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Briefing: Results of Study of Faculty Tenure

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Research Overview

- Data collected through voluntary and anonymous on-line and paper-and-pencil surveys in Spring 2012 from full-time faculty (tenured, tenure track and non-tenure track faculty) at AU and two other higher education institutions.
- IRB approval obtained from all three.
- Currently seeking IRB approvals to collect data at fourth.
- Four person research team.
- No administrators have or will have access to data. The use of the Adelphi logo should not be construed as representing that this project or its results were supported or endorsed in any way by Adelphi University or any member of its administration.
- Catherine Cleaver, Adelphi AAUP Executive Director is Principle Investigator but has no access to individual level AU data.
- Numbers of participants: AU, 211; #2, 124; #3, 70.
- Primary purpose of research. The researchers are currently preparing a paper for submission to an academic conference.

Presentation Overview

- Analysis based on responses of full-time tenured and tenure-track faculty only.
- Selected descriptive statistics will be provided.
- Statistics presented herein on (i) aggregated institutional levels and (ii) within AU, comparisons of faculty within individual units to all other faculty.
- Primary variables:
 - *perceived* justice of tenure process 13-item measure, (1-5), $\alpha = .94$
 - lack of certainty Number of “Not Sure” Responses
 - affective commitment 8-item measure, (1-5), $\alpha = .90$
 - continuance commitment 9-item measure, (1-5), $\alpha = .83$
 - work engagement 9-item measure, (1-7), $\alpha = .92$

Perceived Justice

- 13 items (procedural and distributive justice)
- 6 response options: *strongly disagree, disagree, neither agree/disagree, agree, strongly agree, not sure*

Five Sample Items and Responses						
	% Not Sure			% Agree/Strongly Agree		
	AU	2	3	AU	2	3
The tenure procedures are adequately explained to candidates.	5.3	3.1	20.0	58.8	65.1	36.5
Tenure decisions reflect the outcomes that are deserved.	17.7	13.4	22.8	36.3	50.4	38.6
Candidates have a very clear idea of what is required for tenure.	7.0	3.9	19.3	39.9	60.7	30.7
Candidates are judged by the criteria that existed when they were hired.	21.9	18.1	29.6	32.4	46.5	23.4
Candidates are given useful feedback on their progress against requirements	11.0	5.5	26.1	50.2	67.7	37.4

Perceptions of Process

What is the role of the President after recommendations? The final determination with respect to tenure decisions is made by the President and Trustees based on the recommendations from different parties. With respect to the President, which of the following statements best describes his or her role after recommendations to grant or deny tenure are submitted?

	AU	2	3
Not sure.	41.7%	23.8%	33.8%
Always follows the recommendations.	15.6%	26.2%	11.3%
Almost always follows the recommendations.	40.3%	50.0%	47.9%
Often makes a determination which differs from the recommendations.	2.4%	0.0%	7.0%

With respect to the two parties that you indicated above are most important [in the tenure decision], to what extent do you agree or disagree that they apply the same criteria when making their recommendations?

	% Not Sure			% Agree/Strongly Agree		
	AU	2	3	AU	2	3
	23.9	19.8	17.6	41.1	39.7	50.0

Perceptions of Process

Tenure decisions are based on evaluations with respect to teaching, service, research, and other. Please indicate the weights that you believe are given to each in your institution.

	% Not sure		
	AU	2	3
	5.7	8.2	9.9
	Weighting %		
Research Mean	45.1	28.5	32.9
Research SD	17.2	9.5	12.4
Research Median	40.0	30.00	30.0
Research Range	5 - 93	5 - 60	5 - 70
Teaching Mean	34.9	40.4	45.2
Teaching SD	12.9	8.4	14.7
Teaching Median	35.0	40.0	50.0
Teaching Range	5 - 95	10 - 60	10 - 80
Service Mean	18.0	45.2	19.8
Service SD	9.8	14.7	8.4
Service Median	20.0	50.0	20.0
Service Range	5 - 70	10 - 80	5 - 40

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Service SD	9.8	14.7	8.4
Service Median	20.0	50.0	20.0
Service Range	5 - 70	10 - 80	5 - 40

