

# Progressive Work/Life Policies for Faculty

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Virginia Tech

Society of Women Engineers  
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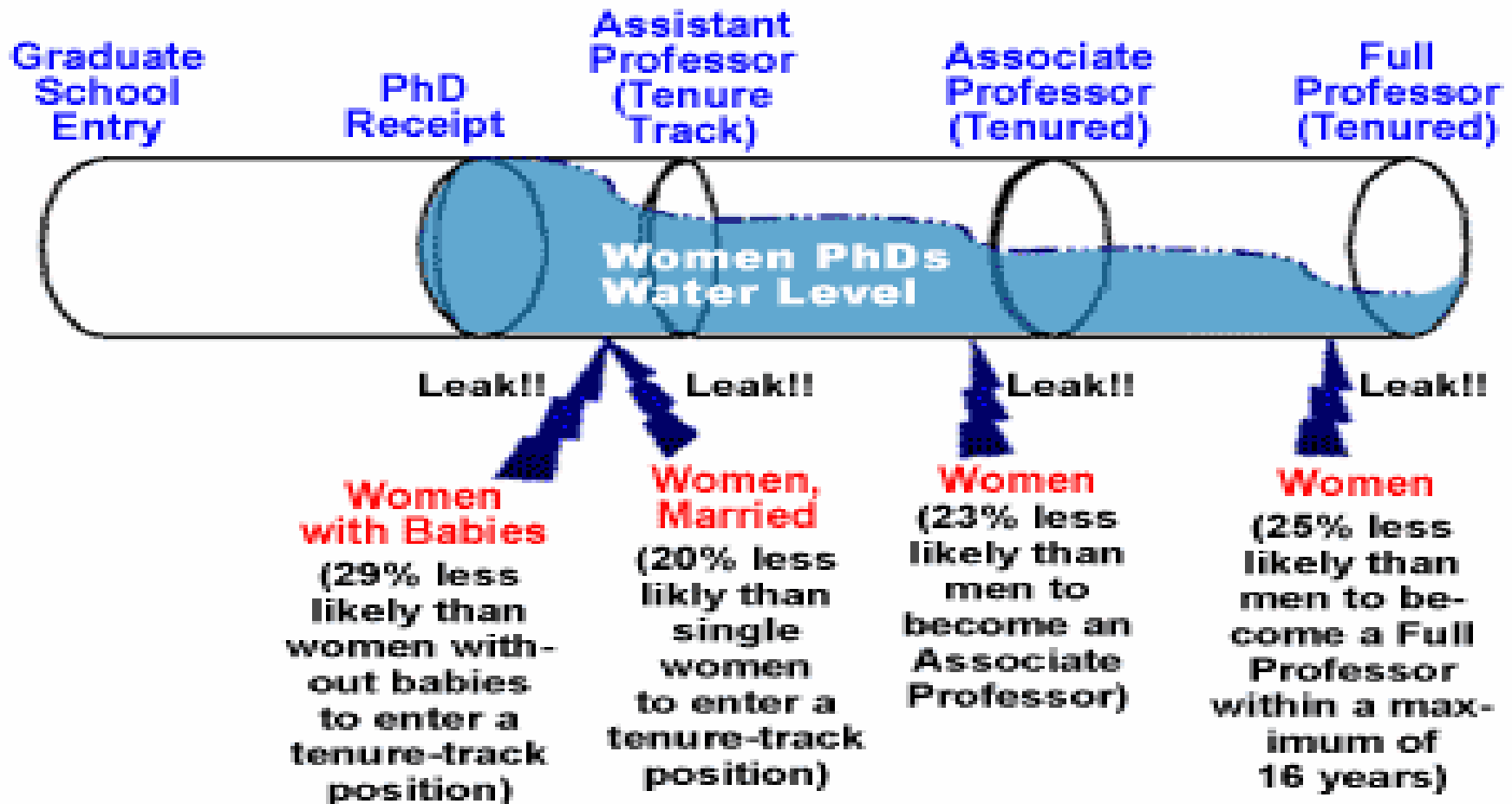
# Progressive Work/Life Policies for Faculty

- What are they?
- Why are they important?
  - Some scary data
- National perspectives
- Virginia Tech examples
- Resources for more information

