
Off-Track Profs

Nontenured Teachers in Higher Education

John G. Cross and Edie N. Goldenberg

The MIT Press
Cambridge, Massachusetts
London, England

© 2009 Massachusetts Institute of Technology

All rights reserved. No part of this book may be reproduced in any form by any electronic or mechanical means (including photocopying, recording, or information storage and retrieval) without permission in writing from the publisher.

For information about special quantity discounts, please email special_sales@mitpress.mit.edu.

This book was set in Sabon by SNP Best-set Typesetter Ltd., Hong Kong.
Printed and bound in the United States of America.

Library of Congress Cataloging-in-Publication Data

Cross, John G.

Off-track profs: nontenured teachers in higher education / John G. Cross and Edie N. Goldenberg.

p. cm

Includes bibliographical references and index.

ISBN 978-0-262-01291-1 (hardcover : alk. paper). 1. College teachers—Tenure—United States. 2. College teachers—Employment—United States. I. Goldenberg, Edie N. II. Title.

LB2335.7.C76 2009

378.1'214—dc22

2008042149

10 9 8 7 6 5 4 3 2 1

Index

- Academe*, 49
Academic bargaining, 109–110
Academic careers, 77, 80
Academic community, 86, 106
Academic culture, 16, 80, 88
Academic decisions, 36, 42–43, 91
Academic Enhancement Program, 51
Academic freedom, 1, 7–8, 11, 13, 38, 114, 119, 136–137, 147
Academic marketplace, 80, 148
Academic norms, 37, 43
Academic policy, 36–37, 38, 42
Academic roles, 68
Academic values, 16, 92, 132, 136–137, 146. *See also* Academic freedom
Academic workforce, 6, 11, 49–50, 56, 119, 136
Accreditation, 93–94
Adjuncts, 16, 19, 75. *See also* Non-tenure-track faculty
Administrator time, demands on, 87
Admissions, 37, 61, 101 graduate, 68, 130–132 tests, 121
Advising, 18–19, 31, 128
Afghanistanism, 99
Alternative duties, 136
Alumni, 87, 94
American Association of University Professors (AAUP), 15, 49, 82, 109
American Federation of Teachers (AFT), 109
Appointment fraction, 113, 135
Appointments, 82, 113
Apprentice, 105–106
Appropriations, 70, 89
Arts, 77–79, 81, 145
Arts and sciences, 4, 27–28, 30, 41, 50–51, 116, 124, 134, 137. *See also* Liberal arts
data, 9, 21, 23–26, 34, 50 (*see also* Data systems)
Assessment, 122. *See also* Education, quality of
Association of American Universities (AAU), 40, 49, 73
Association of Governing Boards (AGB), 40–41
Astin, Alexander W., 121
Athletics, 37–38, 40, 58–59, 61–62, 143
Balance of research and teaching, 147, 149. *See also* Teacher-scholar Benefits, 67, 76–77, 80, 107, 113, 116–117
Biology, 28, 71, 127, 138, 149
Boards of trustees, 44, 133, 140, 147 and presidents, 41, 50, 86, 143 priorities, 36–39, 44, 57
Bottom line, 91, 97, 99, 101
Brand, 53, 61
Budget, 30, 38, 43, 61, 132, 144 balances, 91, 146 general, 89

