



BIRS Workshop on Mentoring for Engineering Academia II

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Panel on Faculty & Family

Panelists: Pamela Cosman (chair)
Ayanna Howard
Leah Jamieson



Balancing Professional Life & Family

I. *What universities can do to help you balance*

- a. Survey of family-friendly policies
- b. Culture of implementation
- c. Improved family-friendly policies

II. *What you can do to balance*

- a. Time management
- b. Child care issues
- c. Managing perceptions



Menu of Work/Family Policies

- Tenure Clock Stop
- Modified Duties
- Various kinds of paid and unpaid leaves
 - Paid leave to recover from childbirth
 - Paid family dependent care leave
 - Unpaid dependent care leave (FMLA and beyond)
- Reduced, part-time, and job-share appointments
- Staff assistance/employment help for faculty spouses or partners

What you can expect

- Results from a 2005 study of 256 institutions (39% response rate) of higher learning done by U. Michigan's Center for the Education of Women
 - 73 Research I or II universities*
 - 16 Doctoral I or II universities
 - 67 Masters I or II universities
 - 70 Baccalaureate I or II colleges
 - 30 Associate colleges

*based on 1994 Carnegie Classification of Institutions of Higher Education

Tenure Clock Stop

- Pause in tenure clock to accommodate special circumstances
- After pause, clock restarted with same number of years left
- Usually for birth/adoption, serious illness, or extensive care needs of a dependent

| | <i>Research I and II (n = 73)</i> | <i>Doctoral I and II (n = 16)</i> | <i>Master's I and II (n = 66)</i> | <i>Baccalaureate I and II (n = 70)</i> | <i>Associate (n = 30)</i> | <i>Total (n = 255)</i> |
|-------------------|---|---|---|--|-------------------------------|----------------------------|
| Tenure clock stop | | | | | | |
| Formal | 86% | 44% | 32% | 23% | 7% | 43% |
| Informal | 4 | 13 | 6 | 9 | 0 | 6 |
| No policy | 10 | 43 | 62 | 68 | 93 | 51 |

Tenure Clock Stop

- Master's and baccalaureate institutions – **less likely** to make policy available to male faculty with newborns than to women faculty
- Research, doctoral, and associate degree inst. **more likely** to have gender-blind approach
- U. Washington's gender-blind policy
 - "The University recognizes that under special circumstances, such as care for new infants, **faculty women and men** must devote extraordinary efforts to their family responsibilities, which may significantly detract from their research and academic capabilities..."
- **Most common policy** available as it does not have direct cost to institution

Modified Duties

- Allows reduction of teaching, research, or service load for a period (usually 1-2 quarters) with full pay
- Helps faculty caring for infants, elders, or ill spouses or partners

| | Research I and II (n = 73) | Doctoral I and II (n = 16) | Master's I and II (n = 66) | Baccalaureate I and II (n = 70) | Associate (n = 30) | Total (n = 255) |
|-----------------|----------------------------------|----------------------------------|----------------------------------|---------------------------------------|-----------------------|--------------------|
| Modified duties | | | | | | |
| Formal | 32 | 13 | 12 | 17 | 3 | 18 |
| Informal | 6 | 0 | 3 | 19 | 7 | 8 |
| No policy | 62 | 87 | 85 | 64 | 90 | 74 |

Modified duties policies were **more likely** to be given to women faculty who gave birth than for other dependent care reasons

Paid Dependent Care Leave

- Parental leave
- Maternity or paternity leave
- Adoptive parent leave
- Eldercare
- Care for ill spouses and partners

| | <i>Research I and II (n = 73)</i> | <i>Doctoral I and II (n = 16)</i> | <i>Master's I and II (n = 66)</i> | <i>Baccalaureate I and II (n = 70)</i> | <i>Associate (n = 30)</i> | <i>Total (n = 255)</i> |
|---------------------|---|---|---|--|-------------------------------|----------------------------|
| Paid dependent care | | | | | | |
| Formal | 22 | 6 | 15 | 16 | 7 | 16 |
| Informal | 1 | 0 | 2 | 9 | 3 | 4 |
| No policy | 77 | 94 | 83 | 75 | 90 | 80 |

- Often offered to both men and women faculty with newborns



Paid Dependent Care Leave

- Given the cost, paid leave is **less likely to be offered than unpaid leave**
- More likely to be offered at institutions with larger budgets and larger student bodies (as is the case with most family-friendly programs and policies)
- Often offered to **both men and women** faculty with newborns

Unpaid Dependent Care Leave

- Family Medical Leave Act (FMLA) establishes that employers with 50 or more employees must allow up to 12 weeks *unpaid* leave in order to:
 - care for newly born, adopted, or fostered children
 - receive care for a serious health condition
 - assist a family member receiving the above care
- FMLA rules don't consider parents-in-law, significant others, or domestic partners as qualified family members
 - Employers are free to have expanded definitions of "qualified family members"