# Work/Life Policy Examples

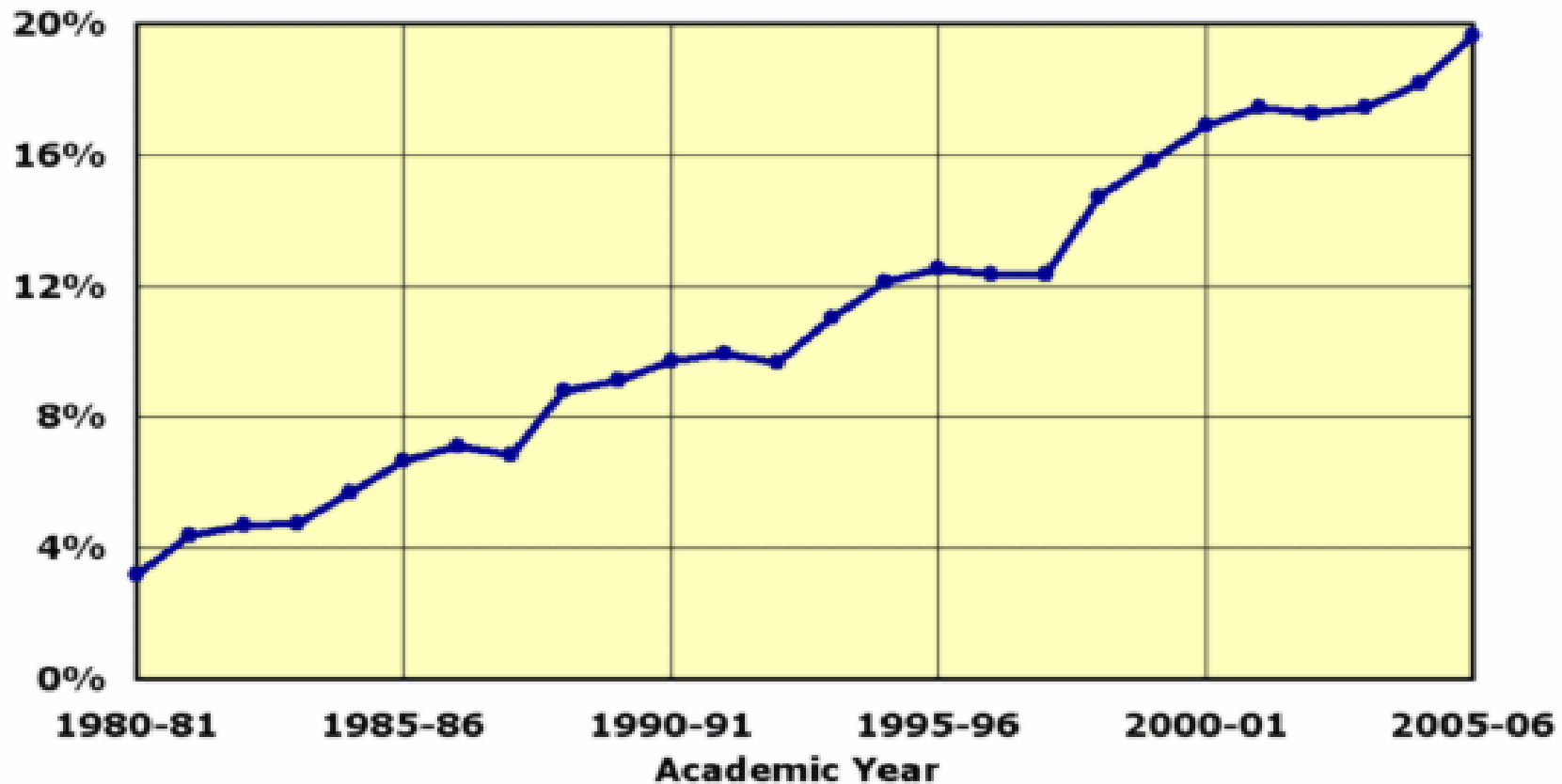
- On- and off-ramps, through leave policies.
- Extended time to tenure (tenure clock adjustment).
- Shortened time to tenure, with prorated standard of productivity.
- Active Service, Modified Duties (full-time service, with selected reduced duties).
- Part-time appointments (allowing mobility between full-time and part-time work).
- Phased retirement (partial appointments for finite periods of time).
- Delayed entry or re-entry opportunities (including practices that foster later-than-usual career starts).
- Source: Alfred P. Sloan Foundation

