

# Johnson School Tenure Clock Proposal

Cornell Faculty Senate  
April 13, 2011



Cornell University

# Motion

- Be it therefore resolved that the Faculty Senate support a motion to be presented by the Provost to the University Trustees to amend the Bylaws of the University to incorporate an extension of the maximum appointment for assistant professors at the Johnson Graduate School of Management from six years to eight years of full-time equivalent service.



# Who supports this proposal?

- Johnson School junior faculty (unanimous)
- Johnson School senior faculty (unanimous)
- 3 Deans from peer schools as part of AACSB accreditation
- Provost, in consultation with other Cornell deans
  - **Restrictive conditions:**
    - Unusual circumstances particular to the unit
    - Demonstrable competitive disadvantage
    - Problem relates to the unit as a whole
    - Lack of other options
- Cornell Faculty Senate's Committee on Academic Freedom and Professional Status (unanimous)



# “Unusual Circumstances”: Combination of teaching, research and competitive pressures

## Teaching:

- MBA student profile:
  - Residential MBA students:
    - Age: 27
    - Work experience: 5 years
  - Executive MBA students
    - Age: 36
    - Work experience: 12 years
  - Self financed, high expectations, provide key input to rankings
  - Rankings are critical for attracting students, recruiters and alumni support
- Rookie business faculty profile:
  - Age: Late 20's
  - Little business experience
    - Very challenging ramp-up on teaching

## Research:

- Business disciplines lack post docs
- Slow journal turn-around
  - slow start on research program.

Competitive response: Peer schools have longer tenure clocks.



## Peer Comparison: Business Week top 10 and Close Rivals

University	B-School Clock	How does B-School's Clock Compare to	
		Their university's clock?	Johnson's clock?
Chicago	9	Longer	Longer
Harvard	9	Longer	Longer
Yale	9	Same	Longer
Stern (NYU)	8 (recently lengthened)	Longer	Longer
Columbia	7	Same	Longer
Fuqua (Duke)	7	Same	Longer
MIT	7	Same	Longer
Michigan	7	Same or Longer	Longer
Northwestern	7 (recently lengthened)	Longer	Longer
Stanford	7 (trying to lengthen)	Same	Longer
Tuck (Dartmouth)	7 (recently lengthened)	Longer	Longer
Berkeley	6	Same	Same
Darden (UVA)	6	Same	Same
Wharton (Penn)	6 (trying to lengthen)	Same	Same



# Effects and Alternatives

Effects: Difficulty recruiting and retaining faculty

- Recruits go to schools with more forgiving clocks (12/13 in last 5 years)
- Strong junior faculty seek clock restarts
- False negatives in tenure decisions
- Higher recruiting and training costs
- Lower rankings

Alternatives: None

- Can't afford to not have junior faculty teach
- Can't extend clock with fellowships/post-docs
  - Not attractive when peers offer professorship with longer clock
- Can't ignore the rookie market
  - Market for experienced faculty is very competitive and costly