Unpaid Dep. Care Leave (beyond FMLA)

| <i>Research I and II (n = 73)</i> | <i>Doctoral I and II (n = 16)</i> | <i>Master's I and II (n = 66)</i> | <i>Baccalaureate I and II (n = 70)</i> | <i>Associate (n = 30)</i> | <i>Total (n = 255)</i> |
|---|---|---|--|-------------------------------|----------------------------|
|---|---|---|--|-------------------------------|----------------------------|

Unpaid leave beyond FMLA

| | | | | | | |
|-----------|----|----|----|----|----|----|
| Formal | 53 | 44 | 39 | 24 | 43 | 40 |
| Informal | 12 | 6 | 15 | 9 | 10 | 11 |
| No policy | 35 | 50 | 46 | 67 | 47 | 49 |

- More likely to be offered than paid leaves (because institution doesn't bear direct cost)
- 60% of respondents said amount of leave negotiable
- 17% of respondents said amount beyond required 12 weeks restricted to a specific number of days (ranged from 1 to 364 days)



Reduced, Part-Time, and Job-Share Appts

- Faculty member working less than 100% appointment
- Pay and benefits proportional to % of effort reflected by appointment
- Job-share policies allow two faculty members to work part-time while fulfilling requirements of one full-time faculty member between them
- Research institutions most likely to offer such benefits (29%)
- Reduced appointments more likely to be offered through informal mechanisms as opposed to formal, institution-wide policies

Reduced, Part-Time, and Job-Share Appts.

| | <i>Research I and II (n = 73)</i> | <i>Doctoral I and II (n = 16)</i> | <i>Master's I and II (n = 66)</i> | <i>Baccalaureate I and II (n = 70)</i> | <i>Associate (n = 30)</i> | <i>Total (n = 255)</i> |
|--|---|---|---|--|-------------------------------|----------------------------|
| Reduced appointment, extraordinary needs | | | | | | |
| Formal | 29 | 19 | 9 | 7 | 7 | 15 |
| Informal | 0 | 0 | 0 | 0 | 0 | 0 |
| No policy | 71 | 81 | 91 | 93 | 93 | 85 |
| Reduced appointment, ordinary needs | | | | | | |
| Formal | 29 | 6 | 9 | 6 | 7 | 13 |
| Informal | 12 | 13 | 15 | 17 | 17 | 15 |
| No policy | 59 | 81 | 76 | 77 | 76 | 72 |
| Part time/job share | | | | | | |
| Formal | 23 | 6 | 9 | 13 | 7 | 14 |
| Informal | 0 | 0 | 0 | 0 | 0 | 0 |
| No policy | 77 | 94 | 91 | 87 | 93 | 86 |

Employment Assistance

- Employment help for faculty partners/spouses
 - help in job searches/placements
 - “dual-career hiring” or “trailing-spouse” programs