## Leaks in the Academic Pipeline for Women\*



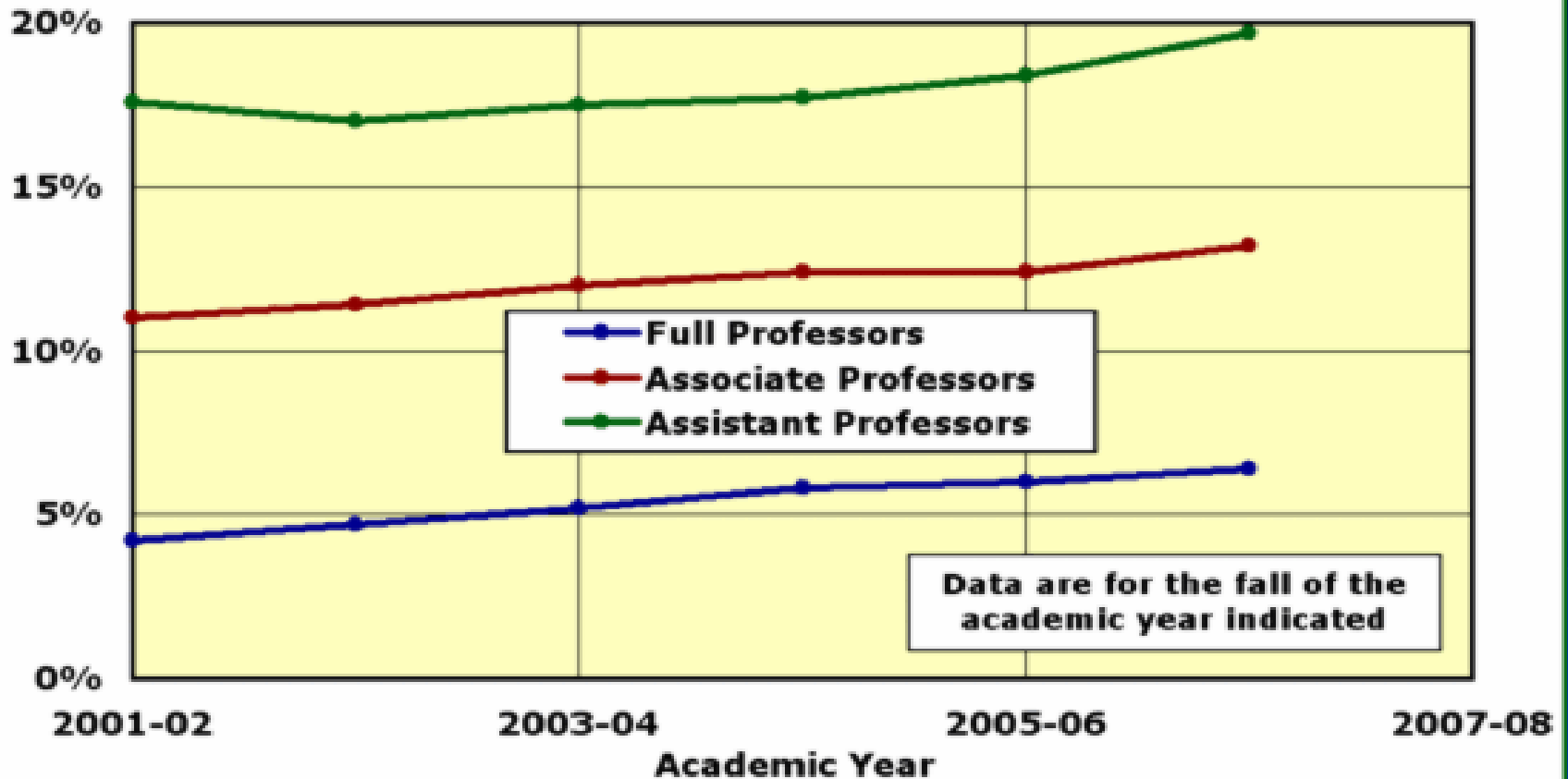
Source: <http://ucfamilyedge.berkeley.edu/leaks.html>

## Fraction of Doctoral Degrees Awarded to Women



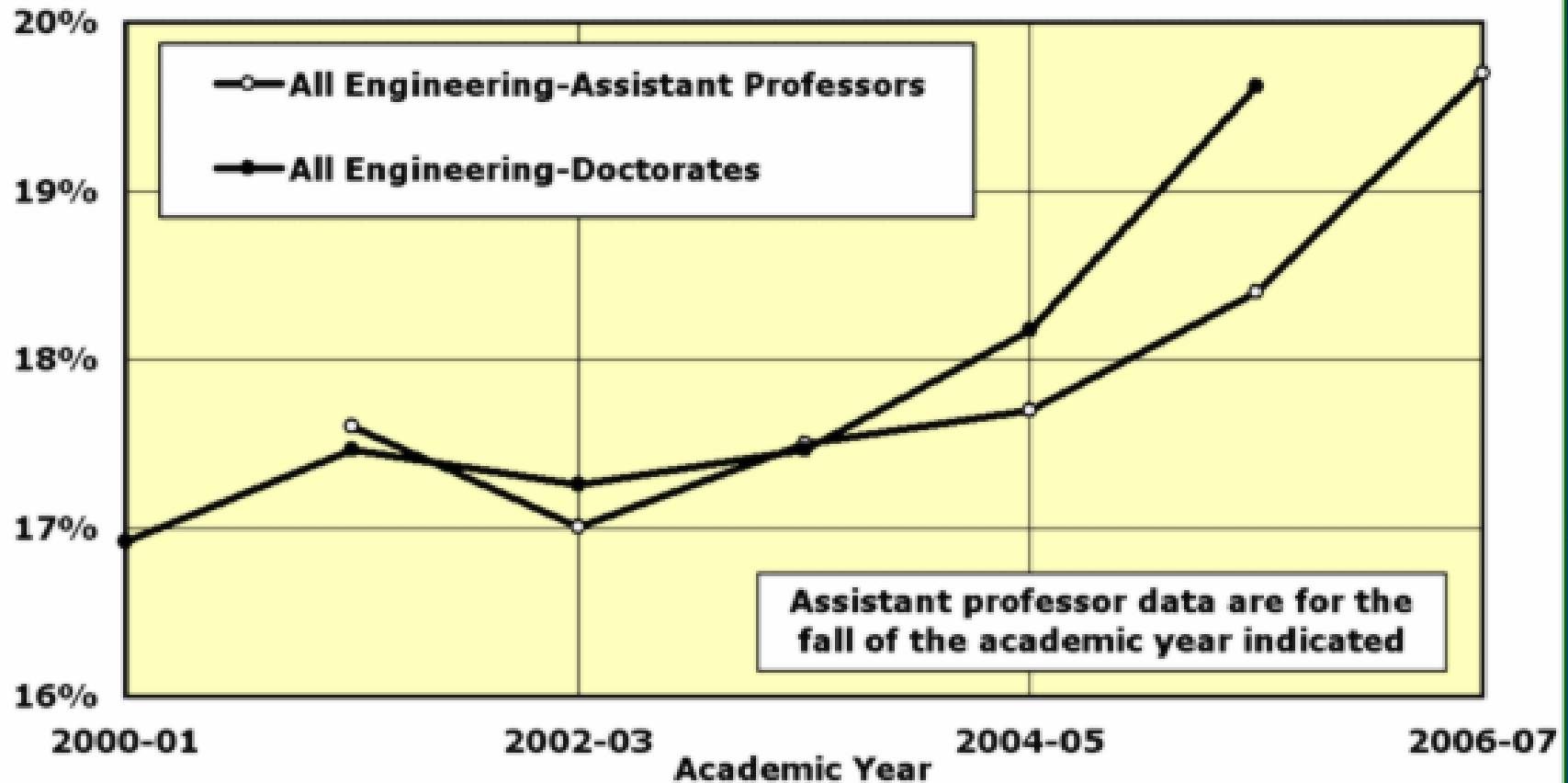
Source: EngTrends <http://www.engtrends.com/IEE/0907D.php>

