

CFA Resolution 2006-07E
Part-Time Appointments for Tenure-Track and Tenured Faculty

Developed by the *AdvanceVT* Policy Work Group in conjunction with the Commission on Faculty Affairs

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Brief Overview of Policy on Part-Time Appointments for Tenured and Tenure-Track Faculty

Rationale: To enhance the ability to recruit and retain excellent faculty through policies supporting flexibility for faculty careers.

Acceptable Justifications for Part-Time Appointments:

- To balance work and family needs for the arrival or care of a child, the care of a family member, or for personal circumstances related to the health of the faculty member. **Both tenure-track and tenured** faculty members may request part-time appointments for these reasons.
- To balance work at Virginia Tech with professional practice, for example, a professor who wishes to serve as a consultant in addition to an appointment at Virginia Tech; a professor who wishes to engage in entrepreneurial activity outside of university responsibilities; a professor who may run for office for a limited term and wish to reduce the workload at Virginia Tech for that period. Other reasonable justifications may be considered if approved by the department head, dean, and provost. Only **tenured** faculty may request part-time appointments for these reasons.
- To accommodate a dual career hire by allowing an initial *term* part-time tenure-track or tenured position.

Term or Permanent Part-time Appointments: Part-time appointments may be either *term* or *permanent*.

- *Term* appointments are for increments of one semester to two years and may be renewed. The faculty member is expected to return to full-time service.
- *Permanent* part-time appointments are on-going and do not provide the faculty member with entitlement to return to full-time service. Probationary faculty members are not eligible for permanent part-time appointments.

General Guidelines for Implementation:

- Faculty member must request; however, part-time appointments are not an entitlement, and requests may be turned down when the faculty member and the department cannot agree to a workable plan. Workload issues and date of return to full-time must be specified in a written, approved agreement.
- Departments are expected to continue to advertise for full-time tenure-track or tenured positions and must have funding for a full-time hire. Faculty member may request part-time appointment at or after point of hire if desired. Pre-tenure faculty members may request a *term* part-time appointment only, which can be renewed.
- Departments use salary savings to replace the work of the faculty member on a *term* part-time appointment. Department head and dean negotiate costs/salary for *permanent* part-time appointments.
- General equivalency to full-time appointments expected for those in probationary period, up to a maximum of TEN years of part-time service. Two years of 50% employment, for example, would be one year of full-time equivalent service.
- May be used in conjunction with other policies (stop-the-clock or modified duties), as long as ten-year cap on total service for probationary period is not exceeded.

Part-Time Appointments for Tenure-Track and Tenured Faculty

Background

This proposed policy on part-time appointments for tenure-track and tenured faculty extends Virginia Tech's commitment to flexibility in faculty careers. For more than two decades, Virginia Tech has had in place a stop-the-clock policy that allowed tenure-track faculty an extension of the probationary period for childbirth or other personal (or sometimes work-related) circumstances that impeded their professional development. Over the years, many faculty members have taken advantage of the policy when they faced very difficult personal or family circumstances. Most were retained at the university and successful in their tenure review, demonstrating the importance of such a policy for faculty retention and success. In June 2006, the Board approved important revisions to that policy, and they adopted a policy providing a semester of "modified duties" for faculty members with extraordinary personal and family demands. The proposed policy on part-time appointments adds a third important tool to create greater flexibility for faculty members at various stages of their careers.

The market for academic talent has dramatically changed in recent years and institutions that want to be successful in recruiting and retaining a highly talented and diverse faculty understand that flexibility in faculty careers is an essential aspect of this changing landscape. Flexibility is important for faculty members establishing young families, for those caring for elderly parents, for others facing periods of difficult health conditions of their own or a family member, and for those with major community service commitments. The national call for greater flexibility in faculty careers has been led by presidents of a number of major research universities and the American Council on Education. See ACE's February 2005 report "Creating Flexibility in Tenure-Track Faculty Careers" http://www.acenet.edu/bookstore/pdf/2005_tenure_flex_summary. As a participant in the National Science Foundation Advance initiative, Virginia Tech has been among the leaders in adapting its institutional policies and practices to address the changing needs of the academic workforce.

