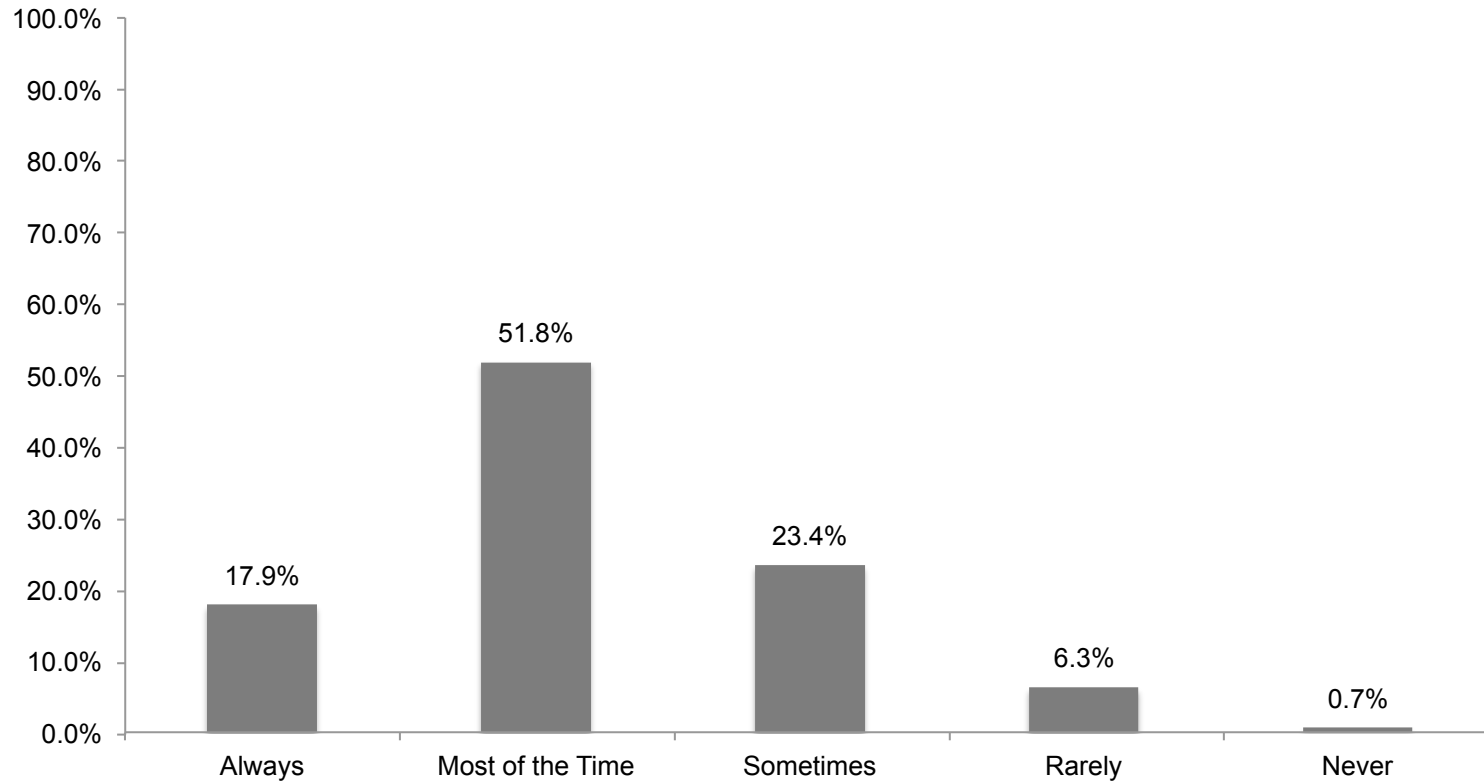
- Classroom Instruction
- Research Achievements
- Impact on Broader Community

Classroom Instruction



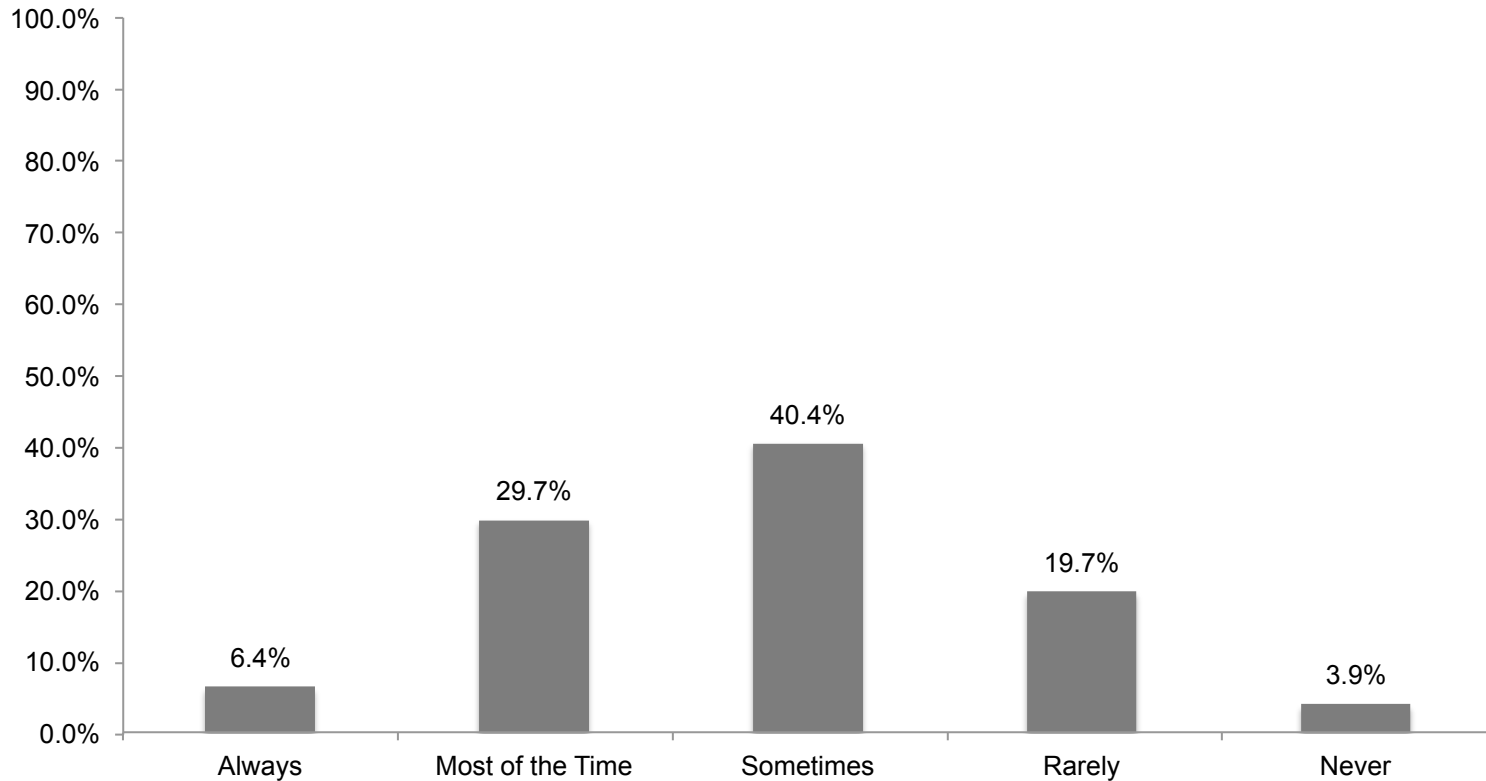
Q4: Among faculty in your department, do you think tenure is always, most of the time, sometimes, rarely or never a good indication of the quality of a **tenure-holder's instruction in the classroom?**

Research Achievements



Q5: Among faculty in your department, do you think tenure is always, most of the time, sometimes, rarely or never a good indication of the quality of a **tenure-holder's research achievements**?

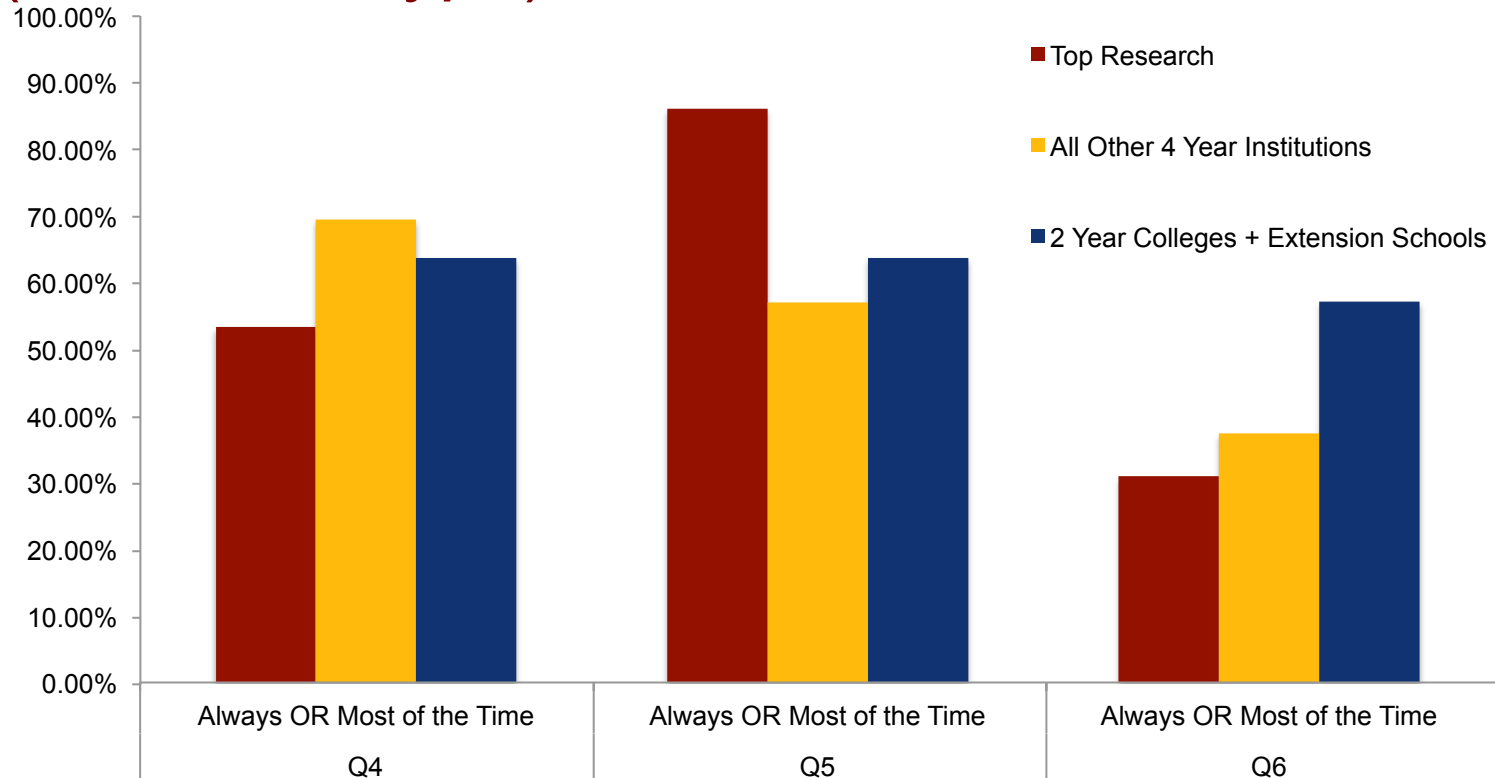
Impact on Broader Community



Q6: Among faculty in your department, do you think tenure is always, most of the time, sometimes, rarely or never a good indication of the quality of a **tenure-holder's impact on the community, business or the economy?**

Tenure as Measure of Quality

(Institution Type)



Q4: Among faculty in your department, do you think tenure is always, most of the time, sometimes, rarely or never a good indication of the quality of a **tenure-holder's instruction in the classroom**?

Q5: Among faculty in your department, do you think tenure is always, most of the time, sometimes, rarely or never a good indication of the quality of a **tenure-holder's research achievements**?

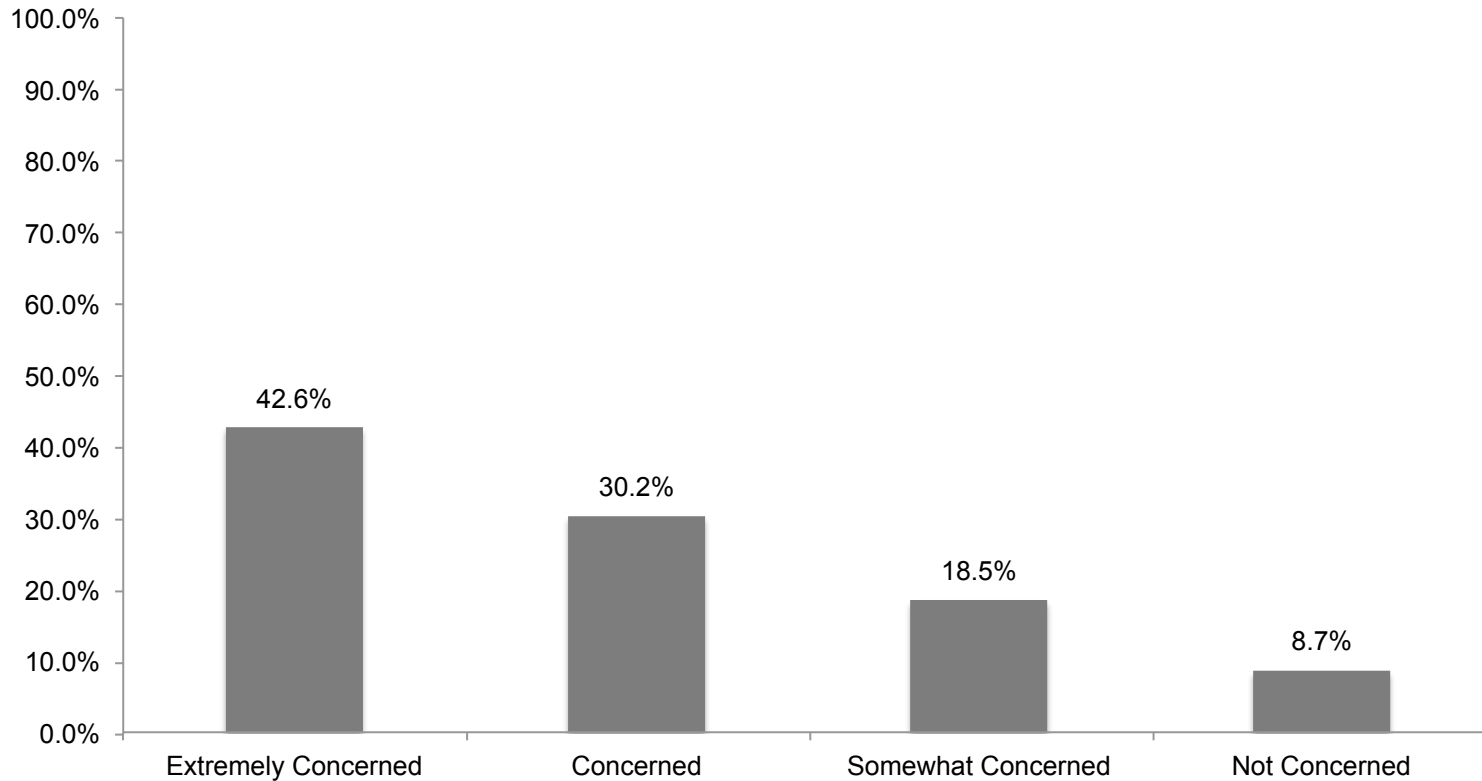
Q6: Among faculty in your department, do you think tenure is always, most of the time, sometimes, rarely or never a good indication of the quality of a **tenure-holder's impact on the community, business or the economy**?