## Women in Professorial Ranks



Source: EngTrends <http://www.engtrends.com/IEE/0907D.php>

## Assistant Professors and Doctorates - Women



Source: EngTrends <http://www.engtrends.com/IEE/0907D.php>

# Why are work/family issues important?

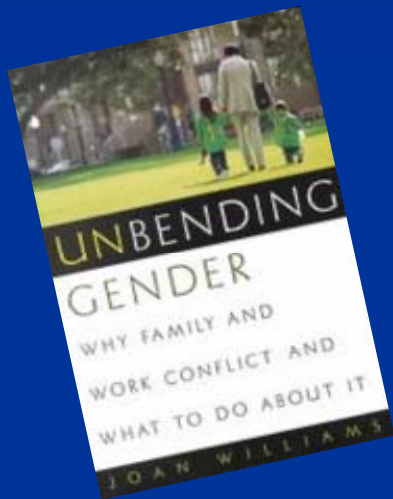
- Family policies may affect recruitment and retention of qualified faculty and may be particularly important to female faculty.

*“The success of faculty members in balancing their academic careers with family responsibilities is a matter of more than individual happiness: it is also a matter of addressing structural inequities and attracting the most qualified candidates to the academic profession.”*

John W. Curtis (2004),  
"Balancing work and Family for the Faculty: Why It's Important"



# Women faculty and work/family policies:



"Women who have children soon after receiving their PhDs are much less likely to achieve tenure than men who have children at the same point in their careers."

Joan C. Williams (2004),  
"Hitting the Maternal Wall"

# Childcare: Who is affected?

- New faculty who want families or who already have families must balance their responsibilities against institutional requirements for tenure.
- "Biological clocks and tenure clocks have the unfortunate tendency to tick loudly, clearly, and at the same time."

Kelly Ward and Lisa Wolf-Wendel (2004),  
"Fear Factor: How Safe Is It to Make Time for Family"

# Family Formation and Academic Careers

- ◆ The tenure probationary period and childrearing occur at the same life stage
- ◆ Women having a baby less than 5 years after receiving a PhD are less likely than other women to achieve tenure. The same is not true for men.

Mason and Goulden, “Do Babies Matter?”  
Academe, Nov-Dec 2002

# Family Formation and Academic Careers

- ◆ Women who earn tenure are much more likely than tenured men not to have children.
- ◆ Tenured women in science are more likely than other tenured women not to have children.
- ◆ Women with children are more likely to consider leaving academia.

