

FACULTY WOMEN'S ASSOCIATION

SATISFACTION AND RETENTION OF TENURED AND TENURE-TRACK FEMALE FACULTY

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BACKGROUND

- Culminating activities for the year included a survey of tenured and tenure-track women and a series of open forums on climate, salary, and what has been described as a “revolving door” for women of color.
- 150 of the 474 tenured and tenure-track women responded to the one-shot mail survey (32% response rate)
- 36% of the respondents are assistant professors, 32% associate professors, and 27% are full professors (5% did not specify rank).
- 83% of the respondents are employed at the main campus, 10% at ASU West, and 5% at ASU East (2% did not specify campus).
- Median years at ASU is 7; mean number of years is 10.

SUMMARY OF SURVEY DATA

- **33% of the women report being very satisfied with their job, and 84% are “very” or “somewhat” satisfied. Reasons include:**
 - **ASU has improved rapidly**
 - **Proud of own and students’ achievements**
 - **Enjoy contributing to curriculum development**
 - **Interdisciplinary research opportunities**
- **66% of the respondents have considered leaving ASU, and 27% are currently considering leaving ASU.**
- **65% of the respondents have received invitations to apply for other positions.**

SUMMARY OF SURVEY DATA (continued)

- **Associate professors express the greatest dissatisfaction.**
- **Associate and full professors are most likely to consider leaving ASU**
- **When asked who “would very much want me to stay,” “would say to do what’s best for me” or “wouldn’t care” if the respondent received a job offer:**
 - **17% thought her colleagues would not care**
 - **21% thought her chair would not care**
 - **35% thought her dean would not care and**
 - **18% thought her students would not care.**

SUMMARY OF SURVEY DATA (continued)

- Respondents were provided space to list three reasons for staying at ASU and three reasons for leaving.
- 135 respondents listed at least one reason to stay, and 139 listed at least one reason to leave. With no duplication (e.g., if a respondent listed “salary” three times, it was only counted once), the most frequently stated reasons for *staying* are:
 - colleagues and research collaborations (19.8%)
 - location/ lifestyle (14.1%)
 - students/ teaching (10.6%)
 - family considerations (9.6%)
 - resources/ research support/research opportunities for the individual (9.2%)
 - autonomy/ workload balance (8.4%)

SUMMARY OF SURVEY DATA (continued)

Again with no duplication, the most frequently stated reasons for *leaving* ASU are:

- salary (23.0%)
- workload (8.2%)
 - if we combine salary, workload, and “increasing workload and declining compensation,” this percentage increases to 32.7%
- lack of resources (11.1%)
- department administration/ department politics/ inequities within department (9.1%)
- state legislature/ state climate for education (8.4%)
- hostile or mediocre colleagues (6.4%)

▪ If we assume that the first of the three reasons stated is the primary reason for wanting to stay or leave ASU, the patterns become even clearer. Looking only at first responses, the most frequent reasons for *staying* at ASU are:

- colleagues/ research collaboration (28.1%)
- family considerations (18.7%)
- location/ lifestyle (7.9%)
- students/ teaching (7.9%)

Looking only at first responses, the most frequent reasons for *leaving* ASU are:

- salary (42.2%)
- department administration/ department politics/ inequities within department (9.6%)
- workload (8.9%)
- state legislature/ state climate for education (6.7%)

➤ Thus, 28% of respondents listed their colleagues first when asked why they wanted to *stay* at ASU, and 42% listed salary first when asked why they wanted to *leave* ASU.

IN GENERAL – *THE GOOD POINTS*

- **I was heavily recruited**
- **Strong department**
- **Department is not all white male**
- **Enjoy working with the students**
- **The graduate students**
- **Support for my research**
- **Strong, high-level women**
- **High value on teaching**
- **Friendly, sense of community**
- **Expectations laid out well**
- **Location, part of the country**
- **Award winning students, awards for faculty**
- **What the unit has achieved**

TENURED FACULTY

- **“Mounds of service.” Called upon for everything. Constantly being asked to do more, but nothing is eliminated**
- **Women are not encouraged to go up for promotion early**
- **Pornography in the work environment is protected as freedom of speech**
- **Salary compression aggravated by women not being encouraged to go up for promotion early while men are**
- **Proud of their accomplishments and of their students’ accomplishments**
- **Proud of what their units have achieved**

- **Women are less likely to have the “aura” that puts people “in awe” or intimidates them. As a result:**
- **Women are asked to do more departmental housekeeping service**
- **Women are discouraged from going up for promotion early salary exceptions are made to men**
- **“Central administration doesn’t seem to realize how many tenured women faculty are considering leaving. Making matters worse, the remaining women will have to pick up the responsibilities of those who leave!”**

UNTENURED FACULTY

- Entered with a good sense of what was expected, but what is *valued* is less clear
- Teaching and service loads are very heavy, especially given value attached to research
- More politics and game playing than was expected. Expected to be treated equally with men, but this wasn't the case
- Overall the department does a good job of preparing junior women for tenure
- Most influential faculty are men, and senior men “don't really get the issue of power”
- “If I left, I would be sad about leaving my local community...but wouldn't miss ASU”

