

The Ohio State University

**Report of the President and Provost's Council on Women Subcommittee on
Dual Career Hiring and Retention**

May 3, 2012

Submitted to President E. Gordon Gee and Provost Joseph Alutto

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Executive Summary

The Ohio State University, like other research universities across the nation, is faced with an increasing challenge of recruiting and retaining dual career couples in order to tap a deep talent pool and to enhance academic excellence. As the 2008 Clayman Report from Stanford University indicates, at least a third of all U.S. academics are partnered with other academics and another third are partnered with professional non-academics. This is also a gendered and diversity issue as 40 percent of female academics have academic partners compared to 34 percent of male academics; however, women are more likely to be the “second” hire in dual career accommodations. Thirty-one percent of faculty of color have academic partners.

Approximately 20 percent of Ohio State University faculty have a spouse or partner also employed by the University, with about 11 percent of the partners in faculty positions. While OSU has a dual career hiring policy, it is not easily found on the University web page, is very brief, and contains labored language suggesting that the dual-career couple is more a problem than an opportunity. A review of several of our peer institutions’ policies revealed that they have designated program officers assisting departments and dual career couples. They also prominently feature clearly articulated dual career program policies and procedures and engage in a number of innovative practices that enable them to provide helpful dual career assistance to administrators as well as to current and prospective faculty.

In order to obtain a better understanding of dual career hiring practices at Ohio State, the PPCW Subcommittee on Dual Career Hiring and Retention, with the assistance of the Office of Institutional Research, conducted a survey of OSU TIU heads designed to capture the magnitude of dual career hiring attempts, including retention cases, and their successes and failures. Additionally, two focus groups were held, one for TIU heads (with 12 participants), and one for faculty (10 participants) whose partners sought accommodation. The findings from this OSU study indicate that

- Dual career hiring is not a common practice at Ohio State. Most of the TIU heads surveyed (65%) have engaged in only a few (0-3) attempts to hire dual career couples.
- 186 dual career hiring attempts were reported by survey respondents, with 41% being fully successful (i.e., they resulted in both partners being hired).
- Among fully successful attempts, 16% involved cases in which the partner was from an underrepresented group.
- 52 retention cases were reported by survey respondents, with 54% being fully successful.
- Among successful retentions, 25% involved faculty members whose gender and/or ethnicity was underrepresented in the unit.

- Although the majority of TIU heads surveyed indicate that University resources have helped them with dual career hires, focus group data suggest that while supportive individuals and situations exist at OSU, the process is often cumbersome and relatively few resources are available to assist TIU heads in making such hires.
- Both TIU heads and faculty recognized that dual career hiring practices at OSU are informal, random and subjective. Some of the faculty participants also perceived them as discriminatory.
- Women faculty expressed more dissatisfaction than their male colleagues with dual partner hire practices at OSU.

Recommendations of this report include (1) making a visible commitment to a proactive approach to dual career situations, (2) developing clear and consistent policies and procedures on dual career hiring and retention, (3) establishing a central team to facilitate efficient recruitment, hiring, and retention processes, and (4) creating an easily accessible website to communicate the services and resources available. (For elaboration of these recommendations, see pp. 15-16 of this report.)

The National Situation

The U.S. professional workforce has changed in recent decades from one largely dominated by male heads of households with movable families to women joining the professions in significant numbers. The majority of all professionals today are partnered with other professionals and an increasing number of male and female academics find themselves part of dual-career households. Such changing conditions precipitate the need to reassess recruitment, retention and diversity goals for universities. Attention to dual career issues is a necessity to meet university goals to secure a talented and productive intellectual community.

Based upon a national survey of more than 9,000 faculty members in major research institutions across the country, Stanford researchers (Schiebinger, Henderson and Gilmartin, 2008) found that more than ***36 percent of full time faculty members had academic partners and another 36 percent were partnered with professional non-academics***. This amounts to nearly three quarters of full time faculty members (72%) with employed, professional partners who must be considered in recruitment and retention efforts by universities.