Mason and Goulden, “Do Babies Matter?”  
Academe, Nov-Dec 2002

# Family Formation and Academic Careers

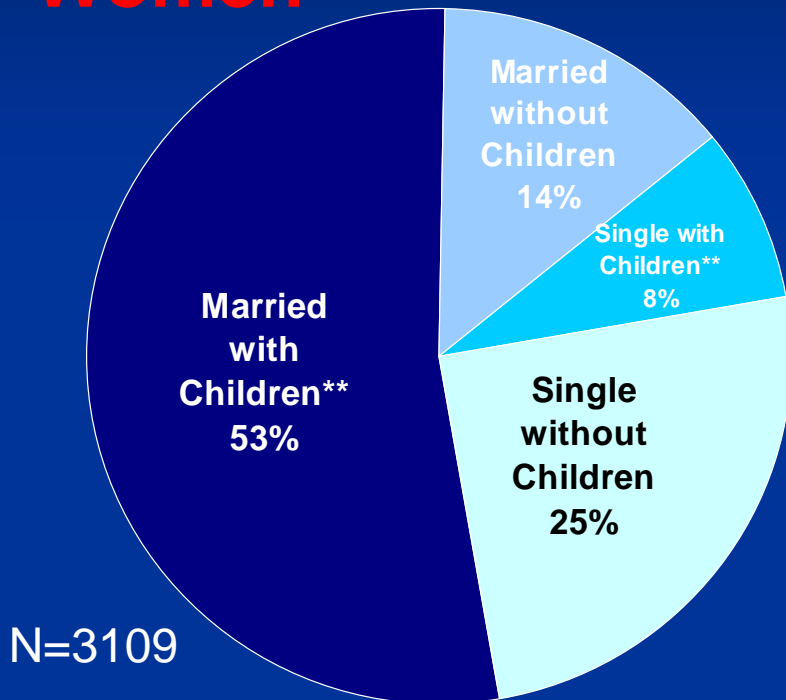
- ◆ Faculty women who give birth early in their academic careers are more likely to be in the academic “second tier”: in part-time or non-tenure-track positions or at community colleges or non-research institutions.

Mason and Goulden, “Do Babies Matter?”