Concerns about Board of Regents

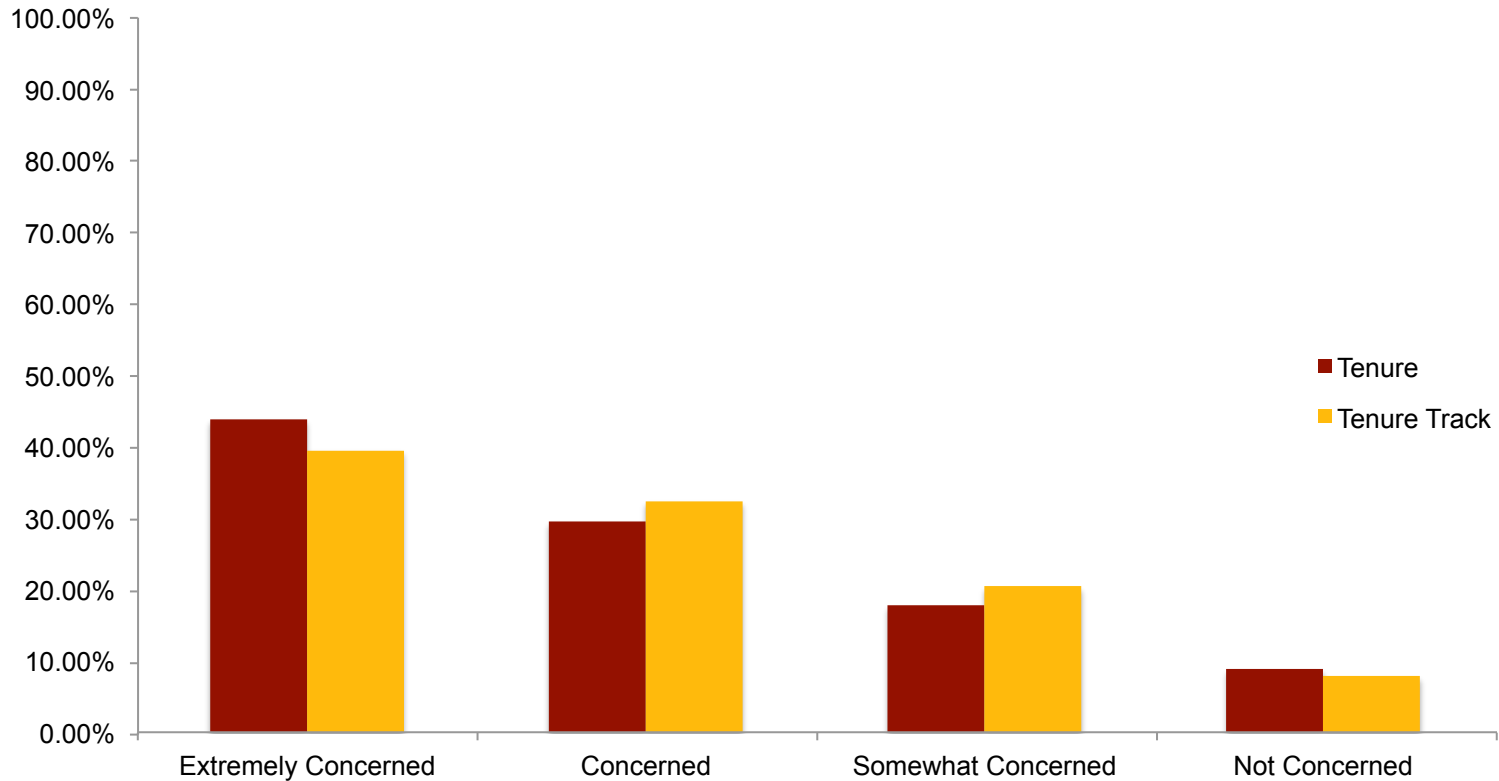


Concern About Changes



Q2: As you may have heard, the University of Wisconsin Board of Regents recently has assumed responsibility for decisions regarding tenure. How concerned are you that the Board may be about to change the existing policy?

Concern About Changes (Tenure v. Tenure Track)



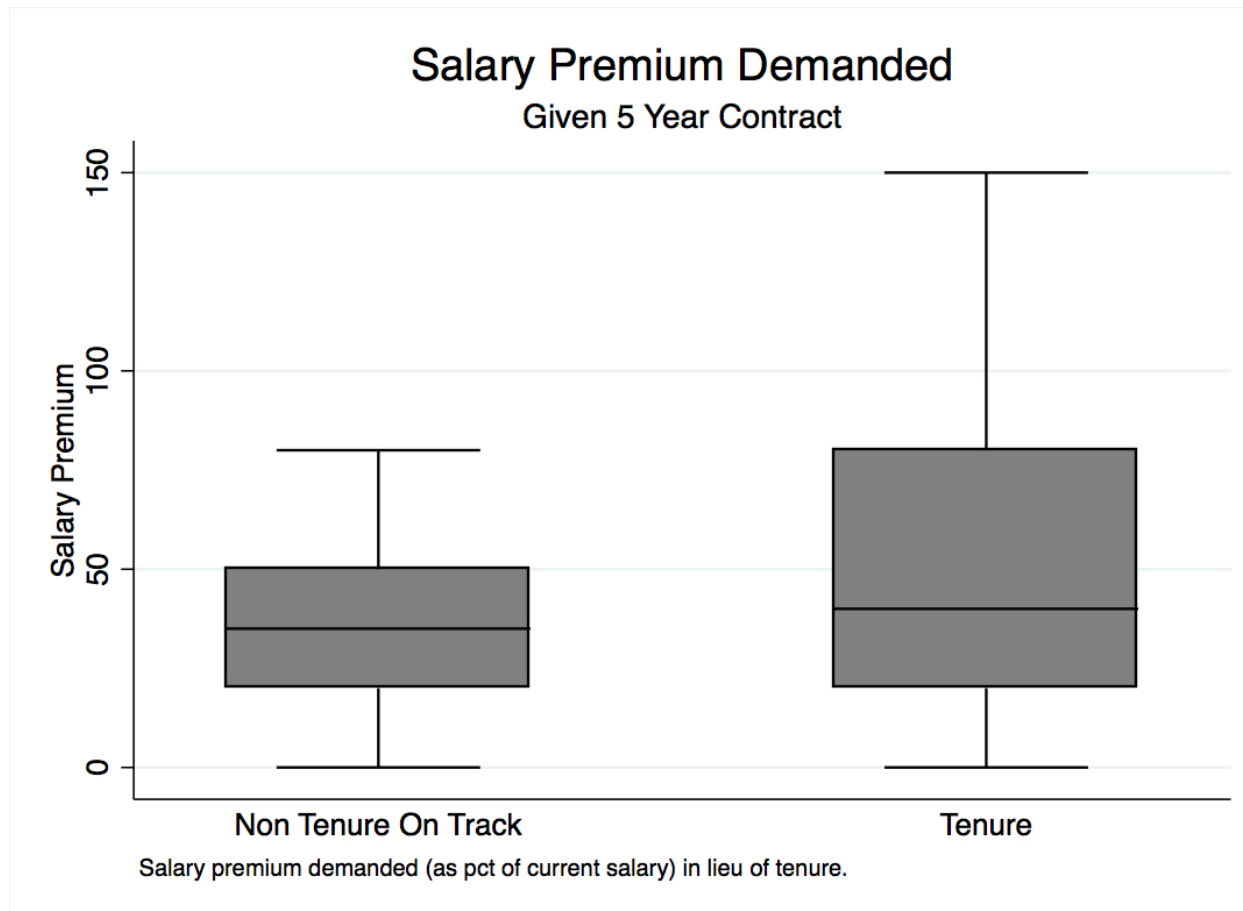
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Evaluation of Renewable Contracts as an Alternative to Tenure



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Tradeoffs (Salary)

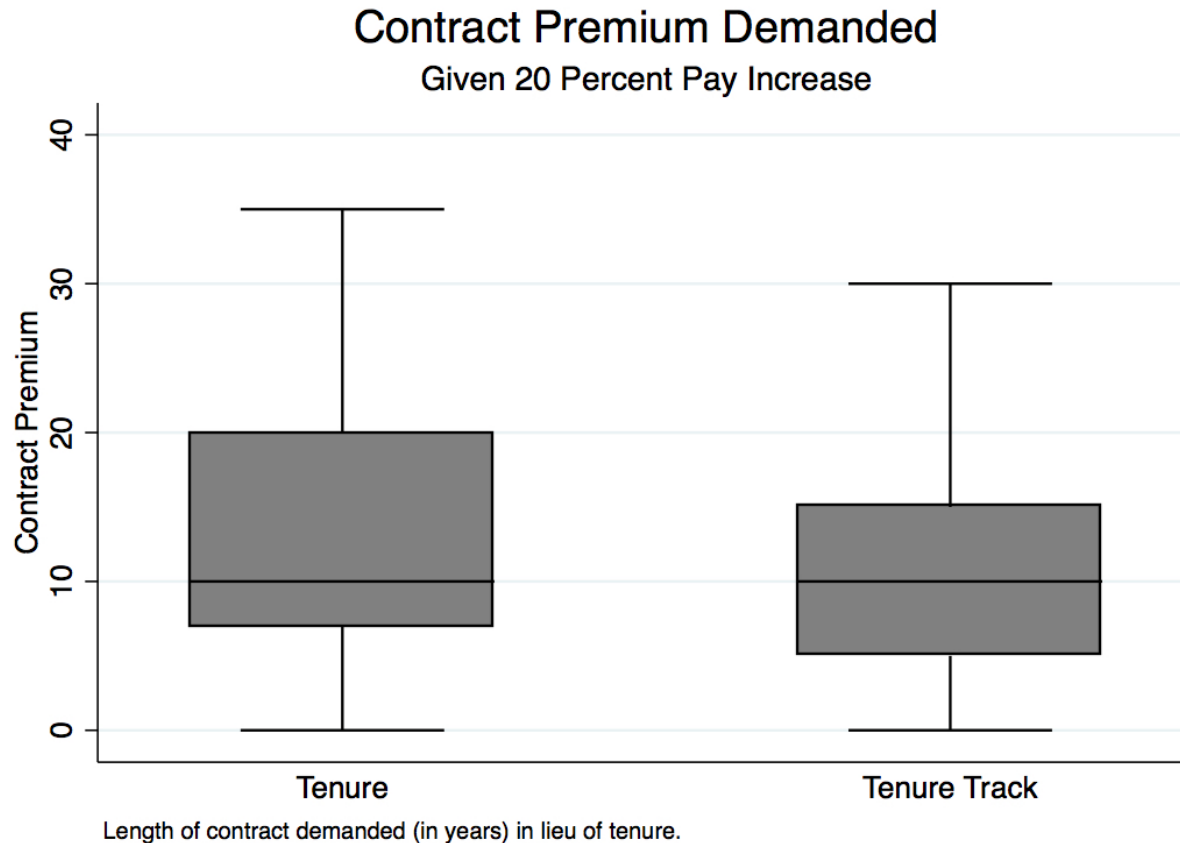


For variety reasons, shouldn't infer actual willingness to sell tenure on basis of responses to this question, including: strategic answers and some refused to answer because they wouldn't sell.

Max allowable answer set at 100,000 percent of current salary.

Q10: A potential alternative to tenure is an employment policy in which faculty would have renewable contracts for fixed periods of time. Suppose that the renewable contract was set for **5 years**. At the end of this period, your renewal would be based upon the same criteria on which you are currently evaluated. What is the minimum percentage increase in your salary you would need to be offered in order to consider giving up tenure? This increase would not negate other regular pay increases. *Please give answer as a percentage.*

Tradeoffs (Length of Contract)

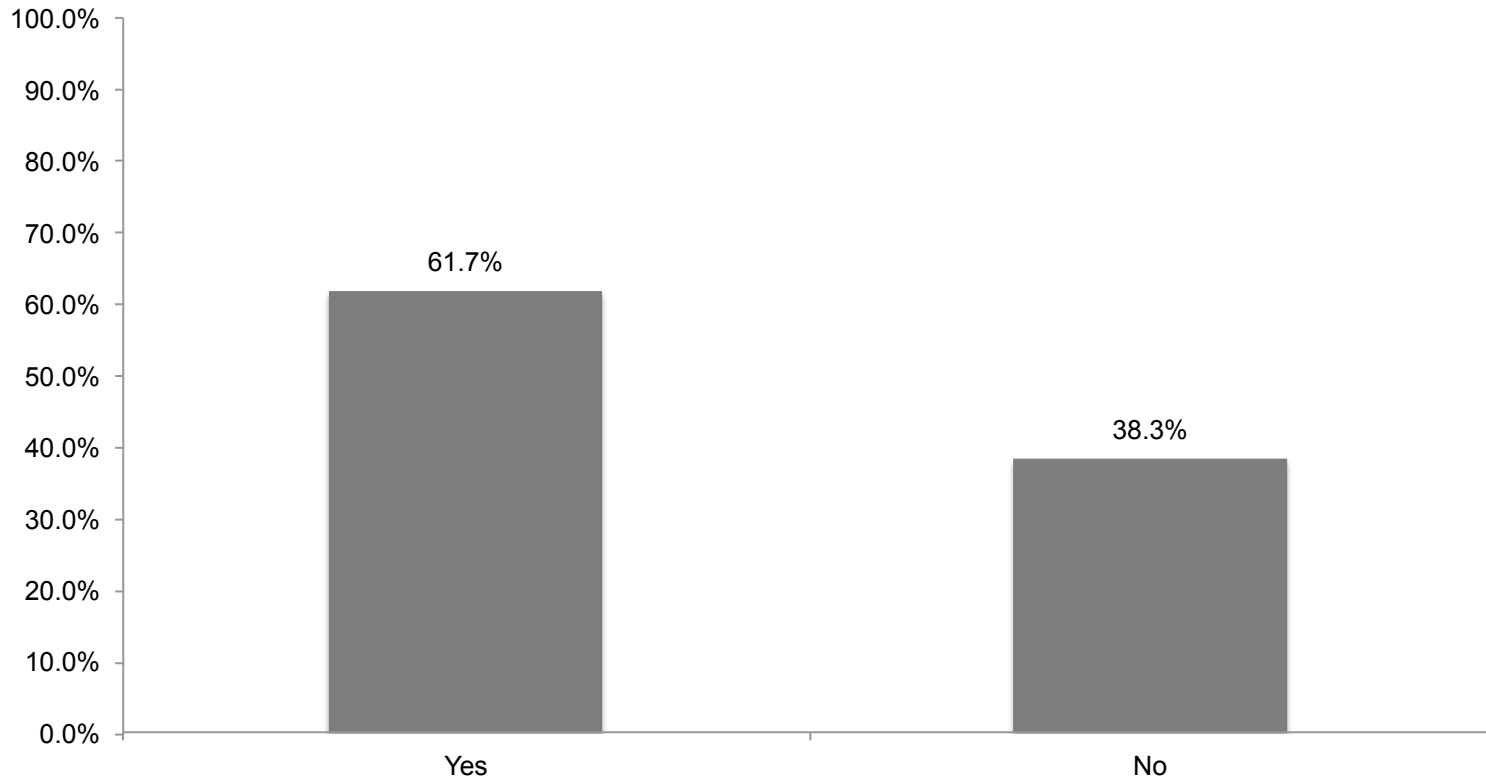


Similar caveats apply here as well. Note, though, that here can recover functional equivalent of tenure by just naming high contract length.