As the Stanford report shows, this reality is more stark when put in the context of recruitment and retention of talented women faculty. Partnered academic women cite that their partner's employment is important to their own career decisions and they are more likely to refuse job offers that do not offer employment accommodations for their partners. Women cite the inability of securing appropriate employment for their partners as the number one reason for declining a job offer from a new institution. Academic partner hiring presents as a ***gendered issue*** given that the Stanford study finds more women (40%) than men (34%) cite having academic partners.

In the ***natural sciences and engineering***, proactively addressing the dual career issue is critical to successfully recruiting and retaining women. Stanford researchers found that 83 percent of women scientists in academic couples were partnered with another scientist, far outpacing the partnering patterns of men scientists with just over half (54%) partnered with another scientist.

Attention to dual career issues is critical to successfully recruiting and retaining faculty who are ***underrepresented minorities***. Though academic couple rates are lower among faculty of color (31%) than overall faculty patterns (36%), such faculty are still likely to be partnered with

another professional. Sixty-five percent of faculty who are members of underrepresented minority groups have professional partners. In fact, for the recruitment of underrepresented minorities, dual career issues present a concern for both men and women. Gender differences are less a factor as roughly a third of men (32%) as well as women (32%) have academic partners. To recruit the most talented underrepresented minorities, attentiveness to dual career couples is an important strategy. Ten percent of underrepresented minorities were part of dual hiring at their current institutions, quite similar to faculty hiring patterns overall.

The issue of dual career couples is present at every rank of the professoriate; however, this is a particular issue *for junior faculty women* with 38% likely to have a non-academic professional partner. Among academic partners, women are more likely to be the “second hire” with senior faculty men most often in the position of “first hire.”

The Stanford study finds similar partnering patterns among *same sex couples* as among heterosexual couples. However, success in finding suitable employment for same sex partners lagged slightly below heterosexual couples. This was particularly the case for lesbian respondents when compared to women overall in the study.

Data suggest that institutions which proactively address dual hire issues are not only more productive in their *recruitment efforts*, but they also *build loyalty among faculty couples*. The Stanford study cites that of faculty who successfully negotiated a (sequential) dual hire from their current institution, 88% would have refused their position if their partner were not accommodated with satisfactory employment. When this issue is examined from the perspective of retention, strong counter offers do help retain faculty, particularly men, when new institutions seek to recruit faculty. However, 40% of women compared to 27% of men regarded the ability to find suitable employment for their partners as sufficient rationale to decline competing offers.

Dual Career Hiring Policy at Ohio State

In 2011, Ohio State employed 3821 regular tenure-track, clinical, and research faculty.¹ Of these, approximately 20 percent have a spouse or partner employed at the University, and approximately 11 percent have a spouse or partner employed in a faculty position.² To put this another way, one in five faculty members at OSU have a partner working here, and 1 in 10 are faculty couples. These percentages and numbers indicate the importance of both dual career hiring and retention at our university, and suggest that we have already committed to this practice to some degree. The importance of dual career hiring and retention skyrockets when factoring in the number of faculty members who have a spouse or partner working in a non-academic position or in an academic position at another university, whether that university is local or out-of-state. If the national percentages on faculty with academic and professional partners hold for Ohio State (and there’s no reason to believe they do not), seven in 10 faculty members are in a long-term relationship with another professional and one in three is partnered with another academic. In short, dual careers are prevalent among faculty, with academic couples making up half of the total.

One example of the importance of dual-career considerations can be found in the 2011-12 hiring experience of the College of Arts and Sciences. The College approved 52 searches, to which 28 were added over the course of the year. Of these 28, eight were related to a dual-career hiring or retention situation.³ In other words, 10 percent of Arts and Sciences’ hires this year were

partner/spousal hires that were added during negotiations, and the Dean has indicated that he will be setting aside more funding next year for such hires. Moreover, the 10 percent does not include those faculty members who were seeking positions for their partners but decided to take a position at another university, those who decided not to negotiate a partner hire, those who tried to negotiate such a hire but were unsuccessful, and those who have partners who work outside of academia.