- Budget (cont.)
 model, 98
 processes, 89, 146
 reforms, 10, 47, 51
 responsibility, 131
 shortfall, 44
 stringency, 147
 systems, 31, 81, 84, 92
- Bumping rights, 112
- Bush, Vannevar, 148
- Business, 57, 62, 81, 86, 98
 backgrounds, 85, 89
 executives, 78
 models, 10, 53–54, 85–86, 91–95, 98, 100–101, 145–146
 practices, 97, 106
 schools, 30
 techniques, 85
 thinking, 146
 training, 86
- Bylaws, 88, 134–135
- Calculus, 28, 31, 48, 122
- Campus crises, 38, 85, 142
- Campus protests, 38–39, 87
- Campus visits, 9–10
- Carroll, Lewis, 139
- Central administration, 89–90, 101
- Centralization, 135
- Chemistry, 27–28, 129
- Chronicle of Higher Education*, 37, 40, 87, 136
- Cohen, Michael D., 3, 36, 39
- Collective action, 110
- Collective bargaining, 103, 108, 111.
See also Unions
- Collegiate Results Instrument (CRI), 120
- Community colleges, 29, 126
- Commuter students, 58, 74
- Comparative advantage, 149
- Compensation, 64, 80, 110. *See also* Salaries
- Competition, 50–51, 53, 100, 110, 129, 142–144
 among businesses, 60, 80
- for faculty, 30, 32, 47–48, 59, 64, 86, 143–144, 148
 for research support, 149
 spending wars, 143
 for students, 46, 53, 61, 69, 142
 among universities, 3, 10, 53, 95, 142–144
- Complexity, 91, 98
- Composition, 28–29, 31, 49. *See also* Writing
- Comprehensive institutions, 71, 73, 126
- Conditions of employment, 106–107, 146. *See also* Benefits; Faculty; Salaries
- Construction, 38, 132
- Contingent faculty, 75. *See also* Non-tenure-track faculty
- Contracts, 9, 113, 116–117. *See also* Unions
 negotiations, 112, 130
 terms, 110
- Cook, Paul W., 100
- Cornell University, 6, 37
- Corporatization of higher education, 93
- Cost, 72
 attribution, 91, 102
 central service, 89
 concerns, 70, 86
 consciousness, 131
 control, 85–86
 per course, 72
 differential, 131
 of education, 68, 74, 91
 per student, 69
- Course evaluation, 122–123, 125.
See also Education, quality of
- Course loads, 80
- Courses, small sections, 28
- Craft membership, 106
- Credit-hour generation, 99–100
- Credit-hour revenues, 101
- Cross-unit taxes, 101
- Curriculum, 104, 132, 134–135, 141

- Data systems, 7, 9, 19, 21, 23–25, 27, 39, 123, 140–141. *See also* Management information systems
- Deans, 15, 87, 91
and academic values, 136–137
careers of, 87
and faculty, 48, 62, 68, 88, 98, 106, 132, 143
and governance, 134 (*see also* Governance)
interviews with, 10, 31
management data, 7, 23–24, 140
and non-tenure-track faculty, 35, 134
priorities of, 71
and provosts and presidents, 90
responsibilities of, 37
and responsibility-centered management, 94–95
and size of graduate programs, 45, 69
turnover of, 41, 50
- Debt burden, 55–57, 85
- Decentralization and responsibility-centered management, 98
- Decentralized decision making, 3, 10, 36, 49, 135, 146
- Decision making, locus of, 131
- Demographic changes, 56, 58
- Department chairs, 98, 134
interviews with, 10, 31
management data, 23, 140 (*see also* Data systems)
priorities of, 107
and responsibility-centered management, 95
selection of, 107, 149
- Diamond-water paradox, 64
- Discretionary funds, 44, 82, 89
- Donors, 83, 86, 89, 132, 143–144.
See also Endowments
- Duke University, 6, 37, 116, 150
- Eastern Michigan University, 114
- Economic return
to education, 55–57, 144
on investment, 98, 143, 145
- Economics, 8, 28, 30–31, 48, 71, 124
- Education, quality of, 60, 73, 92, 119, 121–122, 130
- Ehrenberg, Ronald G., 110, 121
- Employees, disgruntled, 142
- Employees, dismissal of, 16, 134, 137. *See also* Termination
- Employment contracts, 68, 113. *See also* Unions
- Endowments, 41, 51, 64–65, 70, 82–83, 85, 89, 145
- Engineering, 4–5, 27, 77, 78, 93, 146
data, 9, 21, 24, 25 (*see also* Data systems)
- deans, 41, 44
emphasis on, 57, 145
governance, 135 (*see also* Governance)
graduate programs, 46, 129
- English, 28–30, 106, 124
- Enrollment, 75, 89, 94
errors, 43–44
growth, 71–73, 149
and non-tenure-track faculty, 134
- Faculty
and administration, 87, 106, 135
allocation of positions, 71
bargaining, 109 (*see also* Unions)
discipline, 88, 136 (*see also* Termination)
dual responsibility model, 150
governance, 135–136 (*see also* Governance)
influence, 86–87, 90, 98
lines, 70
meetings, 87, 136
organization, 109
performance mantra, 125
position on issues, 133
prestige, 79–80, 83, 112, 143, 148
recruiting, 31, 61–62, 68, 107, 109, 132, 142–143
renewal, 123
reputation of, 88, 149
research, 126, 138