Max allowable answer set at 1,000 years.

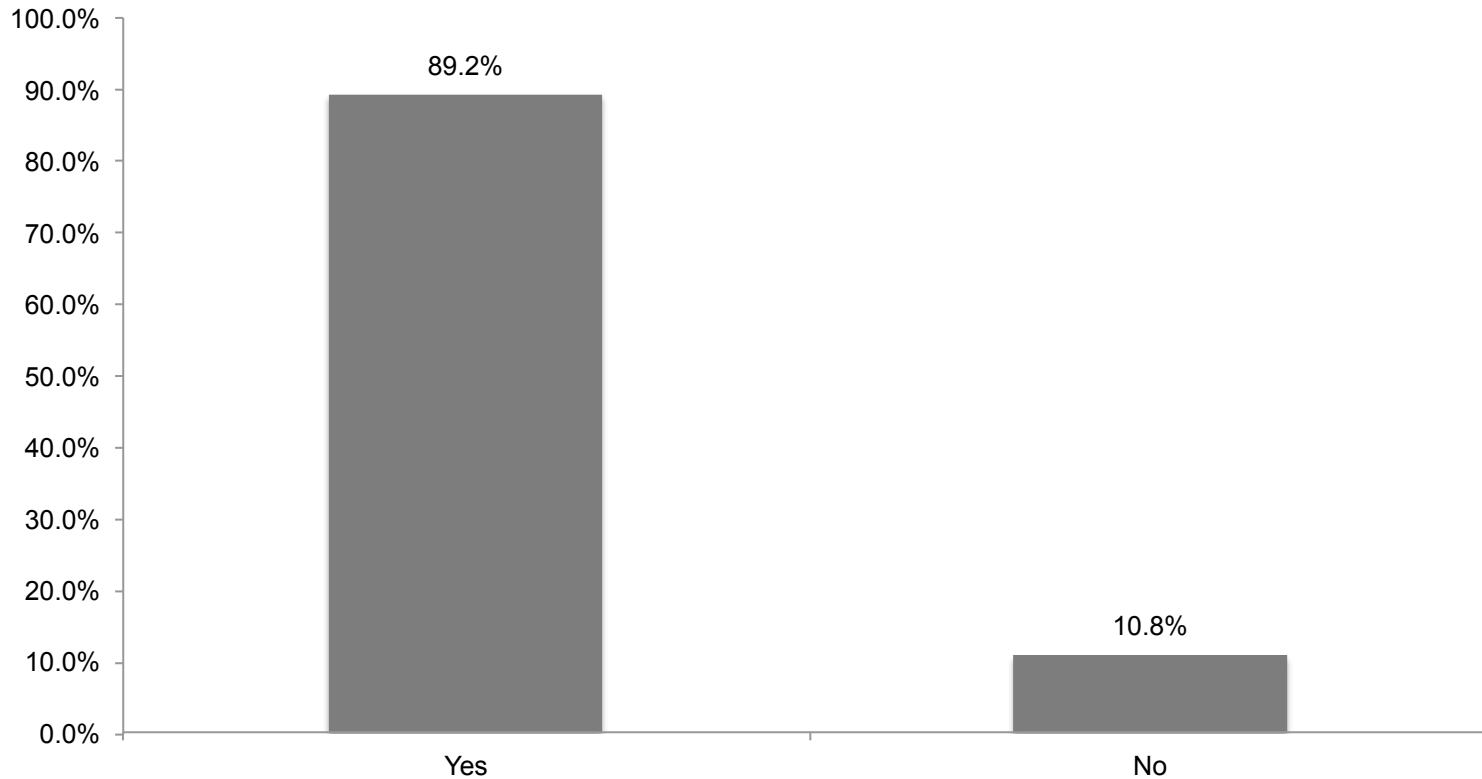
Q12: Now let's think about the length of time for which a renewable contract might be set. Suppose that a salary increase was established at **20 percent** of your current salary. What is the minimum length of a renewable contract that would you need to be offered in order to consider giving up tenure? Again, at the end of this contract, your renewal would be based upon the same criteria on which you are currently evaluated. *Please give answer in years.*

Consider Leaving UW System



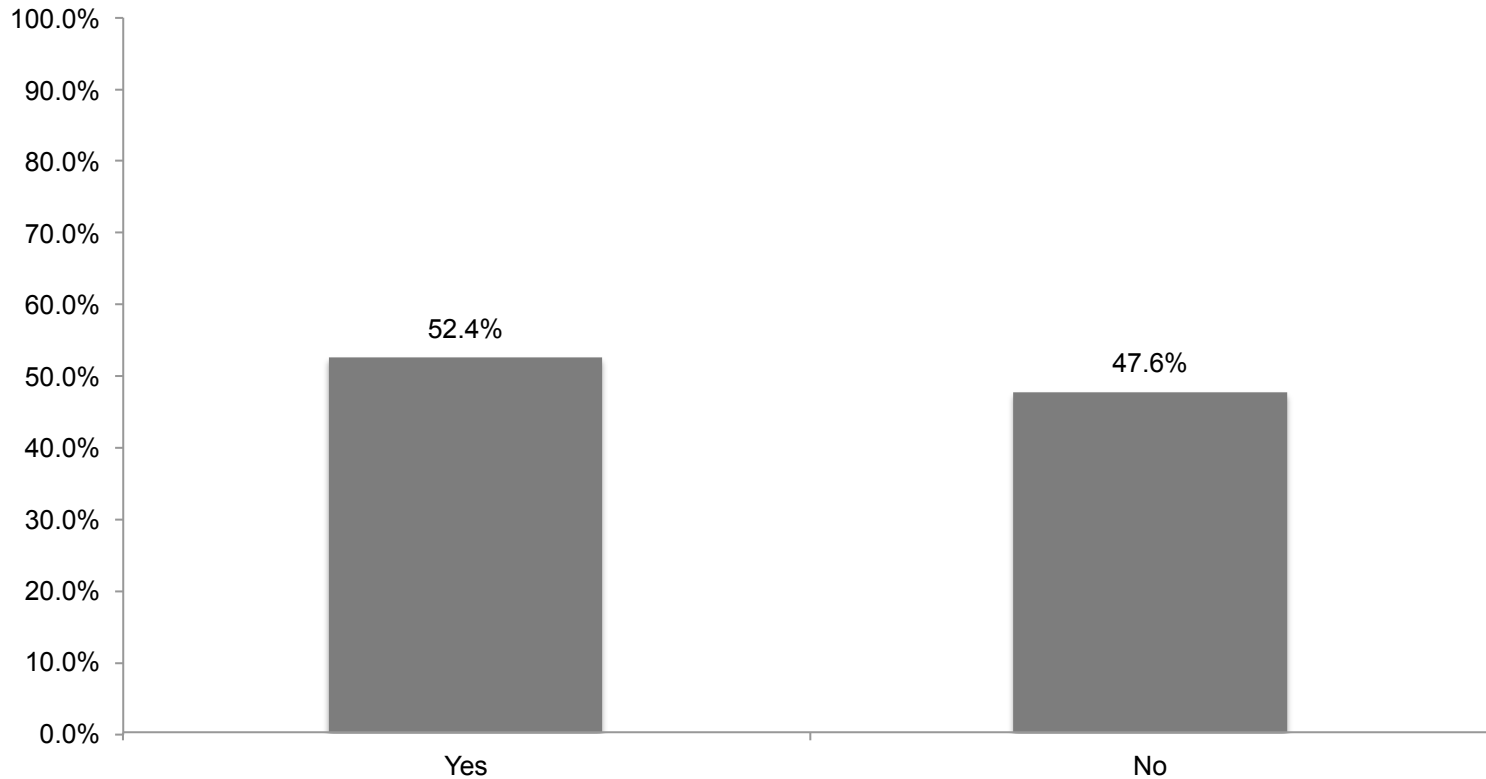
Q19: If the existing tenure policy was replaced with renewable contracts, would you consider leaving the UW system in favor of another college or university here in Wisconsin?

Consider Leaving Wisconsin



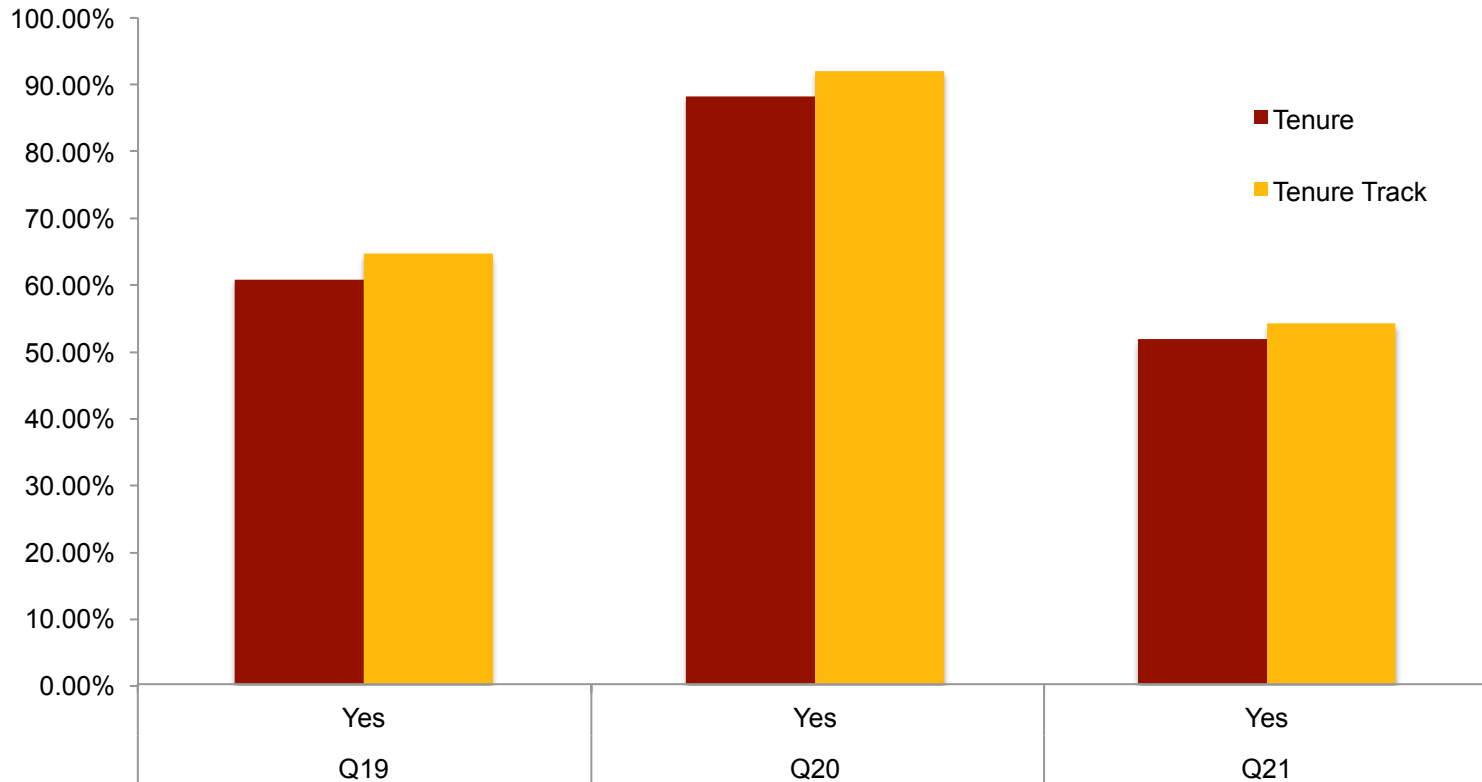
Q20: Would you consider leaving the UW system in favor of another college or university in another state?

Consider Leaving Academia



Q21: Would you consider leaving academia altogether?

Thoughts on Leaving (Tenure v. Tenure Track)



Q19: If the existing tenure policy was replaced with renewable contracts, would you consider leaving the UW system in favor of another college or university here in Wisconsin?

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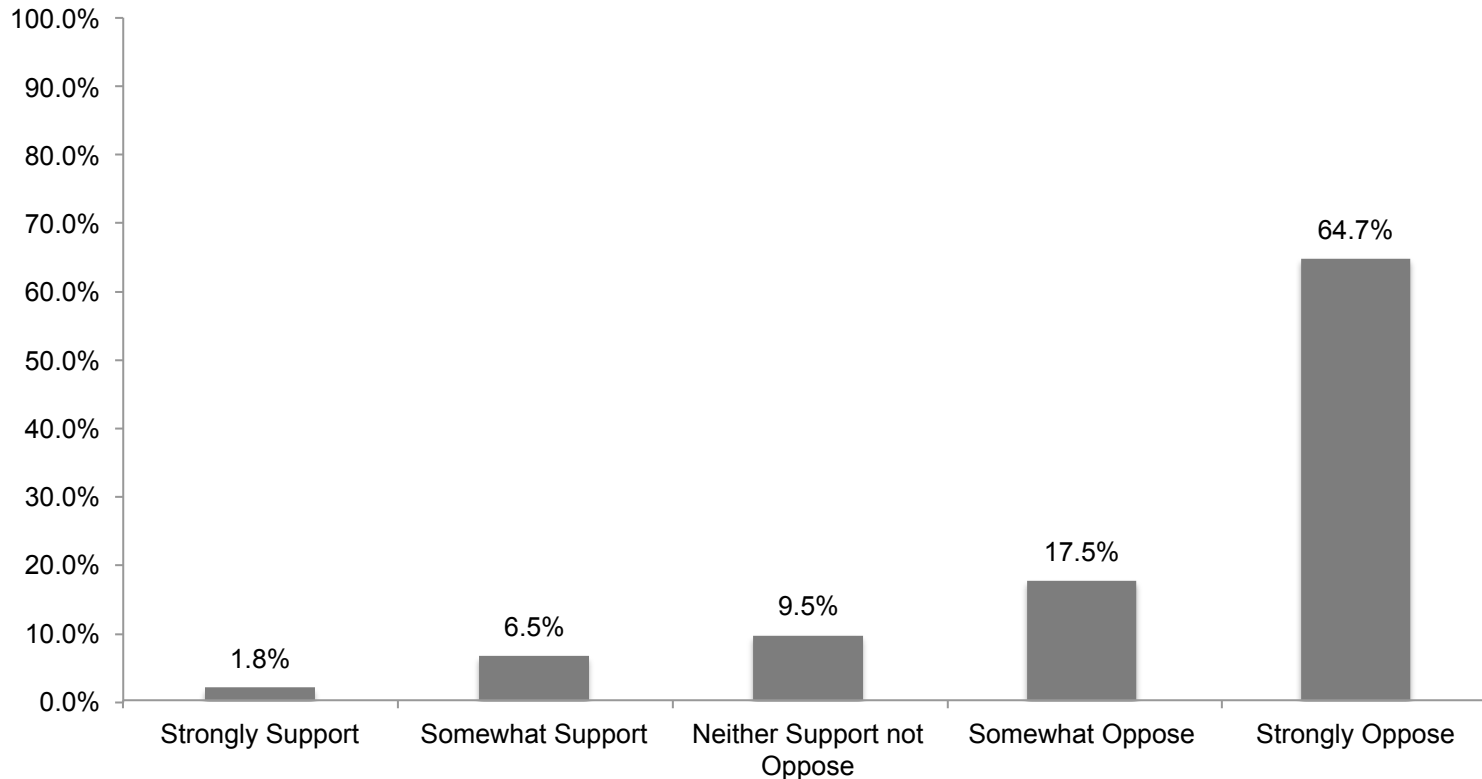
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Renewable Contracts for Future Hires