Given the clear significance of dual career hiring and retention both at Ohio State and nationally, it bears noting that a job candidate, faculty member, or TIU head who wants to find out more about Ohio State's dual career hiring policy will not have an easy time doing so. When "dual career" is entered into the Ohio State web site search engine, the first link that comes up is to an HR Faculty Resources page that provides brief descriptions with links for several university work/life resources and policies. Among these is the Dual Career Hiring Policy (<http://hr.osu.edu/worklife/faculty.aspx>) description, which states:

The successful recruitment of well-qualified faculty often requires that the university must accommodate a dual career couple. In these instances, the Office of Academic Affairs expects deans and department chairs to cooperate willingly, constructively and in good faith with the hiring unit for the target candidate to accommodate the other half of the academic couple. For more information about Dual Career Hiring please visit oaa.osu.edu.

When one clicks on the above OAA link, a page appears that says, "Sorry, the page you are looking for has moved or does not exist" (http://oaa.osu.edu/handbook/ii_dualcareerhire.html). If one then returns to the original search page, and clicks on the next link that is likely to be helpful, one is taken to a page headed "Dual Career Support" (<http://hr.osu.edu/talent/dualcareer.pdf>). On this page will be found services offered by Human Resources in support of Dual Career recruitment efforts, which involve consulting with an HR "Talent Management Consultant." After entering an employee or department ID number, one finds the names and email addresses of three "Talent Management Consultants," but without additional information about who these people are, which ones are trained to help with specific disciplines or career paths, and what they do, it is unclear how they might help. Moreover, the page contains no information about Ohio State's policy on dual career couples, although it does contain a link to OAA's policy on dual career hiring. When that link is clicked, one is taken to a page that says, "Sorry the page you are looking for has moved or does not exist" (http://oaa.osu.edu/documents/Handbook2009Vol1_000.pdf). A second link on the page directs one to the same "Sorry" message. The third link takes the intrepid seeker to the OAA Policies and Procedures Handbook (<http://oaa.osu.edu/handbook.html>). There is, however, no heading or subheading on that page that states "Dual-Career Hiring Policy." One might guess (wrongly) that this information would be found under "Faculty Recruitment and Selection." So instead one might open the Table of Contents for the OAA Procedures and Policies Handbook (<http://oaa.osu.edu/assets/files/documents/HBTOC.pdf>), and here, finally, one finds an entry for "Dual Career Hiring Program"—on page 41. By downloading the entire handbook and turning to page 41, one locates a slightly longer version of the first statement encountered above:

1.4.3 Dual career hiring program

Revised: 06/15/10

Edited: 06/15/10

The successful recruitment of well-qualified faculty often requires that the university must accommodate a dual career couple. In these instances, OAA expects deans and department chairs to cooperate willingly, constructively and in good faith with the hiring unit for the target candidate to accommodate the other half of the academic couple. In some cases, OAA is able to assist units making such hires through its Dual Career Hiring Program. OAA provides cash to cover one third of the initial base salary of the partner following the targeted hire for the first three years of the appointment. The other two thirds of the salary and all of the benefits are split between the units of the targeted hire and the partner hire respectively. Dual career requests for additional cost-sharing will be evaluated on a case by case basis.

The university does not expect any department/college to hire candidates that do not meet the same quality standards as candidates hired in the receiving department.

The process will be conducted with all deliberate speed to reach a final agreement in time to allow a successful recruitment of the target candidate.

<http://oaa.osu.edu/assets/files/documents/Handbook11.pdf>

OSU might, of course, fix the several broken links mentioned above and thereby make the process of finding the Dual Career Hiring Program much simpler. But even allowing for a more friendly web search experience, the policy/program seems buried within a lengthy handbook, and the language seems more begrudging and defensive than welcoming (“often requires,” “the university must accommodate,” “expects deans and chairs to cooperate constructively and in good faith”; emphasis added). This brief policy and labored language suggests, including to a prospective job candidate, that the dual career couple is more a problem than an opportunity. (Compare this language to that of the note from Michigan’s Provost to administrators provided below.)