For those who want to sample the recent national literature on the changing demographics of the faculty workforce and the impact of varying policies on faculty careers, please see recommended readings in Appendix C.

The *AdvanceVT* Policy Work Group has educated itself through reading some of this literature and exploring policies on part-time faculty employment at other institutions. Membership of the work group is available in Appendix D. A summary of policies and practices at other institutions reviewed by the work group is available in Appendix B. The work group found the very recent policy adopted by Iowa State University (cited in Appendix B) to be the most useful and appropriate model for the Virginia Tech context, and we hereby gratefully acknowledge their significant contribution to our own efforts.

Early in the policy-writing process, the Policy Work Group has collaborated with the Commission on Faculty Affairs, which has responsibility for approving any policy change before forwarding to University Council. The larger academic community has also been engaged in these discussions – the Faculty Senate, college faculty associations, deans and department heads.

The proposed policy amends current policies related to hiring, the probationary period, tenure review, and annual evaluation. While the university seeks to find better ways to accommodate the needs of tenure-track faculty who have family demands at the same time they face rigorous academic expectations, the policy will benefit all faculty shouldering responsibilities both inside and outside of the university. It may be used in conjunction with other policies, such as sick or family leave, stop-the-clock or modified duties, to address a number of personal and family circumstances.

The proposed policy outlines a set of procedures which will ensure that the interests of both individual faculty members and departments are served. It incorporates safeguards to prevent abuse by either faculty or administration.

This policy addresses part-time appointments for tenured and tenure-track faculty because current Faculty Handbook language precludes part-time appointments for this class of faculty. Other types of faculty appointments (i.e. administrative and professional or special research faculty) do not have such prohibitions. Nevertheless, it may be important in the future to develop a parallel statement to make visible the policy flexibility available to address family or personal issues for other types of faculty appointments.

Faculty Handbook segments, with changes incorporated

2.6 Terms of Appointments

2.6.1 Regular Appointments

2.6.1.1 Calendar-year Appointments

2.6.1.2 Research-extended Appointments

**2.6.1.3 Part-Time Tenure-Track and Tenured Appointments
(see below for proposed text)**

2.6.2 Restricted Appointments

2.6.3 Summer Appointments

2.6.1.3 Part-time Tenure-Track and Tenured Appointments (new section)

While tenure-track and tenured appointments are normally full time, Virginia Tech recognizes the importance of allowing flexibility in the percent employment so that faculty members can better manage the balance between their professional work and family or personal obligations over a defined period of time, or perhaps permanently. This policy is intended to encourage departments to accommodate reasonable requests for part-time appointments, however part-time appointments are not an entitlement, and requests may be turned down when the faculty member and the department cannot agree to a workable plan.

Departments will continue to advertise for full-time tenure-track or tenured positions and must have funding for a full-time hire. Advertisements will include information about university policies for flexible appointments. If desired, the faculty member may request and negotiate a part-time appointment at or after the point of hire if acceptable to the department.

An initial *term* part-time appointment, either tenured or tenure-track, may be approved to accommodate **a dual career hire if funding is not immediately available to support a full-time position, or if the faculty member seeks a part-time appointment consistent with the intent of this policy. The expectation is that the subsequent reappointment, if recommended, would be for a full-time position, unless the faculty member requested a renewal of the term part-time appointment in accordance with these guidelines. Part-time appointments created for **a dual career hire** are approved through the usual approval processes for dual career hires.**

Requests for conversion from full-time to part-time appointments may only be initiated by the faculty member. The reasons for the request for a change in the percentage of appointment should be clearly stated. The department chair should make a careful

assessment of the needs of the department, and work with the faculty member requesting the part-time appointment to facilitate the request whenever possible. The period for which this part-time appointment is granted shall be clearly stated (renewable terms from one semester up to two years, or permanent).