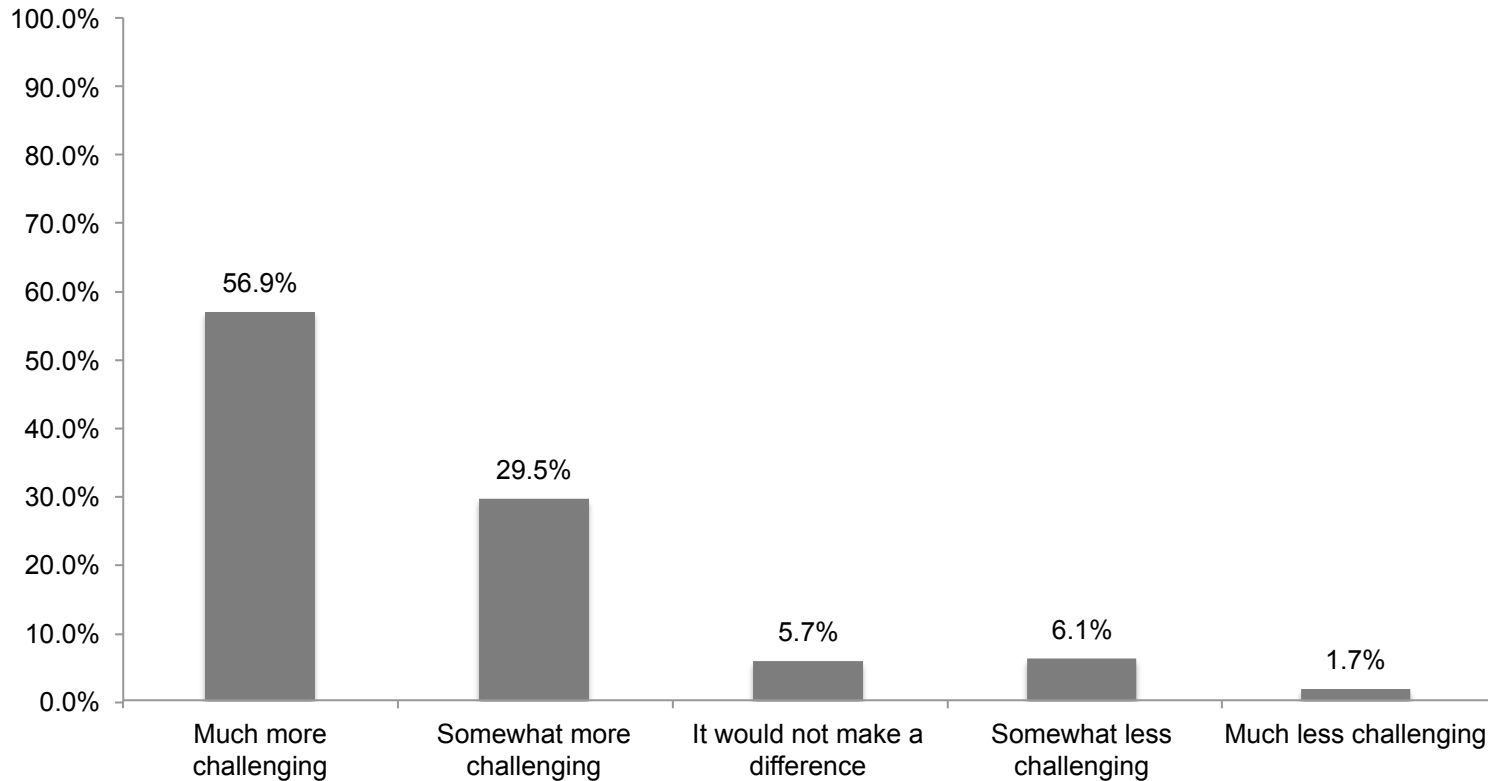
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Renewable Contracts for Future Hires



Q22: Rather than change tenure policy for existing faculty, the UW system could instead focus on future hires. Do you support or oppose the replacement of tenure protections with renewable contracts and higher salaries for future hires?

Recruiting Challenges for Future Hires



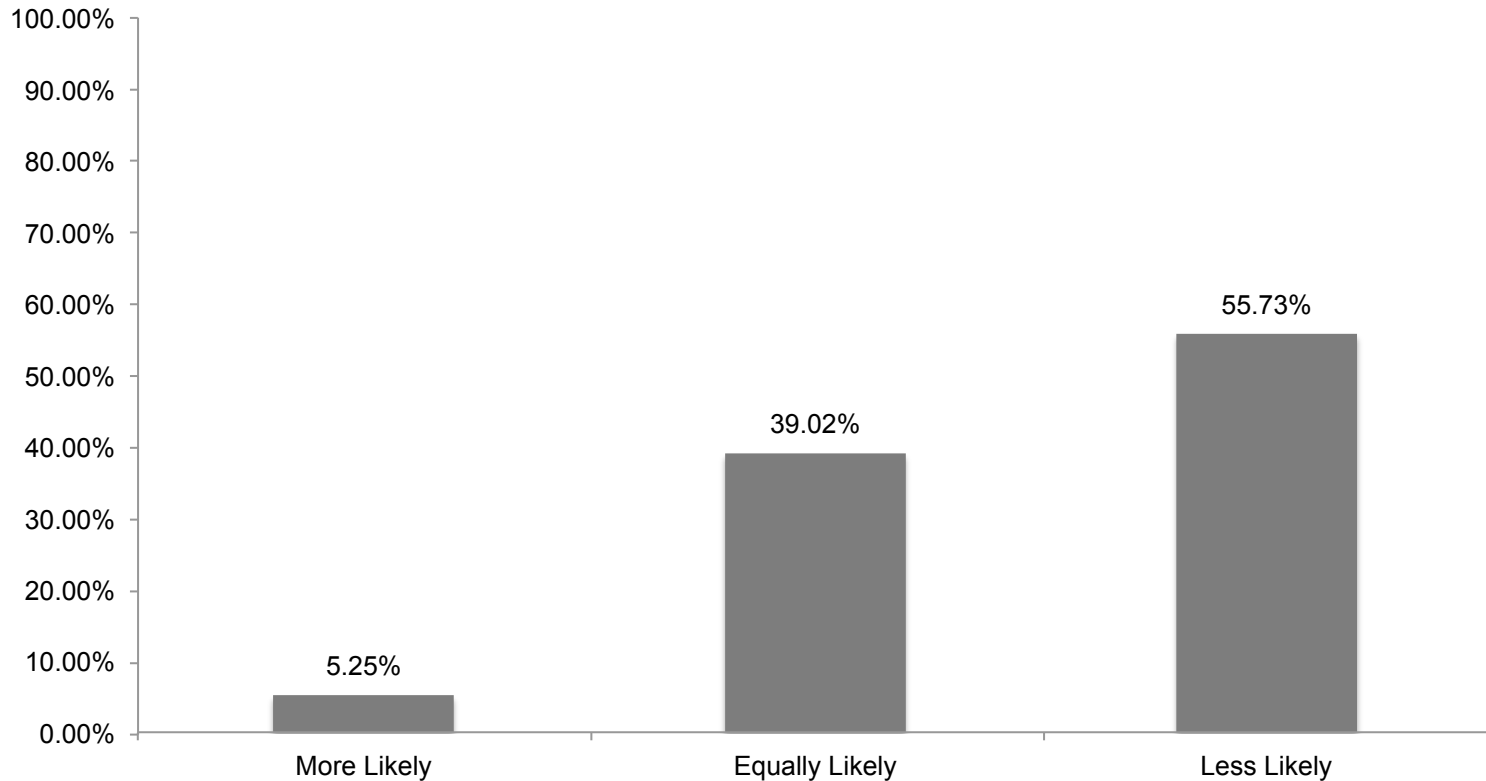
Q23: Do you believe recruiting quality faculty would be more or less challenging in your academic unit if tenure protections were relaxed but salaries were raised for future hires?

Academic Freedom Concerns



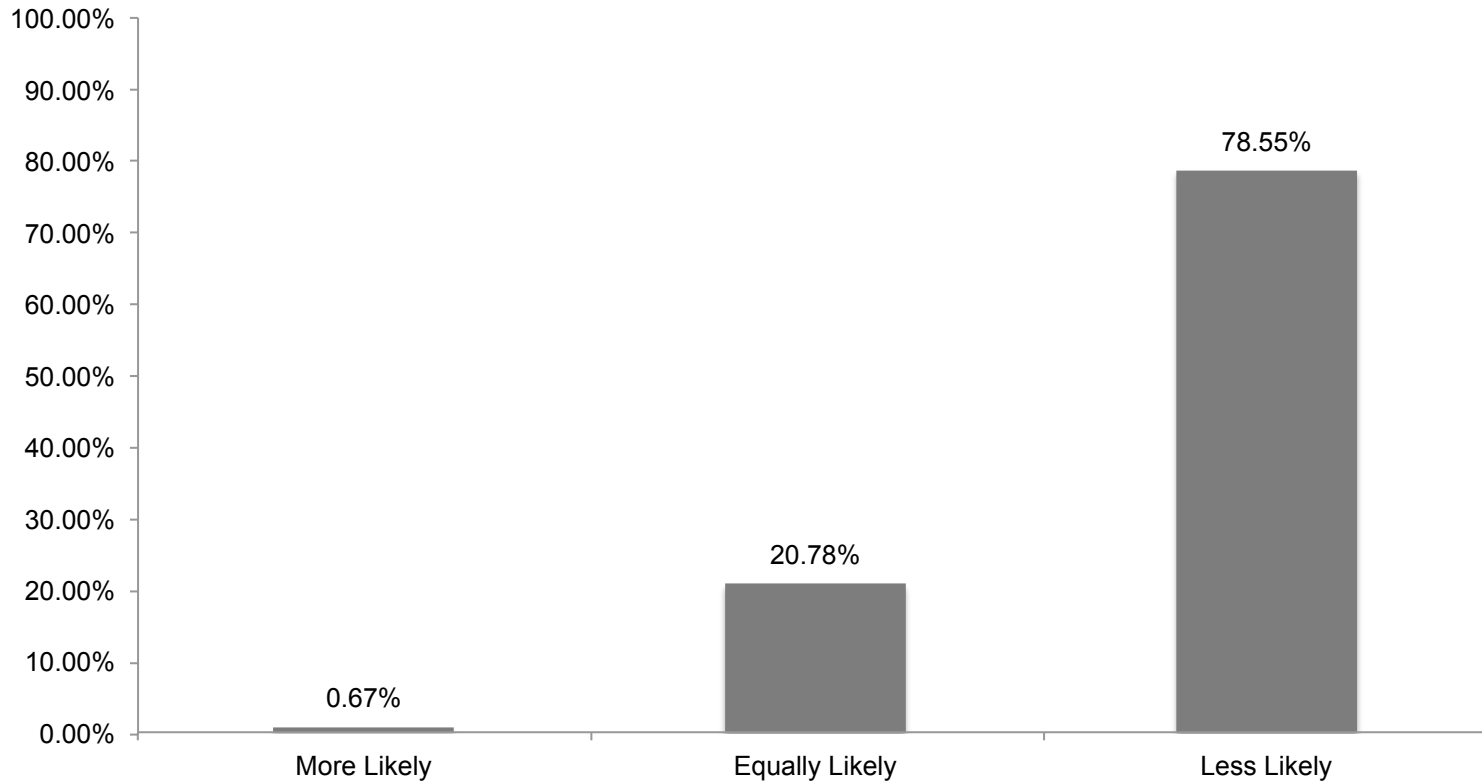
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Ambitious Research Conducted



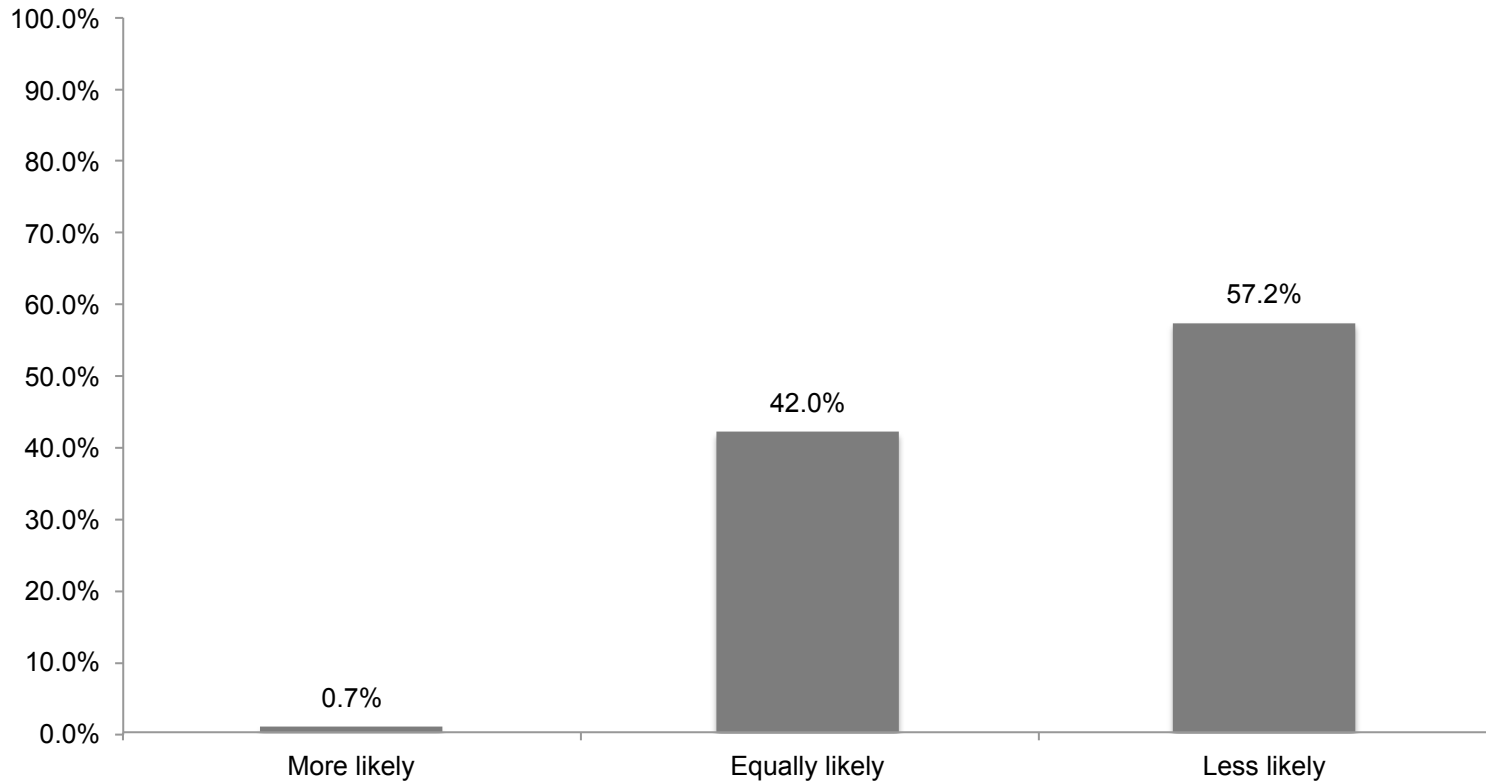
Q15: If the existing tenure policy was replaced with renewable contracts, would you be more likely, equally likely, or less likely to attempt ambitious research projects than you currently do?