Dual Career Hiring Policies at Peer Institutions

Compare the above web search experience to that encountered at the University of Iowa. Typing “dual career” into their home page search engine brings up a number of relevant entries, first and foremost to Iowa’s Dual-Career Network (<http://www.uiowa.edu/~dcn/>), which declares that it assists “faculty and staff spouses/partners in their job search” and lists two Directors with full contact information. At the top of the site are 10 tabs: How DCN Works, FAQs, What People Are Saying, Client Careers, Corridor Resources, DCN Assists UI Departments, DCN Assists Businesses, Information for Other DC Programs, Staff and Advisory Board, Annual Report. One also learns that Iowa was the host of the 2010 Dual Career Conference; others who have hosted this conference include Purdue, Michigan, Texas A&M, Cornell, University of Utah, Virginia Tech, and University of Nebraska. The College of Holy Cross will host it in 2012. Perhaps not coincidentally, several of the institutions that have hosted this conference also have designated program officers assisting departments and dual career couples. They also prominently feature clearly articulated dual career program policies and engage in a number of innovative practices that enable them to provide helpful dual career assistance to administrators as well as to current and prospective faculty.

For example, Purdue, Michigan, Texas A&M, Cornell, and West Virginia join Iowa in having one or more dedicated dual-career hiring officer/s. Here is further information about those officers and other highlights of the dual career program for each university:

Purdue: Has a clearly identified Human Resources contact to whom participants can turn when applying for positions or when they have questions related to employment. This administrator serves as a liaison between the participant and the potential hiring department, and gives advice to participants on University salary ranges. The dual career program also offers networking assistance both within and outside Purdue; provides resume critique, interviewing skill advice, job search advice (e.g., how to use the Purdue employment system and CareerBuilder), referral for career counseling; and advisory support. <http://www.purdue.edu/hr/careers/opportunities/dualcareer.html>

When informing job candidates about the dual career assistance program, Purdue department chairs are asked to provide this statement:

“Purdue University supports the efforts of dual career transitions and has such a Program designed to assist in these efforts. Your sharing of an interest related to a spouse/partner seeking employment at Purdue or in the surrounding community will not in any way affect your consideration of employment. If you have such an interest or need, it would be appropriate to notify the hiring manager/search committee chair at the time an offer of employment is made, should such an offer be extended. Details regarding Purdue’s Dual Career Assistance Program can be sought at our Program’s website.”
(<http://www.purdue.edu/hr/pdf/DualCareerAssistanceProgramGuidelines.pdf>)

Michigan: Has a dedicated dual-career coordinator; provides a dual career web site which contains a “Guide for Prospective or Current Faculty and their Partners” and “A Guide for Academic Dual Career Couples”
(http://www.provost.umich.edu/programs/dual_career/Dual_Career_Services%20Jan%202011.pdf). The Michigan Provost also maintains a dual career web site (which links to the one above) and provides information for administrators about the dual career program, with a note that begins:

The Office of the Provost has long recognized dual career partner assistance as a crucial element in recruiting and retaining stellar faculty. We take great pride in working collaboratively with the schools and colleges to provide an excellent dual career program and in devoting considerable resources to the success of the program. . . .

http://www.provost.umich.edu/programs/dual_career/administrators.html

Texas A&M: “Dual Career Services” is designed to assist the partners of faculty and key administrators, including prospective and current faculty. The Dean of Faculties and Associate Provost is identified as the contact person for assisting those seeking a faculty or non-faculty position. Other information on the web site includes a relocation guide

(including a relocation coach), a list of community business partners (with links to their web sites), employment resources, and campus and community links.

<http://employees.tamu.edu/Jobs/careers/dcsDetails.aspx>

Cornell: Has a dedicated Dual Career Program Manager, who provides “assistance in targeted academic recruitment efforts or retention issues in response to a specific request by a provost, vice provost or dean, or, in the case of a nonacademic recruitment effort, a vice president, or the human resources director of the college/unit.”

https://www.hr.cornell.edu/jobs/dual_career.html They also provide a pdf handbook of the Dual Career Program and what it involves:

https://www.hr.cornell.edu/jobs/dual_career/dc_brochure.pdf

West Virginia: Has a designated Dual Career Program Coordinator. The Dual Career Program “brings a new level of support to couples and their families when considering new employment opportunities with the University.” The web site also has the following tabs: FAQs, Program Overview, Who is Eligible, Getting Started and Enrollment, Program Services Provided, Community Information, Relocation Resources, Job Search Resources, Career Resources Sites, About Morgantown, Area Colleges and Universities, Employer Recruitment Network, Veteran Resources.