The written agreement should include a careful and thorough statement of work expectations for the part-time appointment. Generally, faculty members would continue to contribute to all areas of responsibility, but with reduced expectations for accomplishment proportional to the fractional appointment. Service responsibilities for faculty members on part-time appointments are generally seen as proportional to their appointments. Faculty members on part-time appointments are not excused from regular departmental, college, or university service because of the part-time appointments.

The written agreement for either an initial appointment or a conversion of a full-time appointment to part-time status, and any subsequent renewal, must be approved by the faculty member, department head, dean, and provost.

Part-time appointments will be either *term* or *permanent*. *Term* part-time appointments may be made in increments from one semester up to two years. During the duration of a part-time term appointment, terms of the appointment will only be changed via the agreement of all parties. A term agreement must specify the date on which the faculty member is expected to return to full-time status. Renewal of a term appointment should be negotiated no less than three months before the end of the current term so that the department can plan accordingly. For term part-time appointments, departments would be able to use the salary savings to replace the work of the faculty member on part-time appointment.

For *permanent* part-time appointments with no end date, a return to a full-time appointment is not guaranteed. If tenured, the faculty member remains entitled to the tenured appointment on the part-time basis only. However, an increase in the percent appointment up to full-time may be renegotiated between the faculty member and department head if mutually agreeable and funds are available. The department and the college would determine the best way to cover the costs of the academic work in the case of conversion to a permanent part-time appointment.

Faculty members on part-time appointments, whether term or permanent, retain all the rights and responsibilities attendant to their appointment as a tenure-track or tenured faculty member.

Tenure-track faculty members may make a request for a part-time appointment only for reasons of balancing work and family for the arrival or care of a child, **the care of a family member**, or for personal circumstances related to the health of the faculty member. In addition, they may request a *term* part-time appointment only, allowing the issue to be revisited on a defined cycle. While such term appointments can be renewed throughout the probationary period, a permanent part-time appointment will not be granted until tenure is awarded.

Tenured faculty members may request either term or permanent part-time appointments for reasons stated above, or to balance work at Virginia Tech with professional practice or significant community or public service, for example, a professor who wishes to serve as a consultant in addition to an appointment at Virginia Tech; a professor who wishes to engage in entrepreneurial activity outside of university responsibilities; or a professor who may run for office for a limited term and wish to reduce the workload at Virginia Tech for that period. Other reasonable justifications may be considered if approved by the department head, dean, and provost.

Part-time appointments can be made for any fraction from 50% to 100% of a full appointment; faculty members will receive proportional salary. If employed at least 80%, the faculty member will continue to receive full health care benefits. Appointments of 50% or more remain eligible for retirement and proportional sick leave, and annual leave if on a calendar year appointment. Under current state benefit programs, there is no employer contribution to health care for those with appointments less than 80%. Faculty members considering such appointments are strongly encouraged to meet with representatives in the Benefits Office so that they will clearly understand the consequences of the change. Office and laboratory space may be adjusted for longer-term or permanent part-time appointments.

2.8.2 Probationary Period (new material proposed in CFA resolution 2006-07C in RED; new material related to part-time appointments in BLUE)

The term “probationary period” is applied to the succession of term appointments, which an individual undertakes on a full- **or part-time** regular faculty appointment, and during which continued evaluation for reappointment and for an eventual tenured appointment takes place.

The beginning of the probationary period for faculty members on term appointments is taken as July 1 or August 10 of the calendar year in which their initial ~~full-time~~ appointment begins, depending on whether they are on a calendar-year or academic-year appointment, regardless of the month in

which their services are initiated. (The probationary period for new faculty appointed for spring term shall begin the following fall even though the spring contract period officially begins December 25.)