Controversial Research Conducted



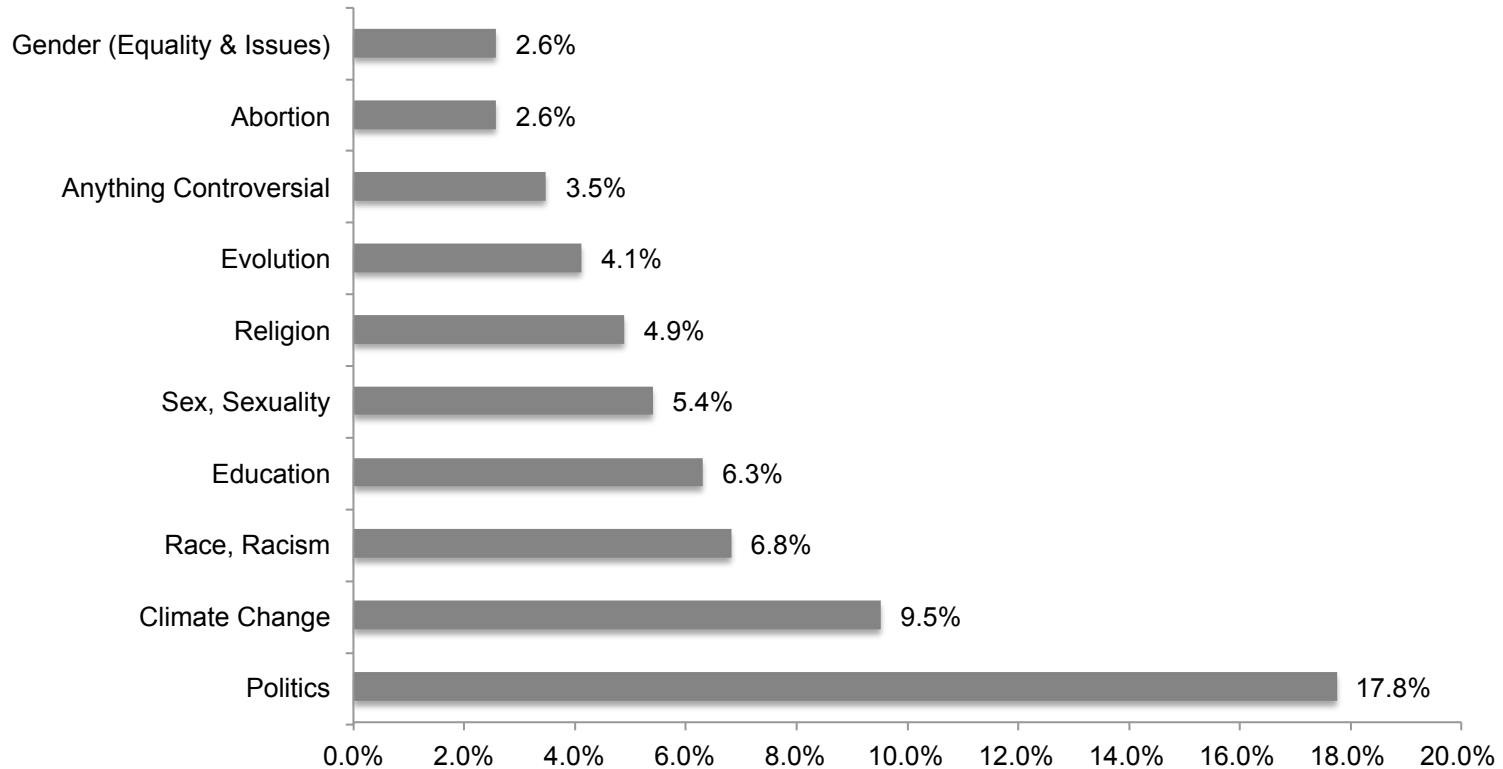
Q16: If the existing tenure policy was replaced with renewable contracts, would you be more likely, equally likely, or less likely to **work on academically controversial research projects?**

Discuss Controversial Topics



Q17: If the existing tenure policy was replaced with renewable contracts, would you be more likely, equally likely, or less likely to **discuss controversial topics in the classroom?**

Topics No Longer Willing to Discuss

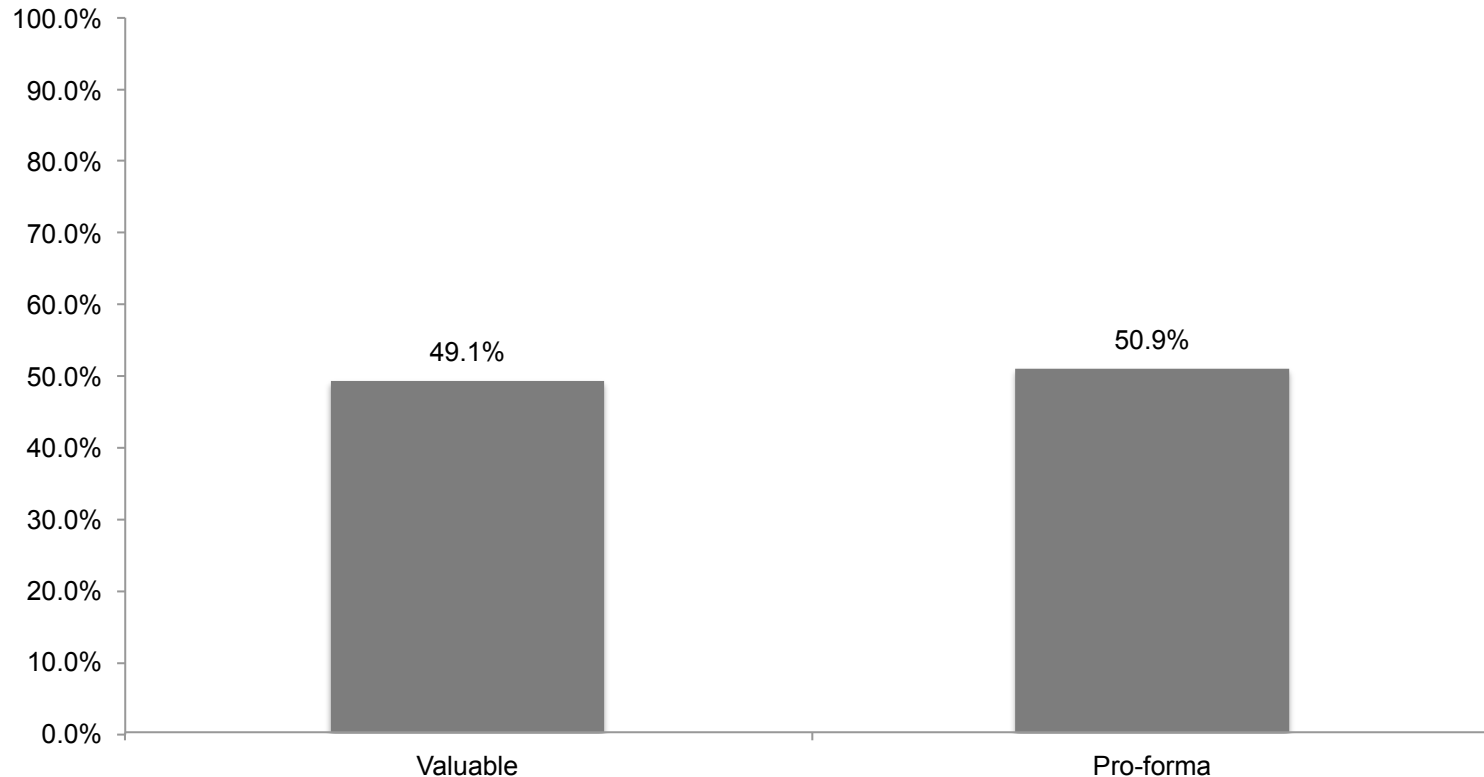


Post-Tenure Review



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Post-Tenure Review

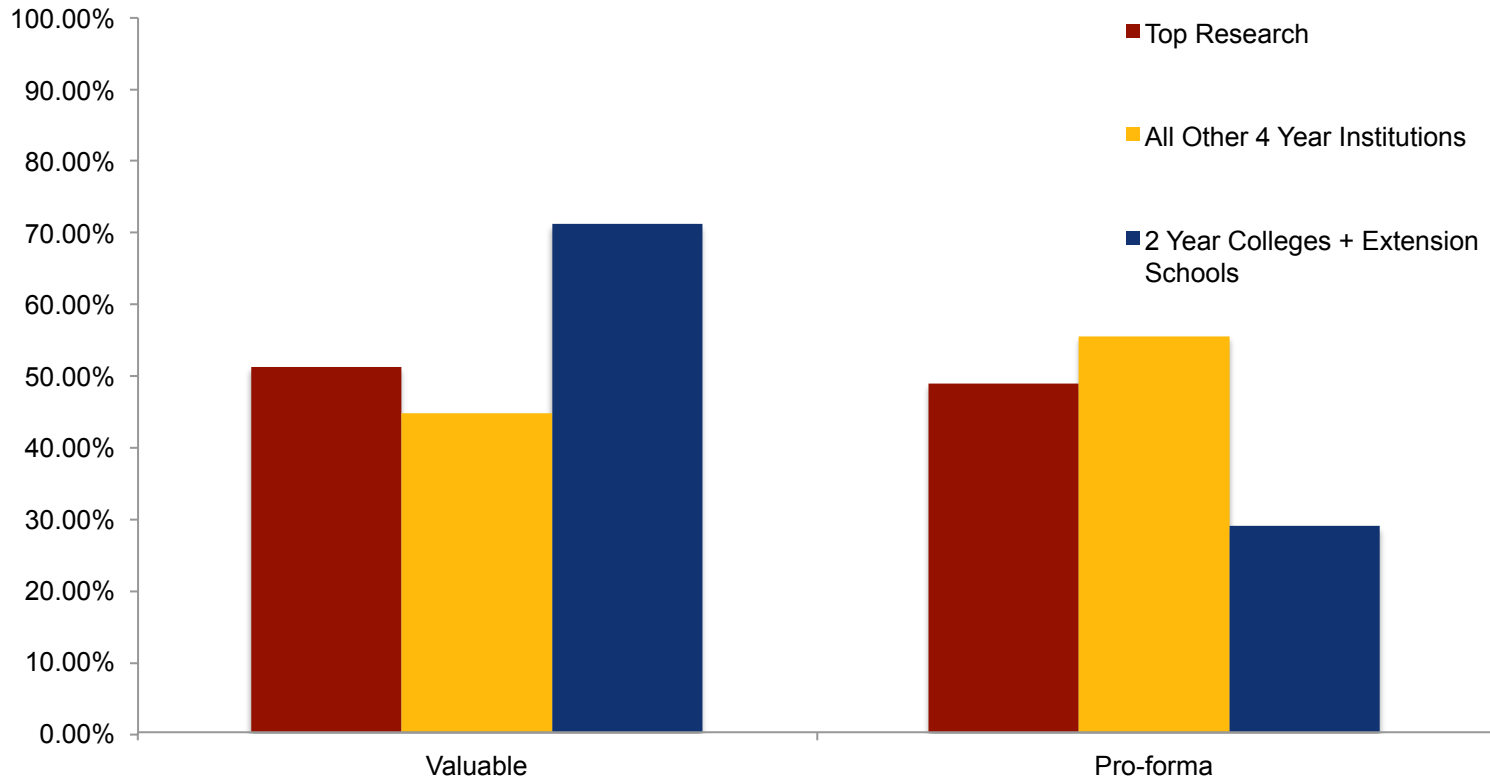


Q7: Currently, faculty in the UW System undergo a post-tenure review. Which of the following statements comes closer to your view about the value of post-tenure reviews in your department?

Valuable: Post-tenure review is a valuable check on the activities of tenured faculty to ensure that they remain research productive and active contributors to the intellectual life of a university in your department.

Pro-forma: Post-tenure review is largely a pro-forma exercise that has little bearing on the professional activities of tenured faculty.