http://dualcareer.hr.wvu.edu/program_overview

Additionally, The University of Minnesota offers academic departments financial assistance for acquiring employment for faculty partners for a specified period of time. This Bridge Fund for Spousal/Domestic Partner Hires program is located in the Office for Equity and Diversity. (See http://www.academic.umn.edu/equity/awards/bridge_funding.html.) University of Minnesota also facilitates the hiring of partners by opening their civil service staff positions usually reserved for university insiders to incoming partners: When partners apply for university positions, the Relocation Assistance Program at Minnesota sends letters to associated departments indicating the applicant’s affiliation with the university. Further the University of Minnesota supports hiring practices across the university by instituting the following policy: “As a spouse/partner of a U of M faculty or staff member, you are also entitled to apply for Professional and Administrative (P&A) ‘internal candidates only’ positions. The University of Minnesota has policies that permit the hiring of a spouse/partner without a search.” See

<http://www1.umn.edu/ohr/rap/spousepartner/index.html>

Major Findings of the Study on Dual Career Hiring at OSU

TIU Heads Survey

A survey on dual career hiring was sent to 108 Ohio State TIU heads (chairs, directors and deans). Fifty-four (50%) TIU heads from twelve colleges completed the survey. The respondents were asked about the number of dual career hiring attempts with which they were involved, whether their or another unit initiated the attempt(s), whether the partners were pursuing faculty or non-faculty positions, and whether the dual hire(s) involved candidates whose gender and/or ethnicity were underrepresented in the unit. Questions also were included regarding the number of fully successful dual career hires (i.e., the unit was able to hire both the

candidate and find a position for his/her partner), partially successful (i.e., the candidate was hired but the unit was unable to find a position for the candidate’s partner), and unsuccessful (i.e., the unit failed to hire the candidate of its choice). Additionally, respondents were asked about the number of situations where retention of a current faculty member centered on whether a position could be found for his/her partner and whether these retention efforts were successful, partially successful, or unsuccessful. Finally, a question was included about whether the TIU heads found University resources (their college, OAA, HR, etc.) helpful in their dual career hiring and retention efforts.

As Table 1 indicates, a total of 186 dual career hiring attempts were reported by the 54 TIU heads who responded to the survey, with 47 (87%) reporting being involved in at least one dual hiring attempt; 35 (65%) reported being involved in 3 attempts or fewer. The reported number of attempts by TIU units varied widely, from 0 (reported by 7 units) to 20 (reported by one unit).

Table 1: Number of Dual-Career Hiring Attempts by TIUs

<u>No. of Attempts</u>	<u>No. (%) Respondents</u>	<u>Total Nos. of Attempts</u>
0	7 (13.0)	0
1	11 (20.4)	11
2	10 (18.5)	20
3	7 (13.0)	21
4	4 (7.4)	16
5	4 (7.4)	20
6	4 (7.4)	24
7	1 (1.9)	7
9	3 (5.6)	27
10	2 (3.7)	20
20	1 (1.9)	20
	Totals	186
	54	

In 48% of dual hiring attempts, the faculty candidate’s unit initiated a partner hire attempt with another unit, while in 46% of attempts the TIU was an accommodating unit (for the remaining attempts there was no clear initiating or accommodating unit).

Forty-one percent of dual hiring attempts were successful, that is, the TIU was able to hire both the candidate and secure a position for the partner. Fifteen percent were partially successful and 44% were unsuccessful. Among successful dual hires, one-third resulted in faculty positions in the same academic unit, one-third in different units, and one-third in non-faculty positions.

Among unsuccessful dual hiring attempts, 57% of respondents reported that the unit was unable to find a position for the candidate’s partner. Thirty-nine percent of candidates involved in unsuccessful attempts accepted a position at another institution where their partner was hired, 18% accepted a position at another institution where their partner was not hired, 14% accepted a position at another institution unrelated to dual career hiring, and 11% accepted a position at another institution for undisclosed reasons (the remaining results were “other”).