The initial appointment for assistant professors, and for associate professors and professors employed without tenure, is ordinarily for a period of not less than two years. Multiple-year reappointment may be subsequently recommended.

The maximum total period for **full-time** probationary appointments is six years, unless an approved extension has been granted. Decision about tenure, if not made earlier, is made in the sixth year of the probationary appointment. If the tenure decision made in the sixth year is negative, a one-year terminal appointment will be offered.

~~Only full-time service will count toward the probationary period unless specific exception is made, and only in units of full years.~~

Pre-tenure faculty members may request a term part-time appointment as described in section 2.6.1.3 for reasons of balancing work and family or personal health issues. In such cases, the probationary period will be extended proportionately. For example, two years of service at 50% will count as one year of full-time service. The term appointment may be renewed. (A permanent part-time appointment may be requested and granted following award of tenure.)

In determining the mandatory tenure review year for those with partial appointments, general equivalency to full-time appointments is expected, so that approximately five years of full-time equivalent service is expected prior to the mandatory tenure review year if no tenure clock extensions have been granted; six years if one year of extension has been granted, and seven years if two extensions have been granted. (In summing partial years of service, a total resulting in a fraction equal to or less than .5 would be rounded down, and a fraction greater than .5 would be rounded up.) (See examples in Appendix A.) However, review for tenure must occur no later than the tenth year of service, resulting in somewhat less full-time equivalent service (4.5 years) for a faculty member with a 50% appointment throughout all nine probationary years prior to review. If denied tenure following a mandatory review, a one-year terminal appointment will be offered.

Faculty members on part-time appointments may request a tenure clock extension in accordance with section 2.8.2.1. (Extensions are granted in one-year increments, not prorated by the part-time appointment percentage.) However, the extension will not be approved if it results in a mandatory review date beyond the tenth year.

Up to three years of appropriate service at other accredited four-year colleges and universities may be credited toward the ~~six-year~~ probationary period, as specified below.

A faculty member on probationary appointment who wishes to request a leave of absence shall consult with his or her department head or chair about the effect of the leave on the probationary period, taking into account the professional development that the leave promises. The request for leave should address this matter and the provost's approval of the leave request will specify whether the leave will be included in the probationary period.

Under normal circumstances, departmental promotion and tenure committees review pre-tenure faculty members twice during the probationary period, usually their second and fourth, or third and fifth, years of service. The timing of the reviews should depend upon the nature of the faculty member's discipline and should be clearly indicated in written departmental policies. The terms of offer identifies the initial appointment period. Pre-tenure reviews may be delayed if there is an approved extension as described below. Changes or variations in the standard review cycle should be documented in writing.

The initial review for a part-time faculty member should be no later than the third year of service (regardless of percent of employment) to give early feedback on their progress. At least two reviews should be conducted for part-time faculty members during their probationary period; more are recommended. The anticipated schedule for such reviews for reappointment and for the mandatory review for tenure should be documented in writing as part of the agreement for the part-time appointment. Changes should be agreed upon by the faculty member and department.

These reviews are substantive and thorough. At a minimum, departmental promotion and tenure committees should review the faculty member's relevant annual activity reports, peer evaluations of teaching, and all authored materials. It is strongly suggested that promotion and tenure committees and pre-tenure faculty use the promotion and tenure dossier format (see section 2.8.4) in organizing and presenting information for review.

The pre-tenure reviews should analyze the faculty member's progress toward promotion and tenure and should offer guidance regarding future activities and plans. All reviews must be in writing, with the faculty member acknowledging receipt by signing and returning a copy for his or her departmental file. Additional face-to-face dialogue between the promotion and tenure committee and the faculty member is strongly encouraged. Individual faculty members

are also encouraged to seek guidance and mentoring from senior colleagues and the department head. Pre-tenure faculty members bear responsibility for understanding departmental expectations for promotion and tenure and for meeting those expectations.