- **“As a young, female faculty member without clout, I experienced administrative personnel problems with running a large grant that senior male faculty don’t experience. Knowing how to get things done is a problem”**
- **Not taken seriously by the most senior faculty—**
 - **“We’re seen as arm candy”**
 - **“I pull in the money—he gets the credit”**
- **Feeling isolated, especially if they have children.**
 - **Treated “like being a mom is your vocation and this academic thing is just on the side.”**
 - **Perception that men with children aren’t treated the same way**
- **Value friendliness, sense of community within department**

Tenured and Tenure-Track Women of Color

- In General
- “I was attracted to ASU because I wanted to work in an institution with native students.”
- “As a woman of color, you feel isolated, then beat up, and don’t know where to turn. It’s like they are greasing the revolving door.”
- Mentoring of students, especially graduate students, has contributed to a sense of achievement
- The old boy network is alive and well at ASU
- There needs to be a place for faculty to comment or make a statement on teaching evaluations. Women of color have traditionally received lower student evaluations than others
- Salary compression—“even my students are going out and earning more money than I make”
- Having a white woman head of the department is no guarantee of support
- “I expected more. I am amazed at what goes on here”

Disrespect

- ASU says it values diversity, but more support for faculty of color is needed.
- There is too much disrespect, in subtle and not so subtle ways, throughout the university. “The woman issue is exacerbated by color. When looking at men of color, they get disrespected, but not so severely.”
- Disrespect from all levels—administration to staff. Feelings of underlying jealousy from white, female staff. Feeling like an outsider as the only woman of color in her department.
- Can’t always tell if lack of resources is due to disrespect for women of color or other factors.
- “There are subtle, insidious feelings of hostility floating around in my department.”
- Lack of professional courtesy; not being recognized.
- I am considered a “technician,” not a scholar.

- **Isolation**

- **There is not a critical mass of women of color on campus.**
- **“I feel like an outsider because I’m the only woman of color in the department.”**
- **“There is a greater sense of professional achievement gained from work outside ASU—here I get beaten up.”**
- **Department committees set up to represent faculty don’t understand or represent her views or research.**

WHAT STEPS MIGHT ASU TAKE TO *RETAIN* WOMEN FACULTY?

- Improve salary and benefits
- Conduct in-depth qualitative and quantitative analysis of time to promotion
- Analyze gendered effects of salary compression
- Monitor workload and make salaries reflective of workload. Be attentive to ways in which gender and race/ethnicity impact workload
- Clarify what is valued
- Recognize women's achievements
- More systematic mentoring; reward mentoring

- **Hold departmental, college, and university workshops on T&P, including how you know when to go up for full professor**
- **Create a better maternity policy so women are not at the mercy of the chair or dean**
- **Address the sexualized workplace, pervasive nature of sexual relationships with female students**
- **Develop structured opportunities for collaboration**
- **Make chairs and deans accountable for how they treat women**
- **Clarify options when a chair is not supportive**
- **Create opportunities for advancement. There is a “concrete ceiling.”**

- **The university is “running on overload.” “Everyone has to work harder” really means the women must work harder. Recognize this extra work and reward it, or somehow get the men to do their share.**
- **“We need tenured male faculty and administrators to understand that women are of value and make a contribution. There is a level of insecurity that is buoyed by senior male faculty. Focus on fixing the tenured males and administrators, not us!”**
- **You have to do everything on a shoestring, with no support. “It feels like you’re drowning.”**
- **“We hire a bunch of assistant professor females, treat them like goats and then they don’t even want to come up for tenure before leaving.”**

- **“ASU has really only just begun to address the complex issues of gender equity...The sciences are a special challenge because faculty members are so expensive.”**
- **“The college has done a lot to support new faculty and I really appreciate that”**
- **“I have been recruited by some of the best departments in the country but have chosen to stay here (so far) because of the support the chair has provided for me and my research and because I feel a commitment to the department.”**
- **“I am worried about women of color at all ranks. We have lost and are continuing to lose some excellent women of color. Morale of those who remain is low.”**
- **“My department and other humanities-based departments have interesting interdisciplinary research initiatives involving faculty and graduate students. This is a key ingredient.”**
- **“I don’t like it when my graduate students who teach in community colleges make more than I do.”**

RECOMMENDATIONS

- ❖ **Hold chairs and directors accountable for the climate in their units**
- ❖ **Improve salary and benefits**
- ❖ **Improve parental leave policies and procedures**
- ❖ **Recognize and reward women's achievements**

Hold chairs and directors accountable for the climate in their units

- **Isolation and disrespect, especially for women of color**
- **Improve faculty mentoring within unit**
 - **Are women coming up for promotion to full professor on the same schedule as men?**
 - **Are the heaviest teaching assignments in the department falling disproportionately on women of color?**
 - **Are there sufficient advancement and leadership opportunities for women?**

Improve salary and benefits

- **Salary compression is felt most acutely by women with the greatest longevity at ASU.**

Improve parental leave policies and procedures

- **Perception that the leave agreement is dependent on who occupies the position of chair or director**
- **Flexibility in work assignments**
- **Clear expectations regarding tenure clock**

Recognize and reward women's achievements

- **Receipt of major external awards with no internal recognition**
- **Service on time-consuming committees with little power**
- **Clearly link expectations, workload, and reward structure**