Twenty percent of attempts involved a candidate whose gender and/or ethnicity was underrepresented in the TIU. Sixteen percent of successful and 26% of unsuccessful attempts involved a candidate from this demographic.

The respondents reported 52 cases of retention situations that involved dual career hiring. The majority (55%) of cases involved a partner seeking a non-faculty position, followed by 28% seeking a faculty position in another unit.

Fifty-seven percent of retention cases were fully successful, 12% were partially successful, and 31% were unsuccessful. As with unsuccessful dual-career hires, a majority (73%) of respondents reported that the unit was unable to find a position for the partner.

In 15% of cases, the faculty member’s ethnicity and/or gender was underrepresented in the unit. Twenty-five percent of successful cases and 20% of unsuccessful cases involved faculty members from this demographic.

Finally, 54% of respondents found University resources either very helpful or somewhat helpful in attempting dual partner hiring.

Table 2: TIU Heads’ Perceptions of University Resources

Very Helpful	11 (21%)
Somewhat Helpful	18 (33%)
Not Helpful	11 (20%)
Did Not Use University Resources	5 (9%)
No response	9 (17%)

Respondents also had opportunities to provide open-ended comments and 25 of the 54 TIU heads did so. In most cases, respondents indicated that they found particular people (such as a dean or associate provost or another TIU head) helpful as they were negotiating dual career hires or retention cases. However, several indicated that the process was cumbersome and that relatively few resources were available to assist them in making dual career hires.

For example, one TIU head who was trying to recruit a faculty member and a partner, both of whom were from underrepresented ethnic minority groups, wrote: “People were well intentioned, but there was no efficient process to facilitate [the hire] in a timely manner.”

Another indicated,

We were trying to do a critical hire and it was disappointing that we did not have a unit on campus as the main go to resource in situations like this. Luckily, our unit leveraged its contact to make this happen but we were really on our own.

A third stated: “OAA has been very helpful...but resources available are often insufficient to adequately encourage dual career recruitment and retention.”

A few perceived actual impediments to dual career hiring. For example, “Inconsistent directions from the college on how to handle such cases make it difficult to reach a satisfying outcome and eventually aggravated feelings of unfairness among the faculty.” Or, “[The Dean] is responsive, helpful and considerate but he is subject to outlandish rules that define OSU’s procedures.”

Overall, TIU heads recognize that they are able to make some dual career hires but the percentage of failures (41%) indicates the need for a better process and more resources.

Focus Group Results

Two focus groups, one for TIU heads, and one for faculty whose partners sought accommodation, were held in March 2012. Invitations to attend the focus group for TIU heads were sent to a distribution list of 108 TIU heads. Invitations to attend the faculty focus group were made personally by members of the PPCW Subcommittee on Dual Career Hiring and also via *OSU Today*. The focus groups were led by an HR professional who is not a member of the PPCW.

Ten TIU heads (3 females, 7 males) attended the TIU head focus group. Following the focus group, more information was gathered via one-on-one conversations from three who were in attendance, and two male TIU heads who could not attend the focus group. In summary, qualitative data were obtained from a total of 12 TIU heads. Four colleges (Arts and Sciences, FAES, Engineering, Education and Human Ecology) and the libraries were represented by the TIU heads who participated.

Eight faculty (5 females, 3 males) attended the faculty focus group. Two additional faculty (one of each gender) were interviewed one-on-one because they could not attend the focus group and/or did not want to share their stories publicly. In summary, qualitative data were gathered from a total of 10 faculty (6 female and 4 male). Four colleges (Arts and Sciences, Engineering, and two of the Health Sciences) were represented by the faculty who were involved.

Main Findings from TIU Heads Focus Group

- Participating TIU heads are generally positive about the practice of dual career hiring at Ohio State. They believe it is a positive aspect of the University’s culture. Several commented on experiences they had working at other higher education institutions where dual career hiring was much different and not as positive.