- Faculty (cont.)
 responsibilities of, 148
 retention, 31, 93, 107, 125,
 142–143
 retirement, 14, 31–32, 70, 88, 95,
 110 (*see also* Mandatory
 retirement)
 review, 136
 roles, 144, 148
 salaries, 110 (*see also* Salaries)
 stars, 47, 87, 143, 147
 stress levels, 62
 termination, 14–16, 77, 88, 114,
 137
 Fair distribution of resources, 89
 Federal government, 140, 148
 Fiduciary responsibility, 38
 Filling station model of higher
 education, 93
 Financial support, 32, 64, 73
 Financial systems, 100
 Finkelstein, Martin J., 18
 For-profit institutions, 16, 19, 54, 71,
 73, 94, 98–99
 Full-time equivalents (FTEs), 25–27,
 32, 72–73
 Funding shortfalls, 111
 Fundraising, 37–38, 40, 54, 59, 132,
 142–143. *See also* Donors;
 Endowments
 Geographic region, 60, 77, 81, 84
 Ghosh, Sujit, 40
 GI Bill, 55
 Global Campus, 54
 Governance, 1, 6–8, 11, 119, 147,
 151. *See also* Voting rights
 practices, 131–136, 141–142
 structure, 36, 90
 Governors, 57, 86
 Grades, 122, 126–127
 Graduate education, 32, 69–70, 119,
 128–130
 Graduate students, 129, 148. *See also*
 PhDs
 assistants (GSTAs), 19
 attrition, 78–79
 increases in, 130
 instructors (GSIs), 19
 recruiting, 68
 support, 69, 129–130
 unions, 103 (*see also* Unions)
 Graduation rates, 93, 121
 Graduation requirements, 134–135
 Grievance, 14, 50, 114, 136
 Harvard, 123
 Headcount, 25, 32
 Health insurance, 113–114, 130. *See*
also Benefits
 Health professions, 57
 Hierarchy, 62, 92, 106, 132,
 149
 Higher education
 future of, 136, 139
 goal of, 56
 growth, 55, 88
 mission, 36–37, 43, 47, 55–56,
 91–94, 97–100, 115, 119, 132,
 134, 148
 performance, 53, 85, 90
 political context, 88, 91, 97, 105,
 128
 political environment, 89
 productivity, 73–75
 Hiring, 42, 125, 134, 142. *See also*
 Non-tenure-track faculty, hiring
 Humanities, 69, 79, 105–106, 129,
 135, 138, 145, 149
 Hunter College, 111
 Incentives, 90–92, 145
 Income, 55, 78, 83, 91. *See also*
 Revenues
 Incremental budgeting, 89–92, 97,
 100
 Indirect cost, 89, 101
 Industrial collective-bargaining, 103,
 108, 110–111, 115
 Information systems, 140–141. *See*
also Management information
 systems