2.8.4 Evaluation Procedures for Promotion and Tenure (Excerpt only; new material in blue)

The award of tenure is based on the achievement of distinction in an area of learning and the prediction of eminence throughout the individual's professional career. The documentation and evaluation should recognize some significant impact of the candidate's contributions beyond the borders of the university. If the primary strength is in instruction, there should be recognition that the candidate's pedagogical contributions have influence beyond the immediate classroom; if in research, that there is significant impression on colleagues nationally; if in outreach that the influence of the contributions reaches beyond the immediate clientele.

The criteria by which faculty with part-time appointments are evaluated for tenure shall not differ from the criteria by which full-time faculty are evaluated. Promotion and tenure committees are advised to consider years of full-time equivalent service when reaching decisions excluding any approved probationary period extensions granted under the stop-the-clock policy.

2.9.1 Annual Evaluation and Salary Adjustments (New material to be added to this section in blue)

Faculty with part-time appointments will be reviewed on the normal annual review cycle. For purposes of annual review, the fraction of the appointment must be taken into account when considering the appropriate level of achievement in that year.

Appendix A:

Examples of Mandatory Review Date Calculations for Part-Time Appointments
 For comparison, faculty members on FULL-TIME appointments would have completed 5 years of full-time service at the beginning of the mandatory tenure review year if they had no extensions during their probationary period; 6 years with a one-year extension; 7 years with two one-year extensions as allowed by policy.

Example 1: Half-time throughout probationary period

Years of Service	% Employment		
1	2006-07	50%	Hire date: August 10, 2006
2	2007-08	50%	
3	2008-09	50%	
4	2009-10	50%	
5	2010-11	50%	
6	2011-12	50%	
7	2012-13	50%	
8	2013-14	50%	
9	2014-15	50%	
10	2015-16		Yr of Mandatory Tenure Review
		4.5	Equivalent yrs of full-time service at beginning of mandatory tenure review year

Example 2: Two years @ 50% during probationary period PLUS 1-year probationary period extension for new baby

Years of Service	% Employment		
1	2006-07	100%	Hire date: August 10, 2006
2	2007-08	50%	Move to 50% AND approved 1-year probationary period extension for new baby
3	2008-09	50%	
4	2009-10	100%	
5	2010-11	100%	
6	2011-12	100%	
7	2012-13	100%	
8	2013-14		Yr of Mandatory Tenure Review
		6.0	Equivalent yrs of full-time service at beginning of mandatory tenure review year

Example 3: Three years @ 80% during probationary period

Years of Service	% Employment		
1	2006-07	100%	Hire date: August 10, 2006
2	2007-08	80%	
3	2008-09	80%	
4	2009-10	80%	
5	2010-11	100%	
6	2011-12	100%	
7	2012-13		Yr of Mandatory Tenure Review
		5.4	Equivalent yrs of full-time service at beginning of mandatory tenure review year

Appendix B:

Summary of Policies on Part-Time Tenure Track Appointments						
<u>Institution and URL for Info</u>	<u>Temporary or Permanent, or both?</u>	<u>Definition of PT</u>	<u>How is time counted for pre-tenure faculty? Maximum no. of yrs?</u>	<u>Allowable reasons</u>	<u>Description/excerpt</u>	<u>Policy in place or under consideration?</u>
Cornell http://web.cornell.edu/UniversityFaculty/FacultyHandbook/HandbookParts/9.06Chp2Revised.pdf	n/a	not less than .5 of the responsibilities required of a F-T faculty member	Two years of half-time service would be equivalent to one year of F-T service. Tenure considered not later than the equivalent of the sixth year of full-time employment.	designed for faculty members who wish to maintain the continuity of their academic careers when professional and personal commitments restrict the time that they can devote to academic responsibilities	The standards of performance as well as the procedures governing initial appointment, promotion, and/or tenure appointment for a faculty member will be identical to those applied to a faculty member serving on a full-time basis.	Adopted 01/1975
Illinois						Committee report only; does not appear to have been adopted
Iowa http://www.uiowa.edu/~our/opmanual/iii/10.htm	n/a	0.5 or more but less than 100% of F-T	two years of half-time would be equivalent to one year of F-T service; service less than .5 will not be credited towards completion of a probationary period leading to a tenure decision; no maximum number of years given;	does not define	Performance expectations are identical with those required of F-T faculty members; the decision to increase permanently to F-T is to be made in the same fashion as a new hiring decision and in all cases the person most qualified for the position in compar	n/a