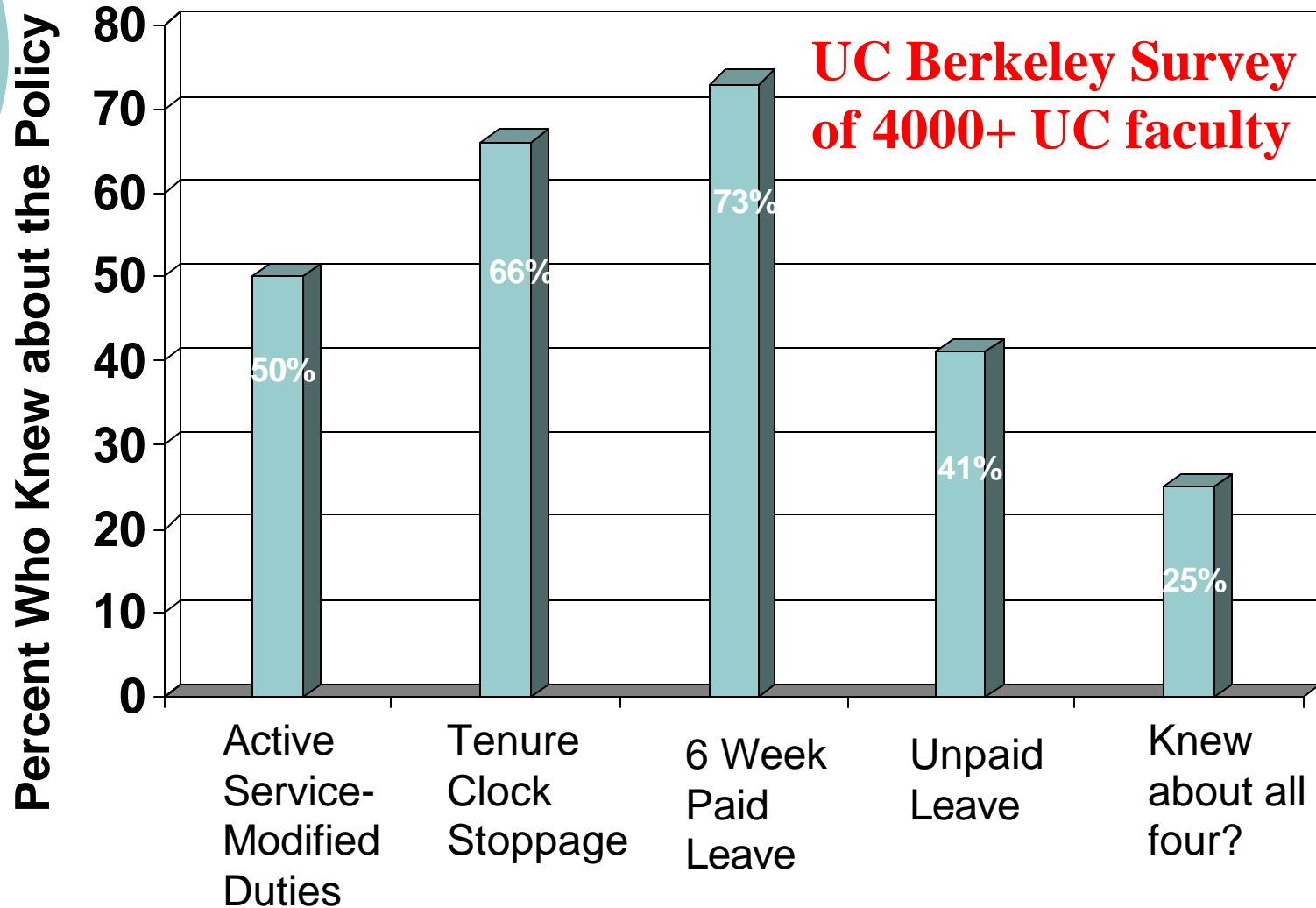
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|-----------------------|---|---|---|--|-------------------------------|----------------------------|
| Employment assistance | | | | | | |
| Formal | 25 | 0 | 3 | 3 | 0 | 9 |
| Informal | 43 | 19 | 14 | 16 | 10 | 22 |
| No policy | 32 | 81 | 83 | 81 | 90 | 69 |

- Existence of centrally run office to advise faculty can be an indicator that an institution works to achieve a variety of family friendly services
- Some schools have a “3-way split” for trailing spouse salary

Culture of Implementation of Family Friendly Policies

- Beyond just finding out what policies are in place, it is important to learn **how they are implemented**
- *How a policy is worded and funded can directly affect how it may be implemented in your case*
- Beyond *family friendly policies*... we need a *family friendly culture*
 - Education & Awareness
 - Funding
 - Perceptions

Policy helpful only if you know about it





Education & Awareness

- Given low awareness rates, info about work/life policies should be part of:
 - Training session for new deans & chairs
 - New faculty orientations
 - Mentoring programs
 - Faculty handbooks
 - Web sites
 - Brochures & other printed materials
 - Periodic programs

Who pays for the policy?

- If you get teaching relief for childbirth, who pays for replacement teacher?
 - If department pays, there may be subtle pressure not to take the teaching relief
 - Costs for these types of policies should be centralized, not fall on the departments
- *When burden of cost for replacement faculty is carried by the university instead of the department, the climate is more accepting of work-family policies*
- *Half of institutions surveyed reported centralized funding*

Entitlement vs. discretionary

- Wording that gives faculty member *entitlement makes policy the norm*, reducing fear that in requesting to use a policy, faculty member will appear less successful, capable, or hardworking
 - Removes perceptions of inequitable treatment among faculty members
 - You *may request* one-year tenure clock extension
- versus**
- Tenure clock is *automatically* extended for one year (you may request that the extension be removed).
- MIT Example of wording:
 - "... a woman who bears one or more children during her tenure probationary period **will** have that period extended by one year."

Entitlement vs. Discretionary

- Entitlement language might be *disadvantageous* too:
 - With broad qualifying criteria, policy may be extended to those who don't need it
- Discretionary language however
 - Advantage: flexibility
 - Disadvantages:
 - Possible charges of favoritism
 - Reluctance to use the policy
- Some schools have two-tiered language

Eligibility Criteria

- Most work-family policies were created to accommodate pregnancy, childbirth, and newborn care
- Some institutions are changing language to *integrate other qualifying events*
 - Newly adopted children
 - Care for ill family members
 - Time off for public service

Eligibility Criteria

- *Both partners employed at institution* (maybe only one gets benefit)
- *Non-traditional families* (domestic partner care is still the exception)
- *Certification or documentation required*
 - Need to avoid the “well documented pitfall of extending benefits to men without requiring that they take on the role of primary caregiver...”



