

Who will deliver on America's Promise: The Future Professoriate

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Today's Faculty

- 40-60% of current faculty will reach retirement age in next decade.
- 32% of all full-time (FT) faculty are not on tenure track (NTT).
- Over half of all new FT appointments are NTT, or contingent.
- Part-time (PT) faculty are 46% of all faculty and 65% of recent hires.
- In sum, about 2/3 of all faculty are NTT-contingent.
- About 80% of part-time and 67% of full-time non-tenure-track faculty do not hold doctorates.

The National Context

- Bifurcation of institutions based on wealth, research and mission.
- ‘Complete scholar’ only in elite institutions.
- Loss of national purpose and concept of who and what is a professor.
- Loss of shared sense of academic profession that has united higher education.

The Institutional Context

- Unbundling of Faculty Roles.
- Faculty shifting from custodians of public good to employees processing students.
- Governance less likely to be shared.
- Tenure as guarantee of academic freedom compromised.
- Fragmentation of professoriate and institutions.

Ideal of Professoriate is at Risk

- Grad schools may be training people for careers that no longer exist.
- New PhD's must figure out for themselves what is a satisfying career.
- Supply chain of creative, civic-minded talent may be threatened.

We know what is happening. . .

But Who Cares and Why Should They?

- As U.S. falters rest of world is not standing still.
- U.S. is now less attractive to foreign talent.
- We endanger losing our national competitiveness in our greatest asset, our faculty.

Harsh New Economic Realities

and,

- What Do They Mean for Academic Staffing and the Future of Academic Careers?

Context

1. The new realities.
2. Perception of perpetual crisis.
3. Few systemic higher education metrics.
4. Future projections opaque.

Economic Implosion and Fiscal Crisis

For Higher Education:

1. Universal Impact
2. Differential Effect
3. Revenues
4. Expenditures

The Faculty

1. Core intellectual capital
2. Academic labor market
3. Ongoing appointment revolution
4. Accelerant to appointment reconfiguration.

The Future of Academic Careers

What's Next?

Why Rethink Faculty Work?

1. Colleges and universities face new challenges and crises.
2. The majority of today's diverse faculty members are employed outside tenure system.
3. Faculty report heavy workloads and stress.

Spiraling Workloads – High Levels of Stress

Source of Stress	Males	Females
Committee Work	54.7%	61.1%
Teaching load	61.6%	70.8%
Review/promotion process	40.3%	50.8%
Subtle discrimination	17.9%	34.2%
Lack of personal time	68.5%	81.9%
Managing household responsibilities	68.0%	81.8%



The Strategic Imperative

- Faculty are their institution's intellectual capital: it's major and only renewable asset. Thus, recruitment, retention and well-being of the faculty, individually and collectively, are each institution's primary concern.

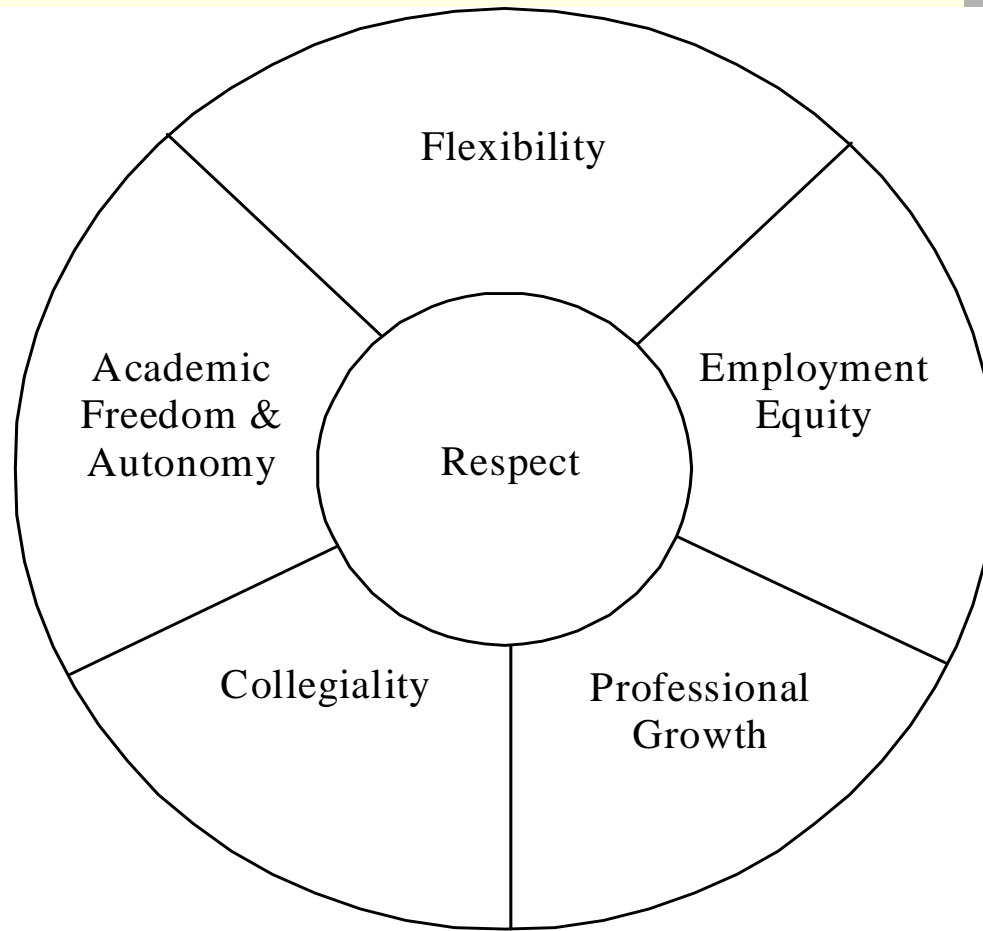


How to Rethink Faculty Work ?

- “There is no reason anyone would want a computer in their home.”

Ken Olson, president, chairman and founder of Digital Equipment Corp., 1977

The Essential Elements of Faculty Work and Workplaces



Examples of the Essential Elements

- Employment Equity
- Flexibility for Tenure Track Faculty
- Collegial working environments for ALL faculty members



Let's Get Started!

Standing still is the fastest way of moving backwards in a rapidly changing world.

(Lauren Becall)

A Call to Action

- “There will always be tempting pockets of localized reform as havens of satisfaction, but they will remain pockets until something more systematic is imagined and enacted.” (Plater)
- “To change our conceptions of the professoriate, we must go beyond endless discussions of professional rewards systems and utilize systemic leverage points to shape the spirit of academe” (Rhoades)

What's Next?

Let's continue in San Diego!

“Shaping Faculty Roles in a Time of Change”

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