Post-Tenure Review (Institution Type)



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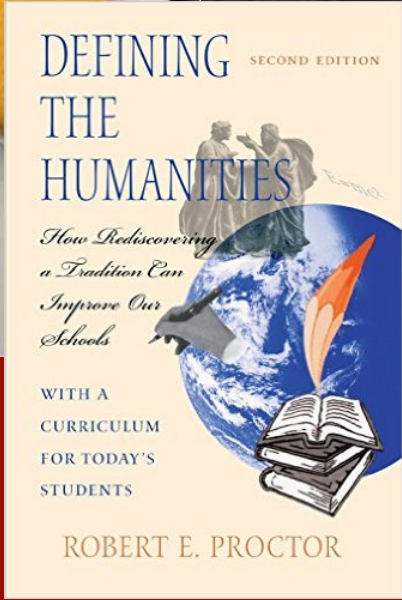
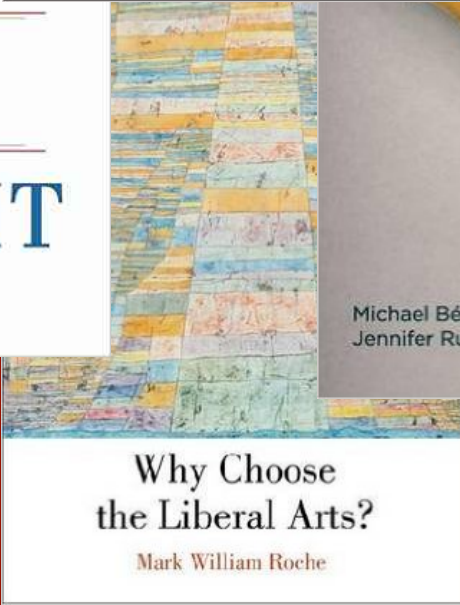
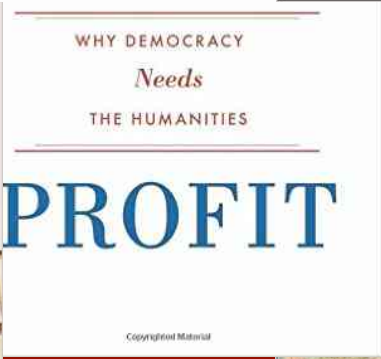
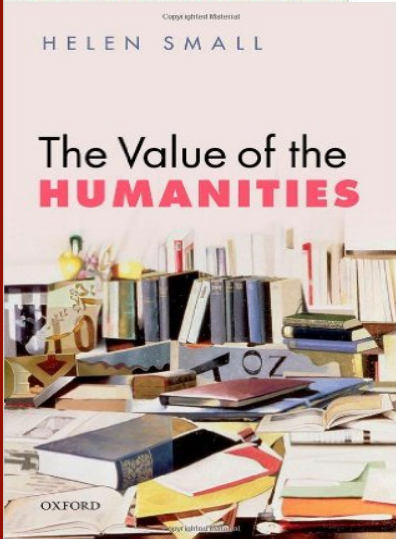
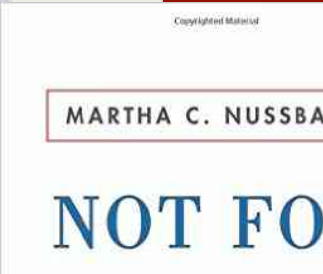
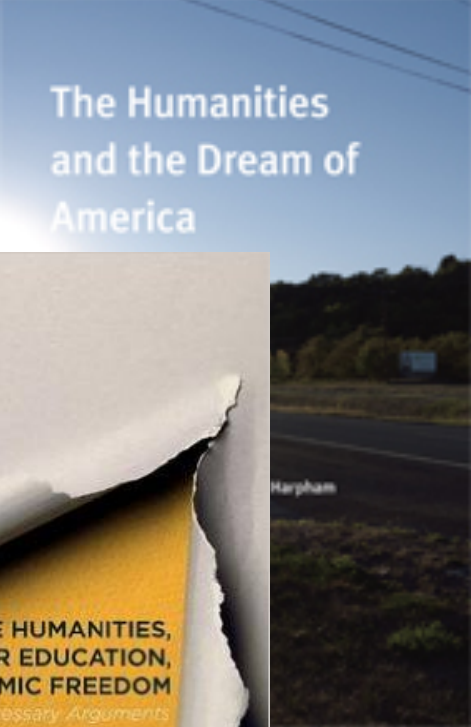
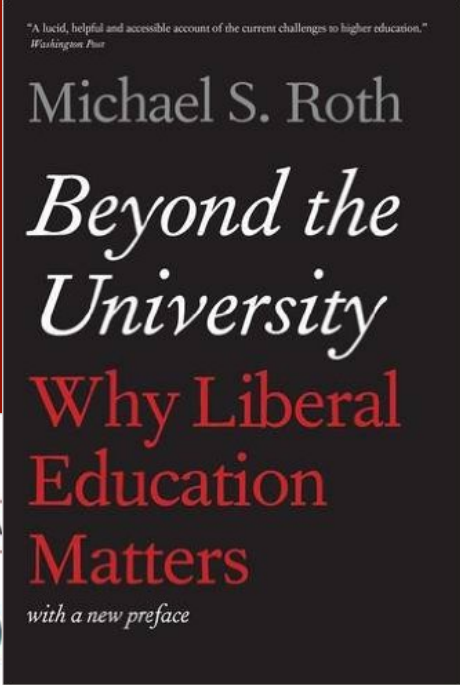
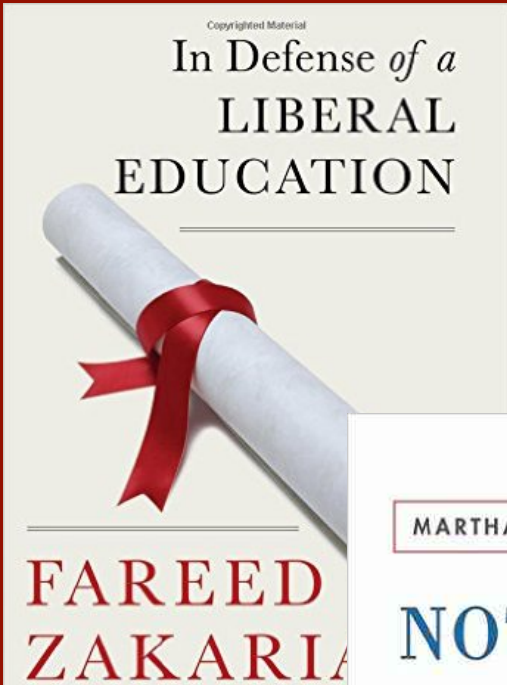
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The Humanities

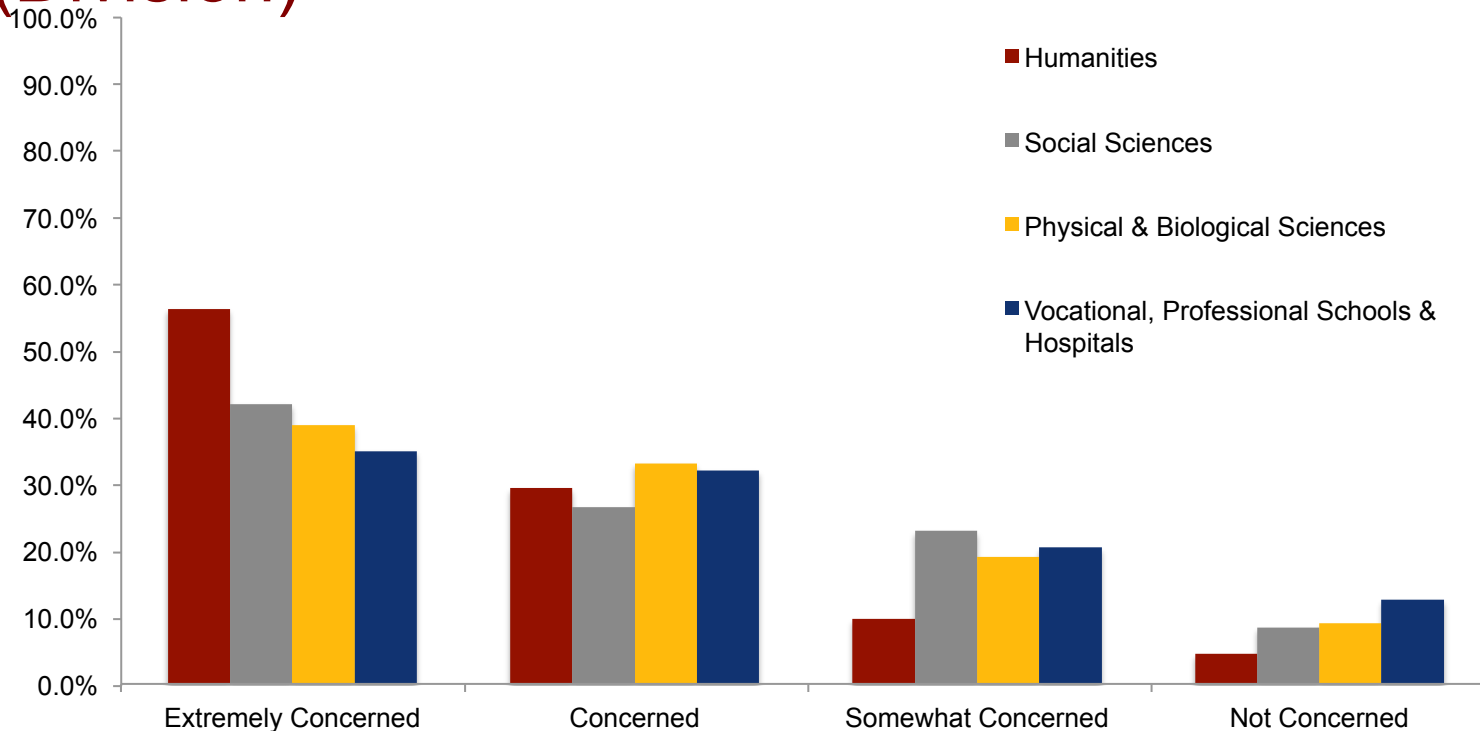


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Concerns about Changes to Existing Tenure Policy

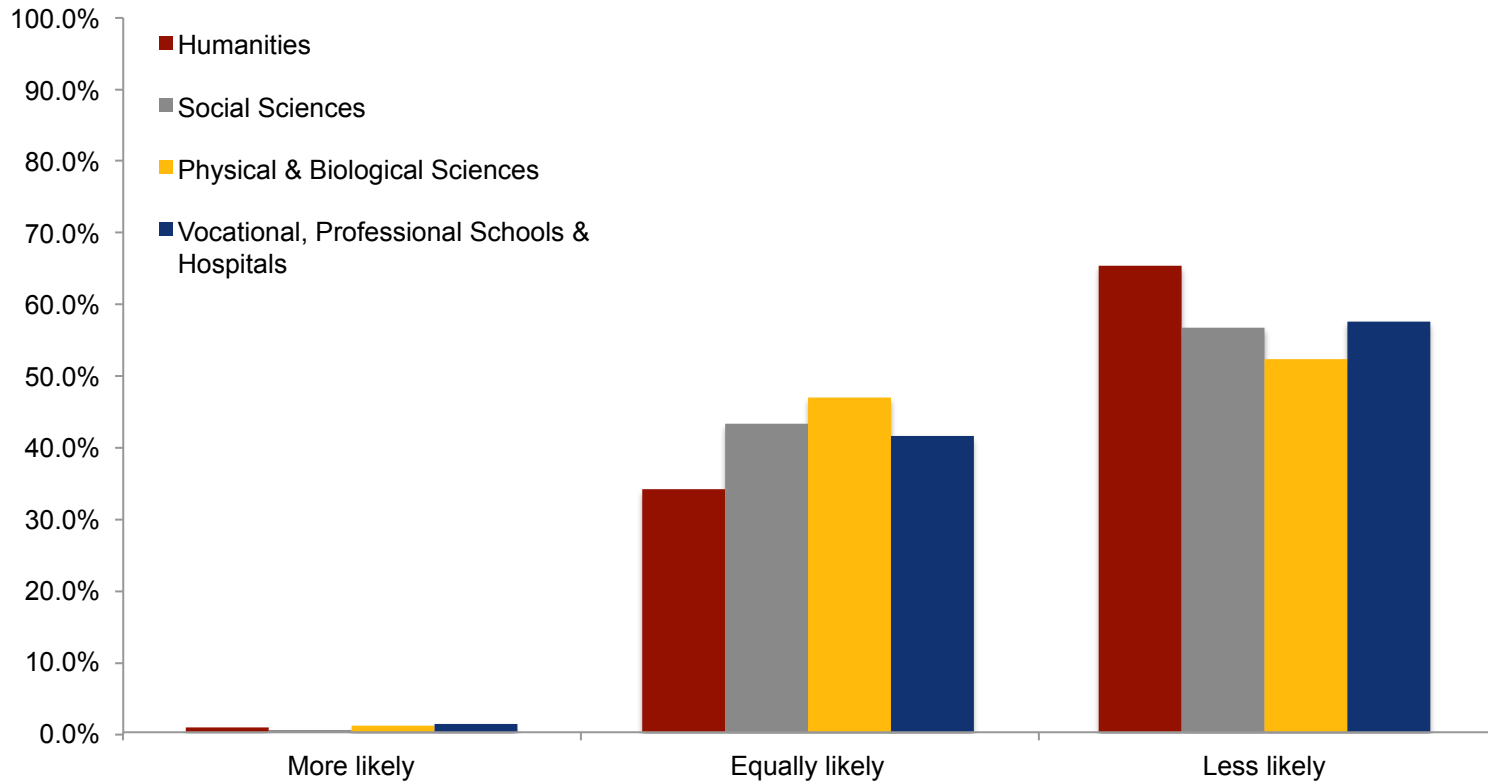
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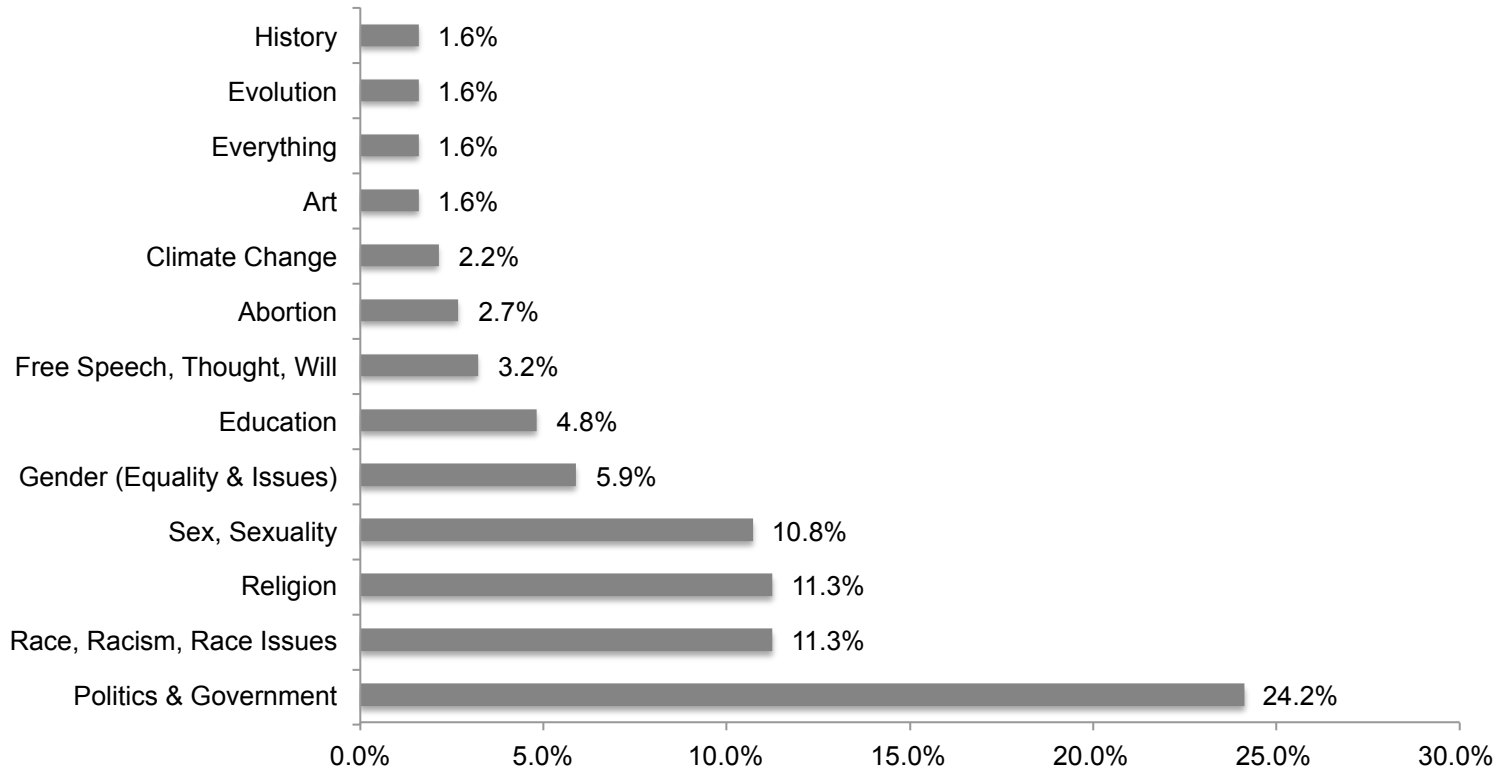
Controversial Topics

