Overview

• Collaboration between
  – Association of Faculty for Advancement of People of Color (AFAPC)
  – President’s Commission on the Status of Women (PCOSW)
  – Faculty Senate P&T Committee

• National literature—members of marginalized groups have different experiences of P&T than majority

• “What are OSU faculty experiences?”
Intent

- Explore OSU faculty experiences across units, disciplines, identities.
  - Detailed descriptions
  - Individual thoughts and experiences
- Ensure confidentiality for participants
- Select the best research methodology
History

• **2003-04 academic year** – sponsors commissioned joint study group
• **2004-05 academic year** – project design
• **Spring/Summer/Fall 2005** – data collection
• **2005-06 academic year** – data analysis (Dr. Court Smith and study group)
• **2006-07 academic year**

Sponsor reports/feedback:
- Faculty Senate P&T, EC, AFAPC, PCOSW

Stakeholder reports/feedback:
- Faculty Senate, Academic Affairs, Provost’s Council
Methodology

- Participants invited
  - Professorial faculty members promoted or tenured 2002-2004, + others by word of mouth
  - 36 individuals in 11 colleges, Extension, Library

- Data collected
  - 23 interviews, 4 focus groups
  - Standard open-ended questions
  - Interview summaries validated by informants

- Iterative data analysis
  - Grounded theory—Dr. Court Smith, Professor Emeritus, Anthropology
  - Key thematic review—study group members

- Recommendations developed
  - Sponsor reporting/feedback/fine-tuning
Results

Key concerns shared these thematic characteristics:

- Beyond candidate control
- Seem unrelated to candidate strengths, weaknesses, or suitability
- Seen to have differential impact on candidates’ P&T viability
Four Critical Concerns

- Fairness
- Majority status
- Transparency
- Commitment to candidate success
Perception of Fairness…

…is impacted by

– Majority/minority status
– Relative process transparency
– Communication/feedback
– Application of criteria at each level
– Inexperienced dept heads/chairs
– Apparent sabotage by powerful colleague
– Experience of “moving target”
Perception of Majority Status

- Cumulative impact of multiple identities
- Effect on assessments of collegiality, service
- Reactions to identity-related personal/professional decisions
- Ability of colleagues to evaluate dossier fairly/in appropriate context
Transparency

- "Black Box"
- Variations in how much candidates are informed about what is going on
- Materials may be added to dossier w/o candidate understanding/knowledge
- Transparency decreases as dossier advances
- Faculty denied promotion or tenure say they were told outcome but not reasons
Commitment to Candidate Success

- Variability between units in:
  - Unit head communication
  - Specificity of expectations/evaluations
  - Colleague understanding, support, feedback
  - Availability/effectiveness of mentorship or co-mentorship
  - Unit norms/beliefs

- Differences can create relative advantage or disadvantage for candidates