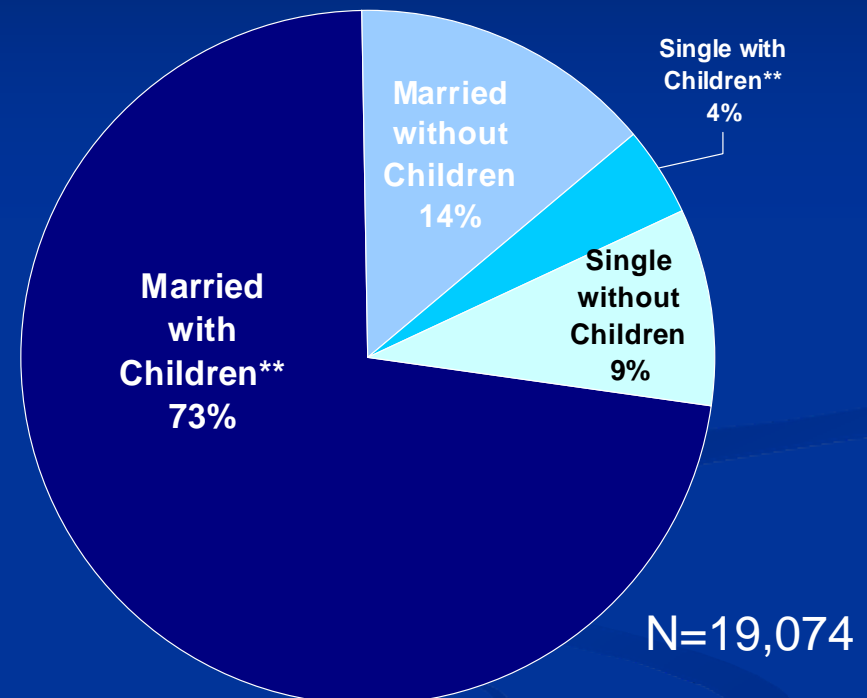
Academe, Nov-Dec 2002

# Family Status of Tenured Faculty in the Sciences\*

## Women



## Men



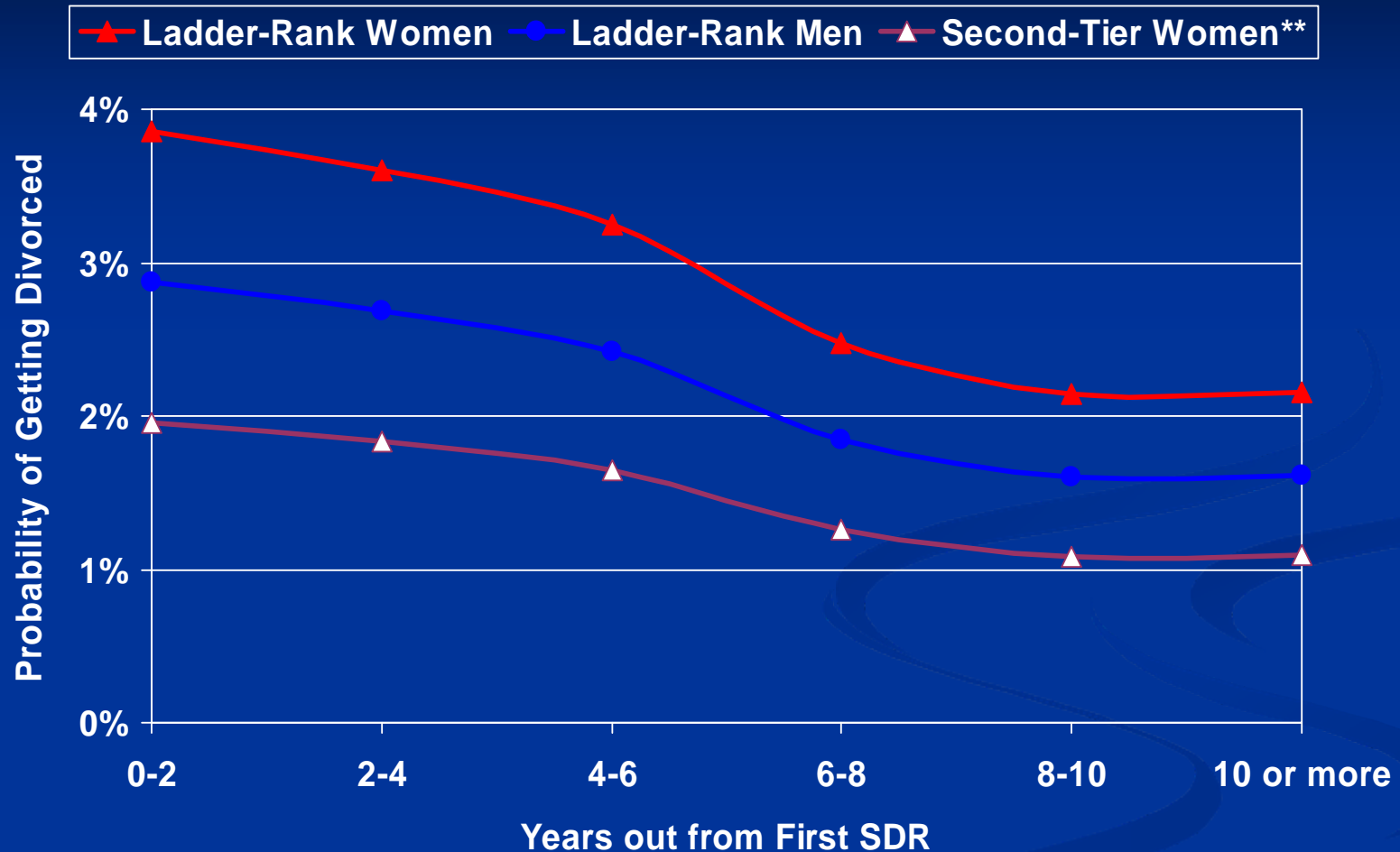
\*PhDs from 1978-1984 Who Are Tenured 12 Years out from PhD in STEM & Bio. Sciences.

\*\*Had a child in the household at any point post PhD to 12 years out.

Source: Survey of Doctorate Recipients. Sciences, 1979-1999.

Note: The use of NSF Data does not imply the endorsement of research methods or conclusions contained in this report.