(Division)

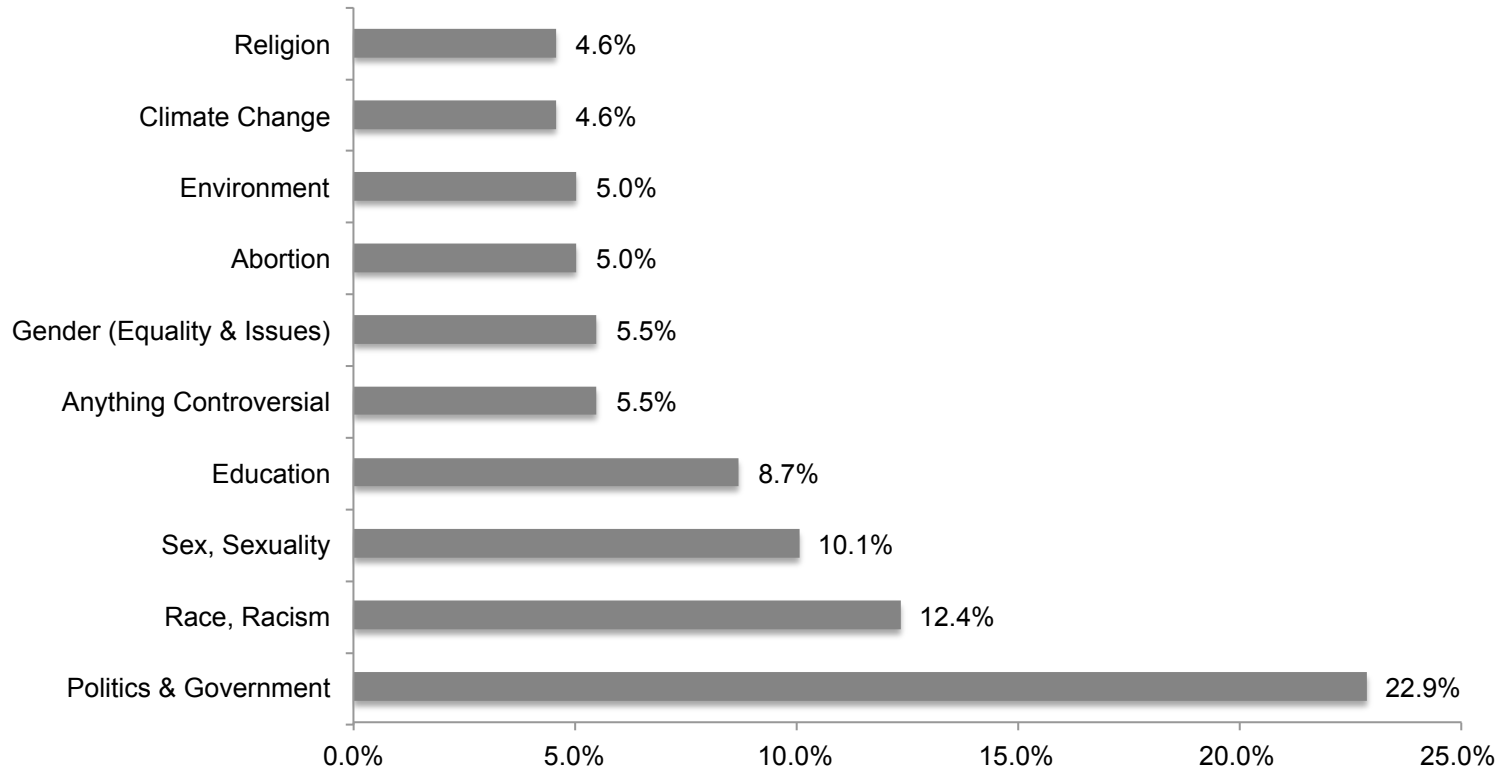


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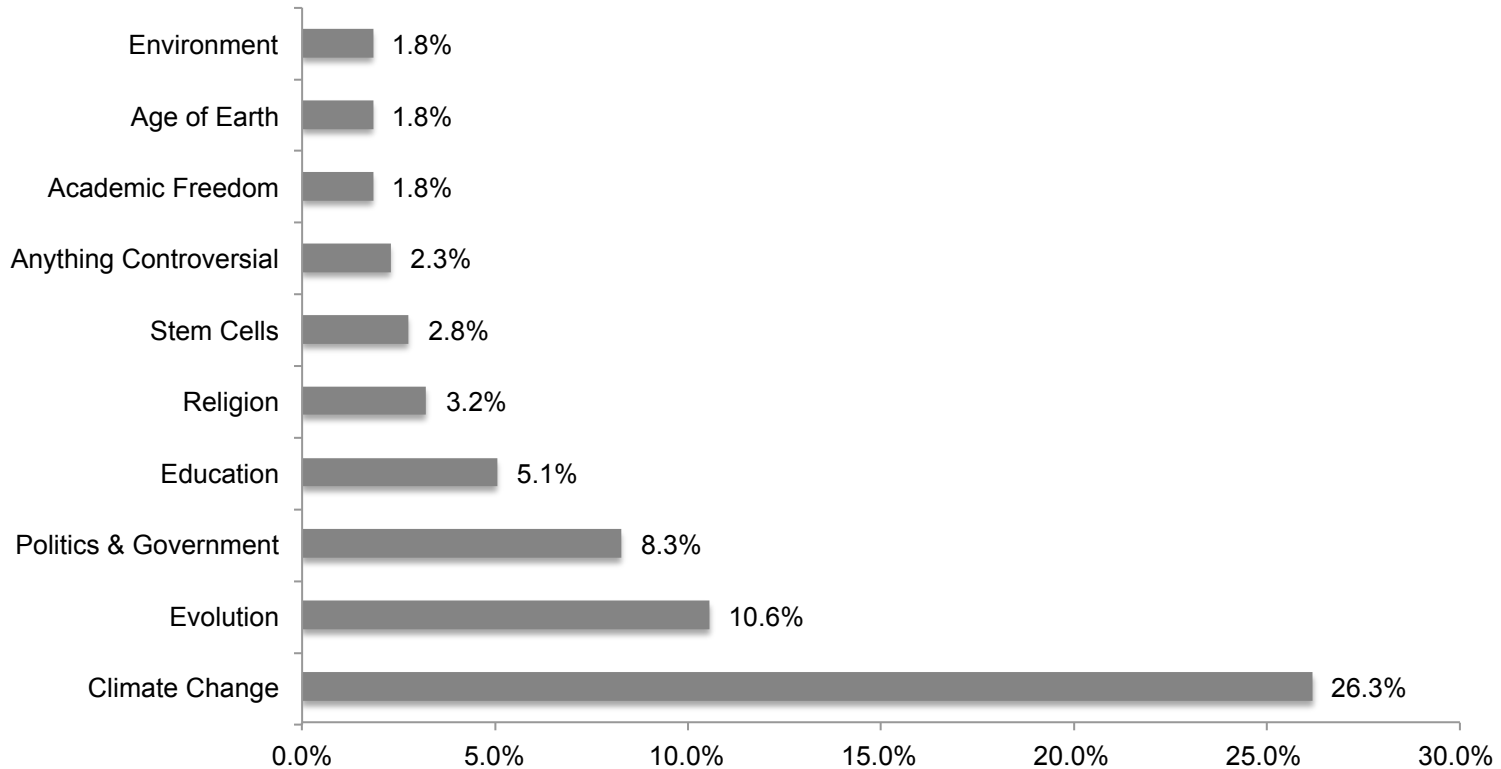
Topics No Longer Willing to Discuss (Humanities)



Topics No Longer Willing to Discuss (Social Sciences)

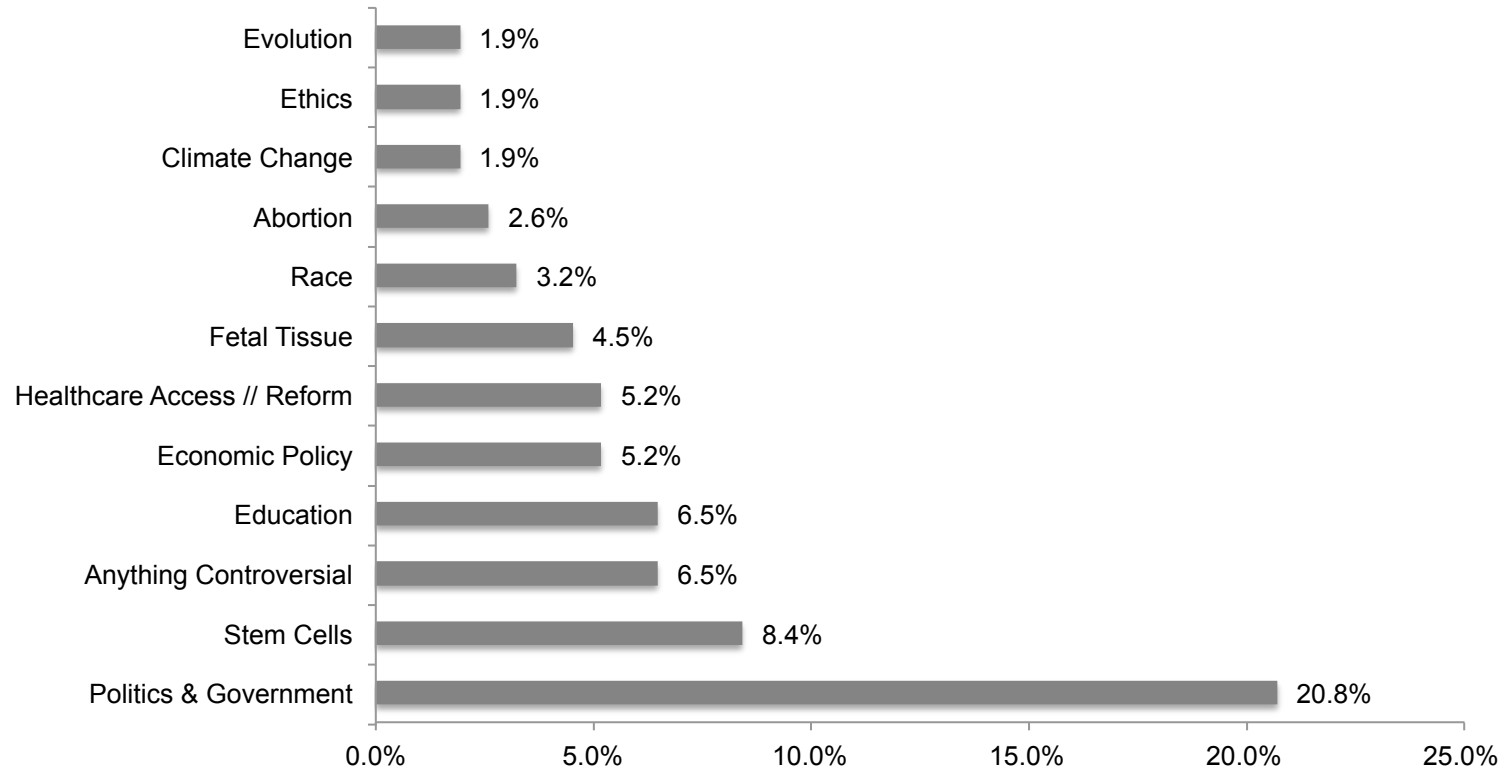


Topics No Longer Willing to Discuss (Physical & Biological Sciences)



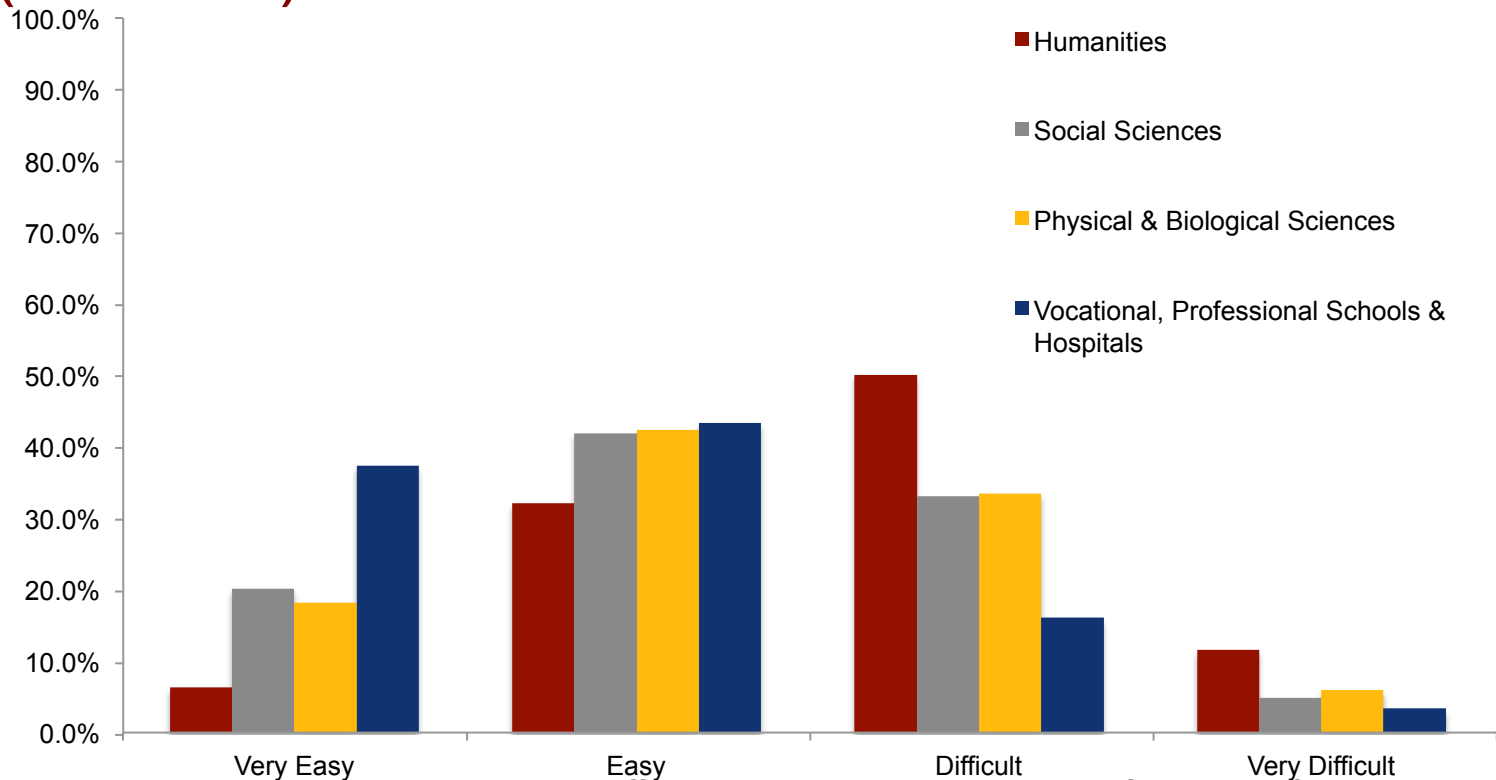
Topics No Longer Willing to Discuss

(Vocational, Professional Schools & Hospitals)