- Institute for the Humanities
(University of Michigan), 145
- Interdependence, 97, 100–101
- Interdisciplinary cooperation, 70, 99, 101
- Jackson, Thomas, 129
- Job actions, 114–115. *See also* Strikes
- Job satisfaction, 75–76
- Johns Hopkins, 148
- Journal of Business*, 100
- K–12, 85, 109
- Kafka, Franz, 35
- Kellogg School of Engineering, 116.
See also Northwestern University
- Kezsbom, Adam T., 110
- Klaff, Daniel G., 110
- Laboratories, 31, 129, 132
- Languages, 31, 48, 58, 66, 122, 134, 145
- Law schools, 30
- Lawsuit, 38, 50, 83
- Leadership, 40–42, 47, 87, 131, 144–148
- Learning outcomes, 93. *See also* Education, quality of
- Lecturer Employees’ Organization (LEO), 105
- Lecturers, 16, 19, 21. *See also* Non-tenure-track faculty
- Legislature, 41, 93–94, 128, 132, 140, 144
- Liberal arts, 51, 56–58, 71, 78, 90, 92, 126, 131, 144. *See also* Arts and sciences
- Library, 89, 101–102, 132, 143
- Life science initiative, 57
- Lottery, 79–80
- Lower division, 75, 124, 128
- Machen, Bernard, 51
- Maintenance, 89, 102, 132
- Malfeasance, 85, 114
- Management, 104–105, 107, 142
- Management information systems, 23, 140, 147. *See also* Data systems
- Mandatory retirement, 31–32. *See also* Faculty, retirement
- March, James G., 3, 36, 39
- Market, 51, 53, 58, 64, 73, 76, 79–81
- for faculty, 58
- for non-tenure-track, 67, 106
- open, 100
- power, 109
- specialization driven by, 150
- for students, 58
- Marshall, Alfred, 64
- Massachusetts Institute of Technology, 6, 37, 126, 145
- Massachusetts Miracle, 57
- Mathematics, 27–28, 58, 77, 92, 113, 129, 145
- Media, 87, 140
- Medical school, 30, 144
- Mentoring, 75, 77, 127
- Nagowski, Matthew P., 110
- National Center for the Study of Collective Bargaining in Higher Education and the Professions, 111
- National Conference on Undergraduate Research, 126
- National Education Association (NEA), 109
- National Institutes of Health (NIH), 39, 57
- National Labor Relations Act, 104
- National Labor Relations Board v. Yeshiva University*, 104
- National Research Council, 59–60, 62
- National Science Foundation (NSF), 39, 46
- National Survey on Student Engagement (NSSE), 120
- New York University, 7, 50–51
- Noel-Levitz, 61
- Non-academic careers, 106

- Non-tenure-track faculty
academic freedom, 137 (*see also* Academic freedom)
academic professionals, 20–21
academic training of, 125
access to grievance process, 114
action against, 136
adjunct professors, 16, 19–20, 75
in arts and sciences, 27
assistant professors, 21
careers, 78
college lecturers, 20
criticisms of, 8
definition of, 19–20
evaluations, 7, 119, 125, 142
general faculty, 20
governance, 134–135 (*see also* Governance)
health and life insurance, 113 (*see also* Benefits)
hiring, 8, 35–36, 42–43, 64, 97, 142
increase in, 5, 11, 18–19, 25–27, 46, 96, 133, 139, 141
instructors, 20
invisible colleagues, 142
job security, 14, 21, 76–77, 105, 112–114, 116–117, 126, 137
lecturers, 20
lower-division teaching, 28, 75, 124
market, 67, 80
monitoring numbers of, 6, 22, 24, 49
morale, 75
numbers, 4, 9, 32, 35
one-year positions, 29
part time, 26
postdocs, 20
professionalizing, 116
professor of practice, 20, 116, 150
reappointment, 82, 113
recalled faculty, 21
recalled retirees, 20
recruitment, 68
relative cost of, 92, 95, 131
renewal, 110, 135, 137, 142
replacement of, 95–96
reports, 3
research faculty, 21
respect for, 107–108, 146 (*see also* Non-tenure-track faculty, status)
roles, 18, 94
salaries, 76, 81, 116 (*see also* Salaries)
self-identification, 24
semipermanent English instructors, 29
senior lecturers, 20
seniority, 114
special knowledge, 31
status, 107, 110–112, 116, 126 (*see also* Non-tenure-track faculty, respect for)
student evaluations of, 123, 125
supply, 75, 78
teaching, 11, 26, 31, 74, 119
teaching associates, 20
teaching effectiveness, 7, 121–122
technical instructors, 20
time commitments, 75
titles of, 20–21
turnover, 81
unions, 10, 103, 105, 110–111
values, 133
visiting professors, 20
women overrepresented, 18
Northwestern University, 6, 37, 116, 143
- Off-campus experience, 127–128
Ohio State University, 143
Organizing drives, 49–50, 103, 106–108, 110, 112, 117. *See also* Unions
Outcomes, 53, 93–94, 98, 121
Outsourcing, 100
Overhead, 91, 97, 101–102
- Padilla, Art, 40
Parents, 128, 144–145, 149
Peer review, 123, 125, 149