<p>Iowa State Websites: http://www.provost.iastate.edu/faculty/careers/doc/Part-timeappts.pdf www.iastate.edu/~inst_res_info/FB06files/pdf06/FB06-76.pdf - 2006-01-16 - Text Version Contact: Susan Carlson, Assoc Provost</p>	<p>Both Temp (Term) & Permanent; "Term" appointments done in 2-year increments, renewable</p>	<p>0.5 to 1.0; jobs are advertised and funded as F-T positions, but could negotiate p-t appt at time of hire</p>	<p>In proportion to full-time, e.g. 2 years @ 50% = 1 year F-T; Maximum of 10 years for tenure consideration</p>	<p>Pre-tenure: balancing work & family (birth, care of child w/ special needs, elder or partner care, personal health) Tenured: personal/family; balance univ work with professional practice/entrepreneurial activity, run for office; to accommodate partners</p>	<p>The criteria by which faculty with part-time appointments are evaluated for tenure shall not differ from the criteria by which F-T faculty are evaluated.</p>	<p>Approved 12/2005</p>
<p>Maryland http://www.umsa.umd.edu/regents/bylaws/SectionII/II110.html</p>	<p>n/a</p>	<p>at least 0.5</p>	<p>n/a</p>	<p>does not define</p>	<p>Appointment, reappointment, tenure, promotion, and termination of p-t tenure-track and p-t tenured faculty members shall be consistent with the policies and procedures established for permanent f-t faculty members.</p>	<p>Approved 04/1990</p>
<p>Michigan http://www.provost.umich.edu/reports/flexible_tenure/work_of_the_committee.html#parttime</p>	<p>approval from Dean is required if longer than two years</p>	<p>any total appointment fraction less than 100%</p>	<p>0.5 counts as one half year on tenure clock</p>	<p>to balance work and family demands; balance the demands of academic work and other personal or professional commitments</p>	<p>faculty members who are hired into tenure-track titles at less than 100% fractions are not guaranteed to have the option of increasing their appointment fractions too 100% at a later time; tenured faculty can return back to 100% at a later time</p>	<p>?</p>
<p>MIT</p>	<p>reduced-pay appointment for one or more semesters up to five years, with possible renewal</p>	<p>not less than 0.5 of the responsibilities required of a F-T faculty member</p>	<p>n/a</p>	<p>appointment is limited to family care (children, partners, elders); may request a reduced-time</p>	<p>Arrangement must be made with department head and requires the approval of the dean of the School.</p>	<p>Revised and Approved 05/2006</p>