# Getting Divorced after the First SDR\*

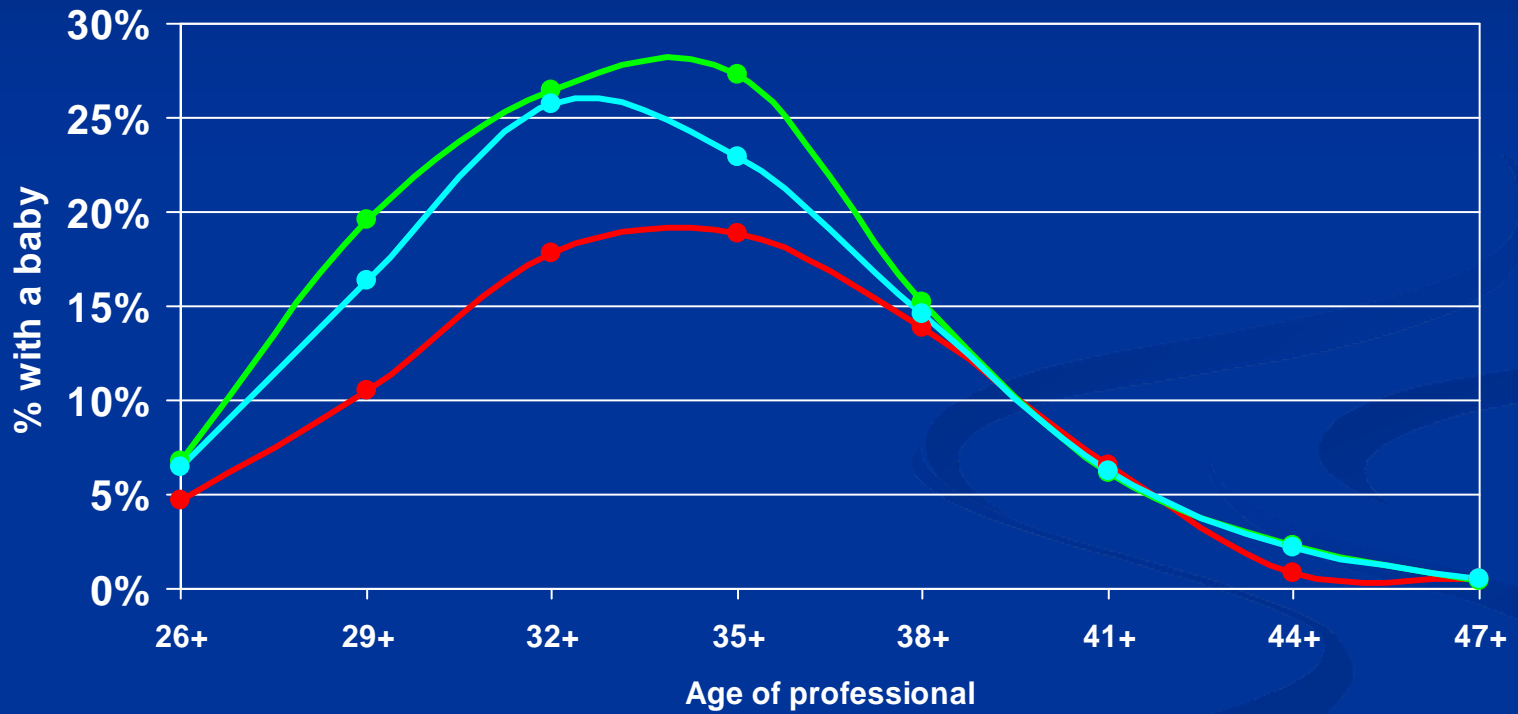


Source: Survey of Doctorate Recipients. Sciences, 1979-1999, Humanities, 1979-1995.

Note: The use of NSF Data does not imply the endorsement of research methods or conclusions contained in this report.

# Women Fast-Track Professionals with Babies\* in the Household

—●— Women Faculty —●— Women Doctors —●— Women Lawyers



\*Children, Ages 0 or 1 in Household.

Source: Census 2000, Pums 5% sample.



# Major Findings: Career → Family

Mary Ann Mason, Dean of the Graduate Division, UC Berkeley

- Only one in three **women** without children who takes a fast-track university job ever become mothers.
- **Women** who achieve tenure are far more likely than **men** who achieve tenure to be single 12 years out from the PhD — more than twice as likely.
- If married, **women** are significantly more likely than **men** to experience divorce or separation.
- **Women** faculty were more than twice as likely as **men** faculty to indicate they wished they could have had more children — a full 38% of **women** said so in comparison to 18% of **men**.

# National Perspectives

- Sloan Foundation
- American Council on Education
- American Association of University Professors
- NSF ADVANCE

# Alfred P. Sloan Foundation

- Faculty Career Flexibility
  - American Council on Education conference and report
  - University of California, Berkeley “Family Friendly Edge”
  - Grants to specific universities
  - National Clearinghouse on Academic Worklife: [www.academicworklife.org](http://www.academicworklife.org)

# American Council on Education

## An Agenda for Excellence: Creating Flexibility in Tenure- Track Faculty Careers



“The goal of this project is to encourage the development of flexible tenure-track faculty career paths that recognize different stages in faculty members’ professional lives and acknowledge that not all faculty members will reach traditional career milestones at similar intervals.”

## The UC Faculty Family Friendly Edge

An initiative for Ladder-Rank Faculty at the University of California,  
funded by the Alfred P. Sloan Foundation



[The UC Faculty Family Friendly Edge](#) | [The Sloan Grant](#) | [Initiatives](#) | [Resources](#) | [Participate](#) | [Contact Info](#)



### The UC Faculty Family Friendly Edge: turning a problem into UC's competitive advantage

The UC Faculty Family Friendly Edge is an initiative designed to develop and implement a comprehensive package of innovative work-family policies and programs for ladder-rank faculty in the UC system. The Faculty Family Friendly Edge will promote the recruitment and retention of the best and the brightest, help all members of the university community achieve their fullest potential as scholars and teachers, and greatly contribute to the continued excellence of the University of California.

> [Learn More about the UC Faculty Family Friendly Edge](#)

> [Download a Copy of the UC Faculty Work and Family Survey Presentation \(PPT\)](#)

> [Download a Copy of the UC Faculty Work and Family Survey](#)

### Major Initiatives

The UC Faculty Family Friendly Edge includes policies, programs, services and benefits to support faculty and their families... all types of families. These options and programs are continuously under improvement and expansion. Here are some examples:

- Up to one semester reduced duties (ASMD active service-modified duties) for new parents with substantial care-giving responsibilities.
- Stopping the tenure clock to allow time for care of a newborn or newly adopted child under five.
- A flexible part-time option for ladder-rank faculty with substantial familial caregiving responsibilities.
- Parental leave (unpaid) for up to one year to care for a child (including a child of either spouse or domestic partner).
- One year unpaid leave to care for self or a sick

### What's New?

- > [Academe Do Babies Matter II article by Mason & Goulden PDF with figures](#)
- > [Annals Marriage and Baby Blues article by Mason & Goulden](#)
- > [Chronicle of Higher Education reports on UC Family Friendly Edge Project](#)
- > [Chronicle of Higher Education holds online colloquy with Mary Ann Mason, How Babies Alter Careers for Academics](#)
- > [UC Faculty Work and Family Survey Presentation \(PPT\)](#)
- > [Academe Do Babies Matter article by Mason & Goulden PDF with figures](#)
- > [An Advisory Committee to UC Family Friendly Edge is Named \(DOC\)](#)

### What's Happening @ Local Campuses:

Go to....