- PhDs, 31, 45, 80, 93, 129. *See also* Graduate students
- dissertations, 21, 46
 - graduates, 29, 71
 - humanities, 105–106
 - recipients, 69, 78
 - students, 7, 11, 128
- Position control, 44–45, 70
- Position hopping, 40
- Postdoctoral fellows, 19, 128
- Presidents
- academic policy, 36, 42
 - academic values, 136
 - business models, 86
 - data systems, 141 (*see also* Data systems)
 - demands on time of, 39, 87
 - and faculty, 15, 68, 87, 98, 106, 132, 135, 143
 - governance, 136, 142 (*see also* Governance)
 - influence of, 2
 - interviews with, 10
 - leadership, 40, 87, 147
 - life sciences, 57
 - and non-tenure-track faculty, 24, 35–36, 41, 50, 140–142, 146
 - rankings, 51
 - recruitment of, 41, 43, 106
 - responsibility-centered management, 145
 - turnover, 10, 40–42
 - and unions, 47
- Private sector, 56, 78, 89, 93, 103, 143
- Private universities, 4, 6, 21, 38, 41, 51, 64–65, 82–86, 94
- Product differentiation, 60–61, 63, 94
- Professional schools, 30, 92, 126, 131, 144, 148
- Professor of practice, 116, 150. *See also* Duke University
- Professoriate, 88, 105–106, 144. *See also* Faculty
- Promotion, 109, 116, 123–125, 135, 141, 144
- Provosts
- academic values, 136
 - authority of, 37
 - business models, 86
 - enrollments, 44
 - and faculty, 15, 98, 106, 132, 143
 - faculty recruitment, 48, 68
 - governance, 136, 142 (*see also* Governance)
 - graduate programs, 130–131
 - grievance process, 14
 - interviews with, 10, 31
 - lack of information, 7, 17 (*see also* Data systems)
 - non-tenured-track faculty, 24, 35–36, 50
 - responsibility-centered management, 91, 97, 99, 145 (*see also* Responsibility-centered management)
 - time demands on, 87
 - turnover, 40–42
 - unions, 47 (*see also* Unions)
- Public opinion, 132, 140
- Public universities, 4, 6, 21, 55
- accountability, 86, 94
 - budgets, 30
 - endowments, 82
 - non-tenure-track faculty, 64, 70
 - presidential turnover, 41
 - rankings, 51, 65
 - state relations, 39
 - state support, 55, 83, 85–86, 89
- Quality. *See* Education, quality of; Research, quality
- Rankings, 50–51, 59–62, 65–66, 83, 142–143, 148–149
- athletic, 142
 - hospital, 142
- Ratchet, 95–97
- Ratios
- non-tenure-track to tenure-track faculty, 33–34
 - student to faculty, 74, 121

- Research, 42, 65, 68–71, 75, 77, 92
 assistantship, 46, 128–130
 campus, 15 (*see also* Research universities)
 careers, 107
 faculty, 63, 134–136
 funding, 14, 27, 31–32, 129–130, 141, 143
 institutions, 19, 42, 73, 83, 104, 126
 missions, 100
 orientation, 121, 125
 productivity, 121
 quality, 63, 137, 146
 scandals, 38, 87
 specialists, 119, 133, 141
 teaching, 80, 85, 120
 Research universities, 4, 6
 faculty hiring, 35, 71
 faculty influence, 133
 faculty salaries, 63
 faculty teaching expectations, 149
 faculty unions, 103
 graduate programs, 46, 69, 79
 non-tenure-track faculty, 26, 29, 49, 65, 78, 107, 151
 presidents, 36, 142
 teaching evaluation, 122
 tenure, 14, 16
 undergraduate research, 126
 Residential students, 58, 60, 73–74
 Resource allocation, 72, 86, 88, 90, 98, 134. *See also* Budget
 Responsibility-centered management (RCM), 47, 84, 90–94, 97–99, 145
 Revenues, 89–92. *See also* Responsibility-centered management
 Risk taking, economic theory of, 79
 Sage Colleges, 104
 Salaries, 16–17, 80, 89, 120
 equity adjustments, 17
 horizontal structure, 80
 non-tenure-track faculty, 76, 116
 presidents, 143
 tenure-track faculty, 63, 80, 131, 137, 144
 School of Humanities, Arts and Social Sciences (MIT), 145
 Schuster, Jack H., 18
 Sciences, 57, 70, 78, 81, 92, 134–135, 149
 Senior lecturer, 117. *See also* Non-tenure-track faculty
 Service, 68, 75, 77, 125
 Sexton, John, 7
 Shared governance, 7–8, 131–133, 141, 147. *See also* Governance
 Social science, 69, 78, 105, 126, 129, 135, 137, 145
 Specialization, 82, 119, 133–134, 148–150
 Spellings Commission, 86
 State
 funding, 55, 83, 85–86, 143–144 (*see also* Public universities)
 government, 140
 law, 114
 legislators, 57
 relations, 38–39
 State University of New York (SUNY), 51
 Strikes, 108, 114–115. *See also* Unions
 Students, 87. *See also* Graduate students; Undergraduate students
 advising, 149
 career aspirations, 78
 competition, 53, 61
 evaluations, 123–124, 126
 loans, 55–57, 85
 quality of, 99, 121–123
 turnover, 29, 108
 Teacher-scholar, 1, 7–8, 22, 65, 146–150
 Teaching, 60, 87, 99–101, 119, 125, 133
 assistants (TAs), 69, 103, 106, 125, 129–131
 effort, 76