<p>Penn http://www.upenn.edu/assoc-provost/handbook/ii_e_2.html</p>	<p>temp; not to exceed six years</p>	<p>reduction in duties may be 10%, 20%, 30%, 40% or 50% of F-T duties; reduction is accompanied by a proportional reduction in salary and in salary based benefits (i.e. life insurance and retirement contributions)</p>	<p>two years of half-time service would be equivalent to one year of F-T service. Tenure considered not later than the equivalent of the sixth year of full-time employment.</p>	<p>serious illness or injury; child care; service to the community; or anticipation of a move to emeritus status</p>	<p>requires trustee approval</p>	<p>Obtained from website: Source- Provost's Memorandum dated 01/1991</p>
<p>University of California System http://www.ucop.edu/acadadv/family/part-time-appt.html</p>	<p>both</p>	<p>not less than 0.5 of the responsibilities required of a F-T faculty member</p>	<p>eight-year limitation of service applies; promotion will be determined based on f-t qualifications</p>	<p>to accommodate family needs</p>	<p>When an appointment for less than f-t is approved, the university is not obligated to increase the percentage of the appointment, even if the appointee or department desires an increase in the future; promotion to an associate or professor rank shall be d</p>	<p>Revised 01/2006</p>
<p>UT San Antonio http://www.utsa.edu/hop/chapter2/2-7.cfm</p>	<p>n/a</p>	<p>not less than .5 of the responsibilities required of a F-T faculty member</p>	<p>not applicable to pre-tenured faculty</p>	<p>is not prescriptive: "applies to tenured faculty who no longer wish to teach, research and perform services on a full-time basis or want to fulfill their tenure obligation on a less than full-time basis for an extended period of time in order to pursue oth</p>	<p>The change back to f-t status is dependent on the interest of the institution, availability of funds, and programmatic implications. Compensation and benefits are affected.</p>	<p>Published 2/10/2006</p>

<p>Washington http://www.engr.washington.edu/advance/policies/WEPAN-2004-Part-Time-Tenure-Track.pdf</p>	<p>both; permanent p-t tenure track and temporary p-t that combines partial leave and tenure clock extension</p>	<p>0.5 or more but less than 100% of F-T</p>	<p>mandatory review for pre-tenured faculty; initial review at end of third year; mandatory review deadline is prorated based on the percentage of time worked up to a maximum of nine years following the initial appointment</p>	<p>to assist faculty women and men who become parents or are needed to care for a family member; to provide temporary relief due to a serious health condition that impacts the faculty members ability perform his or her job</p>	<p>provides full benefits; allows initial or a change in f-t appointment; approved by department chair or college dean</p>	<p>Approved in 1998</p>
<p>Wisconsin http://www.secfac.wisc.edu/governance/FPP/Chapter_7.htm#718</p>	<p>n/a</p>	<p>0.5 or more but less than 100% of F-T</p>	<p>normal tenure procedures employed</p>	<p>does not define</p>	<p>n/a</p>	<p>n/a</p>

Appendix C:

Selected Readings on Changing Faculty Demographics and Careers

AdvanceVT. (2006). *Faculty work-life survey data report: Work-life issues*. Available at:

http://www.advance.vt.edu/Measuring_Progress/Faculty_Survey-2005/AdvanceVT_faculty_survey_work_life_report.pdf.

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<http://www.aaup.org/publications/Academe/2004/04nd/04ndtoc.htm>.

American Council on Education. (2005). *An agenda for excellence: Creating flexibility in tenure-track faculty careers*. Washington, D.C.: Office of Women in Higher Education. Executive summary is available as a pdf document at

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Change. (Nov/Dec 2005). Special issue: "The changing lives of faculty." 37(6).

Drago, R. & Williams, J. (Nov/Dec 2000). A half-time tenure track proposal. *Change*. 47-51.

Gappa, J.M.; Austin, A.E. & Trice, A.G. (2007). *Rethinking faculty work: Higher education's strategic imperative*. San Francisco: Jossey-Bass Publishers.

Hewlett, S.A. & Luce, C.B. (March 2005). Off-ramps and on-ramps: Keeping talented women on the road to success. *Harvard Business Review*, 43-54.

Hyer, P. (2005). *Addressing faculty work-life issues at Virginia Tech*. Powerpoint presentation to the University Academic Advisory Committee. Available at http://www.provost.vt.edu/worklife_documents.php

Trower, C.A., & Chait, R.P. (Mar/Apr2002). Faculty diversity: Too little for too long. *Harvard Magazine*, 104(4), 33-37.

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Appendix D:
Members of the *AdvanceVT* Policy Work Group 2006-07

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