Eligibility Criteria

- Eligibility criteria are related to the goal of the family friendly policy
- Some possible goals are:
 - Lessen gender inequality
 - Improve work-life balance for everyone
 - Recruit and retain top notch faculty
- There can be a conflict between the first two of these goals



Uses Allowed

- Policies *almost always* have language determining how many times a policy may be used over the course of your career
- U. of Minnesota allows tenure clock stops twice for care of family member with serious medical condition, but does not restrict use of the policy for childbirth, adoption, or foster care

Battling Perceptions

- Faculty members often hesitant to use family friendly policies because of fear they'll be viewed as “lagging behind” in research productivity
- Others worry about stricter performance standards – if tenure clock stopped for a year, they worry they will be expected to have extra year's worth of research

If you work half-time for 2 years, you should be held to a 1-year standard

Battling Perceptions

- As mentioned yesterday, these perceptions are partly in our heads
 - Research shows a majority of faculty, regardless of gender, rank, and family status, support
 - Paid leave for childbirth & newborn care
 - Unpaid leave for ongoing infant care
 - Tenure clock stoppage
 - But these same faculty reported that they thought taking advantage of these policies would hurt them professionally

Battling Perceptions

- More enlightened schools try to combat perceptions
 - Tenure case evaluation
 - "...The file shall be evaluated without prejudice as if the work were done in the normal period of service and so stated in the department chair's letter"
 - Both internal and external evaluators must be informed
- U. of Maryland's non-discrimination clause:
 - "No person shall be discriminated against in any promotion and tenure proceedings for seeking or obtaining an extension under this provision."



For the grad students here...

Some things to ask when looking at a job offer

Beyond just asking what the policies are: some questions about the culture of implementation:

- Is teaching relief paid for centrally?
- Is there a written policy on how extended tenure cases should be evaluated?
- Are there measures of career outcomes, such as retention, of policy users?
- What kind of work/life advisors exist on campus? Training at departmental level?
- What fraction of eligible faculty make use of family friendly policies?

For the faculty here who are mentors...

- Try to stay up-to-date on the policies
- Be aware that most faculty don't know the policies, also policies change over time
 - So don't tell your mentee that Jane in CS had a baby 2 years ago, so she's the person to talk to
- Help your mentee realistically assess whether to use the policies available
 - Majority of faculty are supportive of their use
- Senior people create the climate where faculty feel safe using these policies
 - If I can't attend a meeting because of family reasons, I say the reason
- Be an advocate

Improved Work/Family Policies

- The *American Council on Education* and the *Sloan Foundation* held a competition for accelerating family friendly policies at universities
- 259 research universities eligible to compete
- 55 proposals submitted
- 5 winners chosen Sept 2006 ? \$250k award
 - U. of Washington
 - U. of Florida
 - Lehigh University
 - U. of California (Berkeley and Davis)
 - Duke University



Childcare & Flexible Work Options

- 3 of 5 Sloan grant awardees will create expanded childcare options
 - *Increase on-campus childcare facilities and benefits*
 - *Emergency back-up childcare*
 - *Childcare expenses related to travel*
- 3 of 5 schools will add programs to aid
 - *Flexible part-time options*
 - *Career Transition Advisors & Grants*
 - *Pre- and post-retirement work programs*

Dual Career & Awareness

- 4 of 5 Sloan winners will create some form of dual career assistance program
 - *Relocation counselors*
 - *Affiliations with regional resources (neighboring universities, industry, hospitals, nonprofits)*
- Every school will create programs to expand campus awareness
 - *Written guidelines*
 - *Centralized funding of teaching replacements*
 - *Awareness campaigns*
 - *Training of deans, chairs, directors, etc.*

Other new policies

- *Increased paid leave*
 - U. of Washington will increase paid leave for adoptive parents and birth fathers
 - Lehigh U. will allow a full year of leave with half-pay for new parents or to care for an ill spouse/partner, child or parent
- Presidential *Council on Diversity* and the Status of Women
- *Peer support group* for “new mom” faculty
- *Adoption benefits and tuition reimbursement* for faculty and family members
- *Elder/adult dependent care counselor*



My strategies for managing

- *Very little travel: 1 conference/year for 10 years*
 - My students love going to present papers
- *Delegate everything you can possibly delegate*
 - Use your administrative assistant efficiently
 - Learn to give up control
- *Life is too short to commute*
 - Short commute more important than big house
- *Make time do double duty*
 - e.g. Bike to work: time = both commuting & exercise
- *Relax about the things that don't matter*
 - A lot of things don't matter as much as you think!