AU 95% Confidence Intervals

Research: $45.1 \pm 1.96 \times 17.2 =$
11.4 - 78.8

Teaching: $34.9 \pm 1.96 \times 12.9 =$
9.6 - 60.2

Service: $18.0 \pm 1.96 \times 9.8 =$
-1.21 - 37.2

Mean Values By Institutions

Variable	AU	2	3
Perceived Justice (m)	3.2	3.6	3.2
Lack of Certainty (m)	2.4	1.7	3.3
Affective Commitment (m)	3.4	3.5	3.4
Continuance Commitment (m)	3.3	3.2	3.0
Work Engagement (m)	5.5	5.7	5.6

AU Comparisons of Means

Arts & Sciences Participants vs. All Others

A&S

Others

<u>Perceived Justice</u>	<u>lack of certainty</u>	<u>affective commitment</u>	<u>continuance commitment</u>	<u>work engagement</u>
3.63	2.66	3.45	3.38	5.61
$d = .17$	$d = .32^*$	$d = .18$	$d = .24$	$d = .18$
3.32	2.07	3.29	3.18	5.44

d is standardized mean difference.
**p < .05, two-tailed.*
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d Effect Sizes
Small Med. Large
.20 .50 .80

AU Comparisons of Means

Business Participants vs. All Others

Business

Others

Perceived Justice	lack of certainty	affective commitment	continuance commitment	work engagement
3.49	2.44	3.41	3.27	5.58
$d = .35$	$d = .28$	$d = .49^*$	$d = .08$	$d = .58^{**}$
3.14	1.46	2.98	3.21	5.02

d is standardized mean difference.
**p < .05, two-tailed; **p < .01, two-tailed.*

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d Effect Sizes
 Small Med. Large
 .20 .50 .80

AU Comparisons of Means

Dermer Participants vs. All Others

Dermer

Others

Perceived Justice	lack of certainty	affective commitment	continuance commitment	work engagement
3.56	2.47	3.37	3.30	5.57
$d = .62^*$	$d = .12$	$d = .17$	$d = .04$	$d = .07$
3.44	.33	3.22	3.27	5.51

d is standardized mean difference.
**p < .05, two-tailed.*
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d Effect Sizes
 Small Med. Large
 .20 .50 .80

AU Comparisons of Means

Education Participants vs. All Others

Education

Others

Perceived Justice	lack of certainty	affective commitment	continuance commitment	work engagement
3.54	2.47	3.47	3.31	5.58
$d = .31^*$	$d = .22$	$d = .16$	$d = .27$	$d = .08$
3.10	1.71	3.33	3.10	5.49

d is standardized mean difference.
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d Effect Sizes
 Small Med. Large
 .20 .50 .80

AU Comparisons of Means

Library Participants vs. All Others

Library

Others

Perceived Justice	lack of certainty	affective commitment	continuance commitment	work engagement
4.0	5.38	3.88	3.44	5.76
$d = .58^*$	$d = .93$	$d = .61$	$d = .23$	$d = .27$
3.43	2.20	3.34	3.26	5.50

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d Effect Sizes
 Small Med. Large
 .20 .50 .80

AU Comparisons of Means

Nursing Participants vs. All Others

Nursing

Others

Perceived Justice	lack of certainty	affective commitment	continuance commitment	work engagement
3.54	4.64	3.72	3.28	5.70
$d = .10$	$d = .73^{**}$	$d = .44$	$d = .22$	$d = .21$
3.44	2.15	3.33	3.11	5.50

d is standardized mean difference.
***p < .01, two-tailed.*
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 Small Med. Large
 .20 .50 .80

AU Comparisons of Means

Social Work Participants vs. All Others

SSW

Others

Perceived Justice	lack of certainty	affective commitment	continuance commitment	work engagement
3.46	2.37	3.40	3.27	5.54
$d = .06$	$d = .19$	$d = .86^{**}$	$d = .05$	$d = .34$
3.39	1.71	2.66	3.23	5.21

d is standardized mean difference.
***p < .01, two-tailed.*
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 .20 .50 .80

Next Steps

Researchers:

- Prepare paper and articles testing hypothesized relationships among justice, affective commitment, continuance commitment, and work engagement (direct, mediators, moderators).
- Collect similar data from additional sites.

AU administrators and faculty:

- Decide whether the current situation as reported herein is satisfactory.
- Collect their own data if they don't like ours.
- Take corrective actions if seen as appropriate and necessary.