- The biggest challenge is when one partner/spouse is much stronger than the other. The TIU heads agree that quality of the “second hire” should be the sole criterion for making a decision to hire/not hire a partner/spouse. However, when probed regarding what they meant by “quality,” heads mentioned needs of and fit with department, as well as future probability of the candidate staying in the unit, in addition to the candidate’s credentials.
- Pressure exists to extend an offer to a “second hire.” Instances of this type of situation were mentioned by a few, and significant resentment was evident in the telling of each case.
- In a few cases, TIU heads have agreed to make a temporary “second hire” to secure the hiring or retention of the “first hire” and to give the “second hire” the opportunity to demonstrate his/her ability over a limited period of time. Faculty members are then asked for a new vote on the “second hire’s” permanent appointment. There was mixed success with this strategy. Emphasis was placed on the expectations that are raised when this strategy is used; an assumption that the “second hire” will (eventually) get a permanent appointment is made.
- The OAA policy on dual career hiring does not mention start-up costs. In some fields start-up costs are significant. At some universities, start-up costs are part of the equation for successful dual career hires.
- The process of hiring a dual career couple happens informally with one head calling another head, or a head who is familiar with someone in the community connecting this person with a non-academic partner/spouse.
- TIU heads know it is illegal to ask, “Are you married [or partnered]?” They do not know how to ask a candidate open-ended questions about transition issues that need to be resolved. However, the internet, social media, and disciplinary-based networks make it easy to find out if candidates are married/partnered. Searching for this information is a routine practice.

Main Findings from the Faculty Focus Group

- Some faculty had positive experiences to report; others did not. In general, those who were a part of an academic couple were more positive than those who had non-academic partners/spouses.
- For the men, hiring both partners/spouses was a condition of employment. Women waited until after they received an offer to ask for assistance in finding employment for their spouse/partner.
- Both sexes indicated that “false promises” were made about assistance to partners/spouses seeking non-academic employment. Some were told to go to the “Dual Career Hiring Office” in the Gateway. No office was found and the assistance that was offered was a list of companies in the area. This same information is readily available on the internet.
- The participants’ perception is that hiring practices in general, and those specifically related to partner hiring are random, subjective, and sometimes discriminatory. If someone at the University wants to extend a hand to a partner/spouse, it is extended. In one case a female faculty member shared her awareness of “dinners out” extended to wives of male candidates who were being recruited; no dinner out was offered to her husband when she interviewed. In another case, a female faculty member observed how her department is “accepting” a “second hire” when no offer to assist this faculty member’s partner was made at any time.

- The participants indicated that there is a lack of transparency and honesty about how dual career hiring works, how decisions are made, and what support is available.
- Some of the faculty said they currently receive the following messages: outside job offers are required before dual career retention conversations can occur; and faculty are replaceable.
- When faculty members are unable to have their partner/spouse meaningfully employed in the same city, there is a huge toll on the faculty member's productivity. One woman shared that she has unsuccessfully applied for five hundred jobs for her husband. This attention to searching and applying for jobs diminished what she would like to be doing for Ohio State. Another woman mentioned the emotional burden of having a spouse who was "sacrificing" for her.

General Focus Group Findings

- Dual career hiring is/can be a significant recruitment and retention tool for Ohio State. Both parties see the importance of this and the positive difference it can make.
- The practice of providing a temporary appointment for the partner/spouse of a faculty candidate to prove their worth has mixed outcomes.
- Concerns about losing an open faculty line to accommodate a "second" or "partner hire" is a major barrier to the success of dual career hiring/retention. Both faculty and TIU heads commented on faculty discussions that revolve around, "What happens to our open line if we accommodate this person?" The uncertainty of future budgets and approvals to hire compound this problem.
- Both groups recognized that senior faculty members play a major role in the success or failure of dual career hiring. They determine the needs and future direction of the department; they vote on hiring decisions; they create a welcoming or hostile environment for those hired. If there is to be significant change in dual career hiring/retention at Ohio State, senior faculty must be supportive.
- There is inadequate university support for non-academic spouses/partners. While both TIU heads and faculty expressed this concern, it was unevenly weighted. TIU heads said there is a need for assisting non-academic partners with employment, but it is not a significant need. Faculty members expressed an acute need for assisting non-academic partners with employment and shared heart-wrenching stories about the impact when this need is unmet.
- Both groups recognized that dual career hiring practices at OSU are informal, random and subjective. Some of the faculty participants also perceived them as discriminatory.
- Women faculty expressed more dissatisfaction than their male colleagues with dual partner hire practices at OSU.