Outside Options at Another College or University

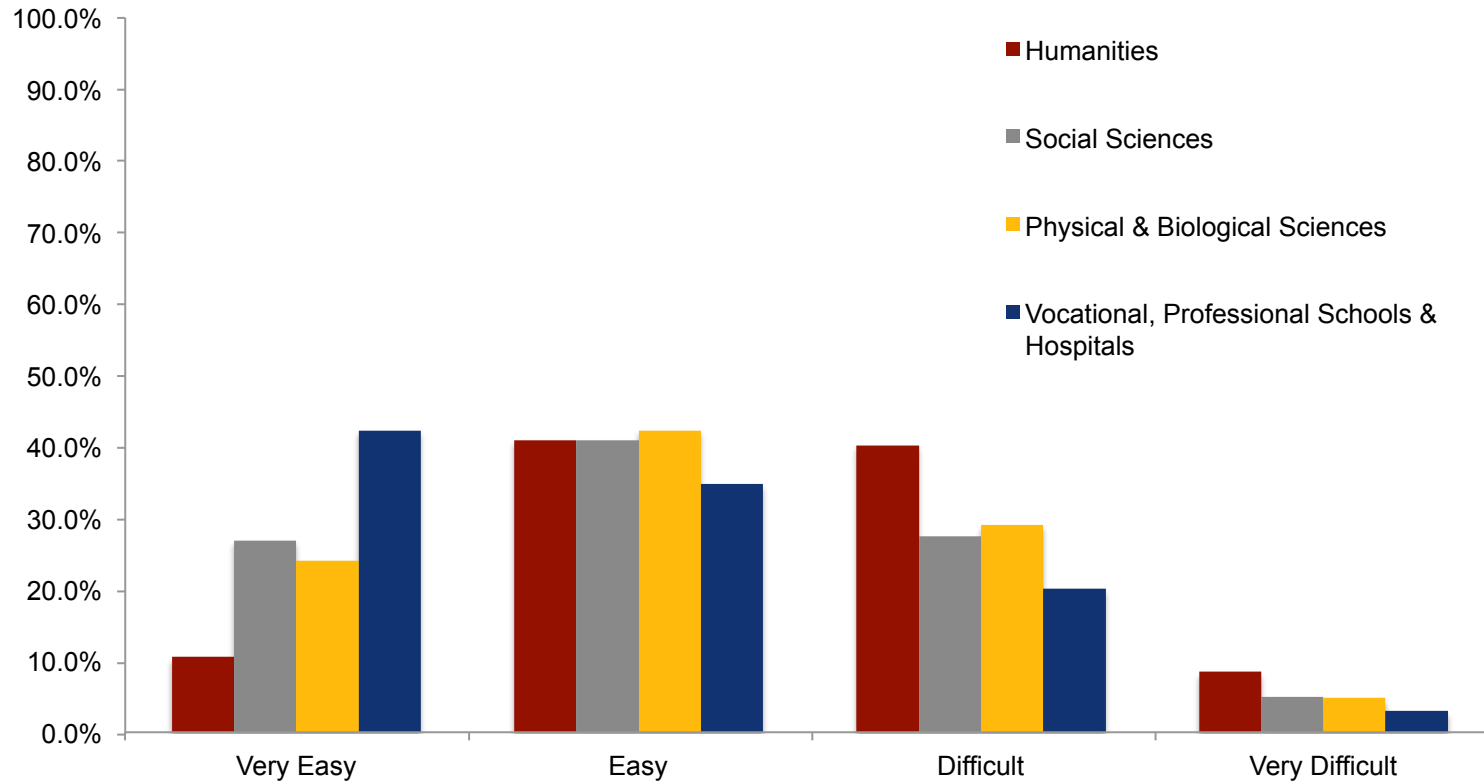
(Division)



Q32: From your perspective, how easy or difficult do you think it would be for you to **find employment at another college or university?**

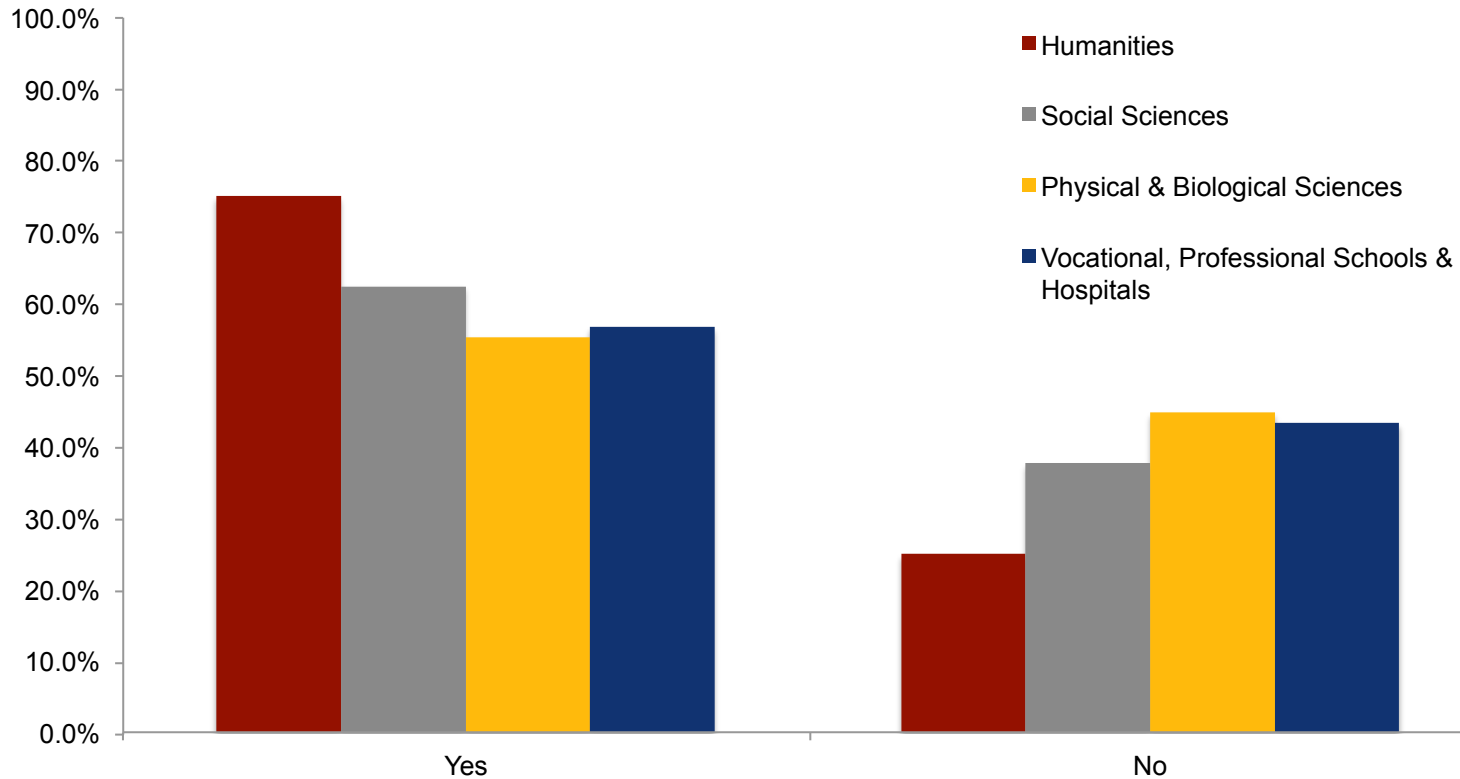
Options Outside Academia

(Division)



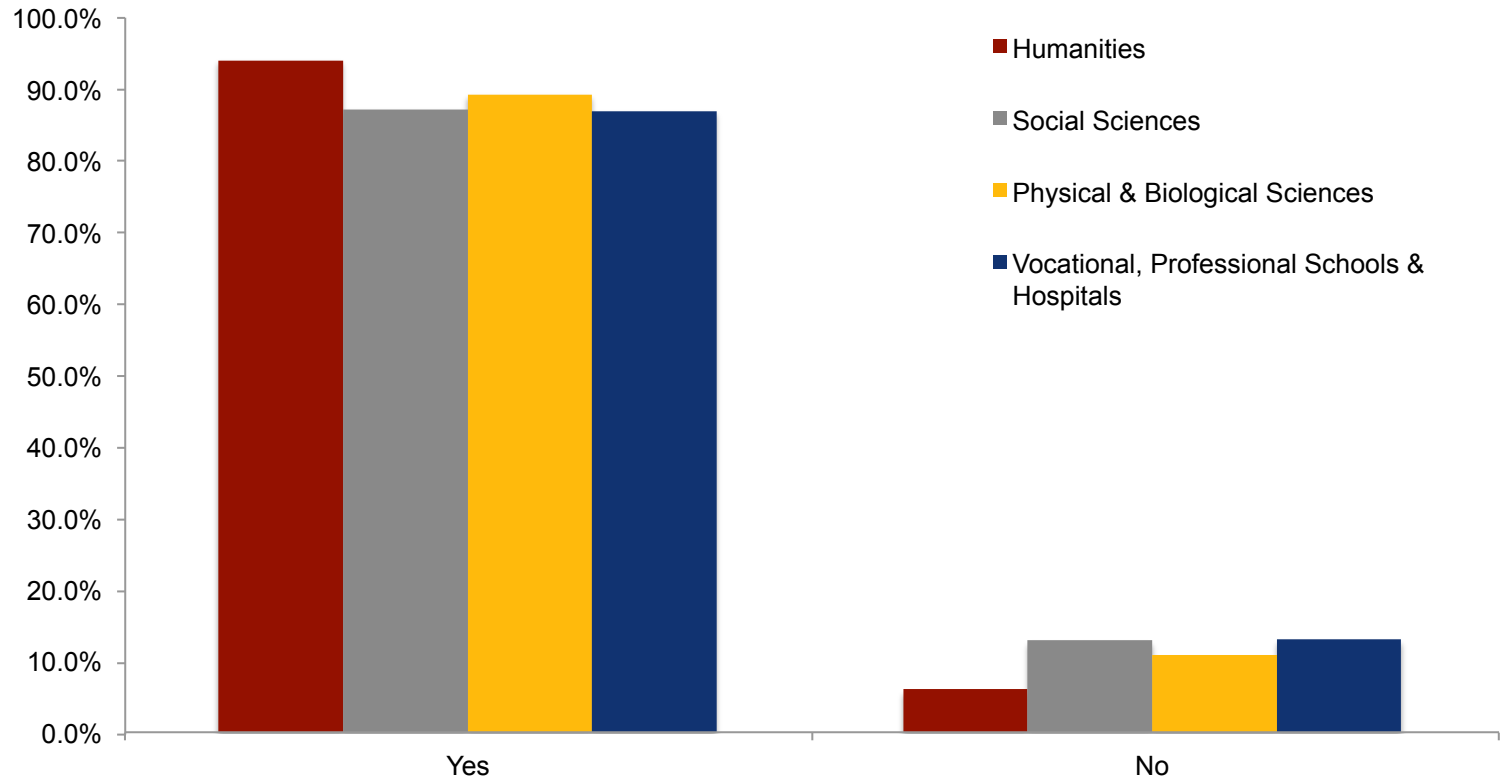
Q33: From your perspective, how easy or difficult do you think it would be for you to **find employment outside of academia?**

Consider Leaving UW System



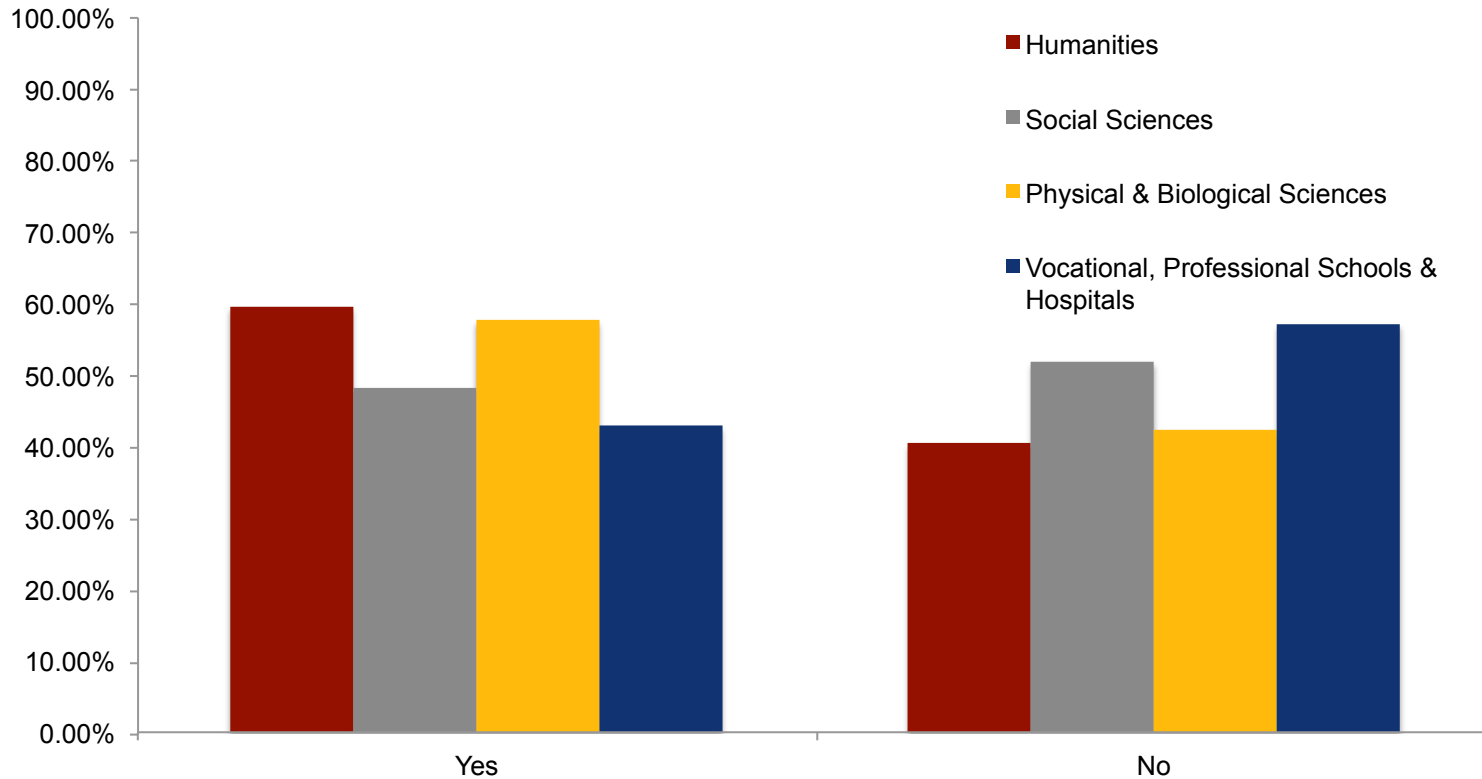
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Consider Leaving Wisconsin



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Consider Leaving Academia



Q21: Would you consider leaving academia altogether?

Thank you



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