- evaluations, 7, 123, 125 (*see also* Course evaluation)
- expectations, 48, 75–76, 144, 149
- faculty, 92, 97, 134
- orientation, 80, 121
- postdocs, 32
- specialists, 65, 128, 141, 149, 151
- statements, 123
- Technology transfer, 56
- Tenure, 13–15, 88, 109, 114, 141
 - criteria, 14, 65, 123, 135, 150
 - erosion of, 11
 - status of, 17, 147
 - success rate for, 77
- Tenure-track faculty, 20
 - control of positions, 44
 - costs, 30, 92
 - definition of, 20
 - graduate education, 11, 128
 - influence of, 86–87, 90, 98, 104, 133
 - job security, 80
 - limits on organizing, 103–104 (*see also* *National Labor Relations Board v. Yeshiva*)
 - number of courses, 48
 - numbers of, 9, 50–51, 70–72
 - research focus, 17, 128, 148
 - responsibilities, 75–76, 94
 - student evaluations of, 122–123, 125
 - undergraduate research and off-campus experience, 127
- Termination, 15, 114–115, 136
- Transfer credits, 29
- Transfer prices, 100
- Trustees, 85–86, 132. *See also* Boards of trustees
- Tuition, 83, 89, 91–93, 99, 130–131, 144
 - attribution, 100
 - costs, 55, 61, 85
 - waivers, 67, 131
- Two-year colleges, 73, 103
- U.S. Department of Education, 3, 23, 86
- U.S. News and World Report*, 59
- U.S. Supreme Court, 38, 104
- Undergraduate Research Opportunities Program (UROP), 126–127
- Undergraduate students, 130, 132, 148
 - advising (*see* Advising)
 - education, 2–7, 28, 126
 - enrollments, 74 (*see also* Enrollment)
 - research, 5, 126–128
 - teaching, 2, 4, 25, 83, 119–121, 128–129
- Unions, 9–10, 24, 50–51, 67, 103–109, 142
 - academic, 105, 109
 - conflict, 108–109, 111, 114–115
 - contract, 114
 - graduate student settlements, 46–47
 - non-union settings, 113, 116
 - organization, 38, 111–112
 - public sector, 103, 110
 - seniority, 112–113
- United Auto Workers (UAW), 109
- Universities. *See also* Higher education
 - economic circumstances of, 61–62, 80, 96
 - inefficiency, 85
 - quality of, 59, 63–64, 70, 77, 84–85, 94
 - roles of, 99, 144 (*see also* Higher education, mission)
- University of California–Berkeley, 6, 37
- University of Florida, 51
- University of Illinois, 6, 37, 54
- University of Michigan, 4–6, 30, 37, 70, 99, 103, 105, 143, 147
- University of Rochester, 129
- University of Southern California (USC), 50
- University of Virginia, 6, 30, 37, 70
- University of Washington, 6, 37, 147

- University of Wisconsin, 103
Upper-division, 124
- Value-centered management, 99. *See also* Responsibility-centered management
Visiting faculty, 16, 19
Voting rights, 134–135. *See also* Governance
- Washington University, 6, 37, 117
Wayne State University, 114
Working conditions, 146–147
Writing, 27–28, 92, 138, 145. *See also* Composition
- Yeshiva University, 104
- Zhang, Liang, 121