Summary of Survey and Focus Groups Findings

Overall, these findings indicate that dual career hiring is not a common practice at Ohio State. Most TIU's have engaged in only a few (1-3) attempts to hire dual career couples during the last five years and only 23% (42) of the total (186) attempts were fully successful (i.e., they resulted in both partners coming to or staying at the University). While in 40 of the attempts the partner was pursuing a non-academic position, only 14 of these cases resulted in dual hiring. Only 7 of

the 37 (19%) attempted hires where one of the partners was from an underrepresented group were successfully made by the University. Although most TIU heads indicate that University resources have helped them with dual career hires, focus group data suggest that while supportive individuals and situations exist at OSU, there is a need for clear policies and procedures on dual career hiring as well as a central office that could facilitate the process. Women more than men faculty who have requested partner accommodations perceive the process to be random and subjective, and even discriminatory.

Recommendations

- Articulate a clear policy whose language (a) recognizes the importance of dual career hiring to successful recruitment and retention and promotes a proactive approach; (b) views partners seeking professional employment as assets to the university or the local community, not as burdens or drains on resources; and (c) with respect to retention, begins with the premise that the university values its current faculty and endeavors to make good faith efforts to keep them here.
- Create a support team. Ask the Office of Academic Affairs and Office of Human Resources to partner in providing a comprehensive set of services and resources to support dual career situations, enhancing any current efforts to levels equal or better than our peers. This will likely require designating staff specialists to more proactively support both academic and non-academic partner hires. The universities that appear to be leading the way in terms of dual career efforts have at least one dedicated program leader.
- A proactive stance in which our commitments are clear bolsters our recruitment and retention efforts. Signify to potential hires and to current faculty that we welcome and embrace dual career couples. We can communicate our commitments to dual career couples in job announcements and on a dedicated dual career OSU website, a virtual one-stop-shop with links that make it simple to find university policies on dual career hiring and other useful information. In addition, TIU heads and search committees could provide each job candidate who comes for an on-campus interview with written information about OSU's commitment to dual career hiring and retention and resources available.
- Facilitate and embody the one university model in recruitment and retention by instituting practices that assist departments in easily moving across university spaces and into the local community when faced with partner placement issues. Establish and communicate a set of common expectations or guidelines for colleges and units.
 - These guidelines might begin with a commitment to exploring possibilities. For example, the College of Arts & Sciences states: "Whenever possible we want to take advantage of the opportunity to hire two-faculty-career couples when both individuals are qualified for positions at Ohio State." However, based on the findings reported here, such a statement also requires an expressed commitment to addressing the needs of non-academic partners.
 - Guidelines should also address the widely held belief that a "second" or "partner" faculty hire in a given unit jeopardizes the likelihood of that unit receiving an open line in the future.
 - In retention situations, the guidelines should call for colleges to be willing to consider a dual career offer without requiring, as some colleges do, that current faculty must have an offer from a peer or more prestigious university.

- In addition to continuing to provide one third of the initial base salary of the partner for the first three years of the appointment, consider making start-up costs part of the equation for dual career assistance provided by OAA.

Notes

1. These numbers come from <http://www.osu.edu/osutoday/stuinfo.php>
2. These figures are drawn from a list of faculty with spouses/partners at OSU provided by the Office of Institutional Research and Planning, 9 April 2012.
3. These figures come from Dean Joseph Steinmetz's report to the Arts and Sciences Chairs and Directors on April 3, 2012. They were updated in an April 19 email to Debra Modellmog from Brad Harris, Chief Administrative Officer of Arts and Sciences.

Reference

Schiebinger, Londa, Andrea Davies Henderson, Shannon K. Gilmartin,. 2008. "Dual-Career Academic Couples: What Universities Need to Know," Michelle R. Clayman Institute for Gender Research. Stanford, CA: Board of Trustees of the Leland Stanford Junior University.