**UC President  
Robert C. Dynes**  
(1/27/2004)

*"I am pleased to carry on the important work initiated by President Atkinson to promote gender equity and to develop more family friendly policies for ladder-rank faculty."*

# AAUP Recommendations for Best Practices

- 1974 “*Statement on Leaves of Absence for Child-Bearing, Child-Rearing and Family Emergencies*” was superseded by
- 2001 “*Statement of Principles on Family Responsibilities and Academic Work*”

The full text of the 2001 statement is available on the AAUP website

# AAUP Recommendations for Best Practices

- Flexibility in scheduling to accommodate work/family responsibilities
- Equitable treatment for faculty taking leaves (paid or unpaid) for family or personal emergencies
- Stopping the tenure clock during the probationary period for a maximum of two years
- Paid leave for pregnancy, adoption and physical disabilities
- Subsidized child care
- Institutional support for faculty caring for relatives, spouses or partners

# NSF ADVANCE Program

- Iowa State University
- Rice University
- University of California, Irvine
- University of Illinois, Chicago
- University of Puerto Rico, Humacao
- University of Rhode Island
- University of Michigan
- University of Washington
- University of Wisconsin

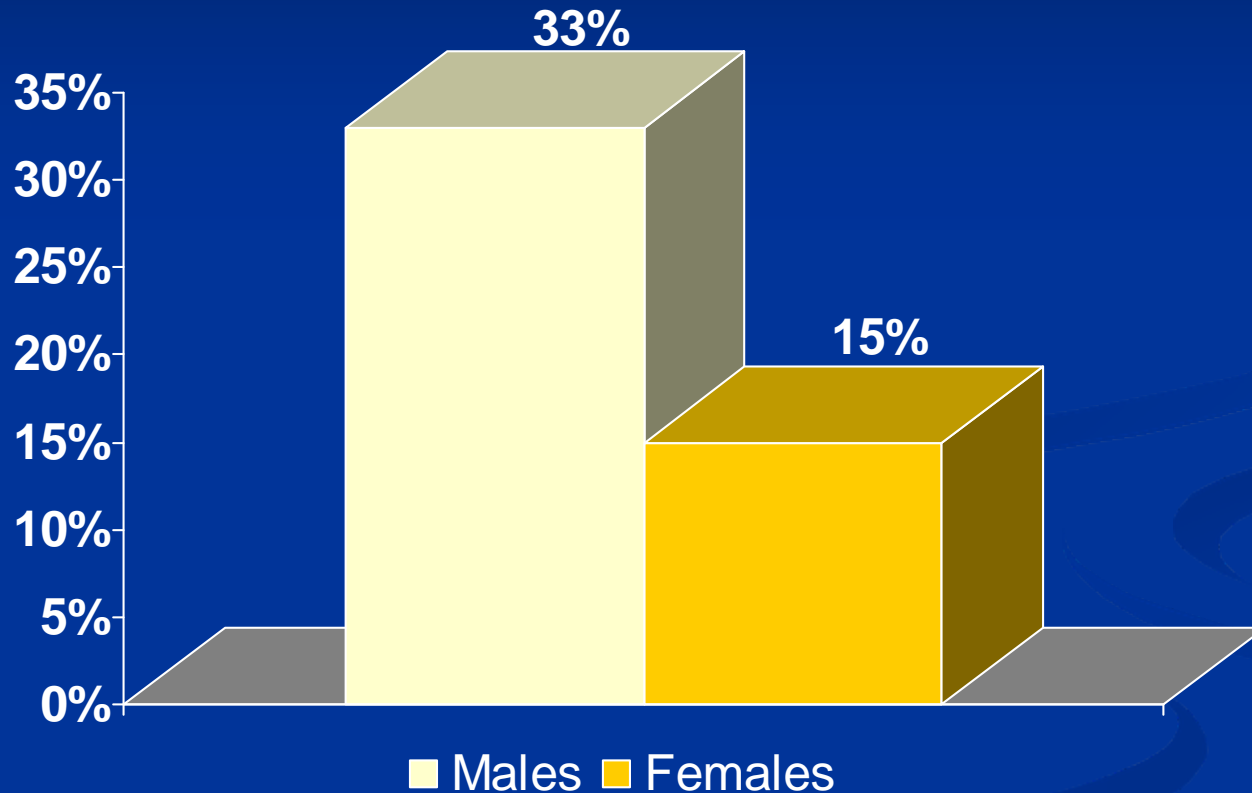


# Virginia Tech examples

- Faculty interest in flexible policies
- Development and implementation of policies
  - Dual career assistance
  - Tenure clock extension
  - Modified duties
  - Part-time status

# Dual Career Issues

Spouse/partner not employed (n=199) \*:

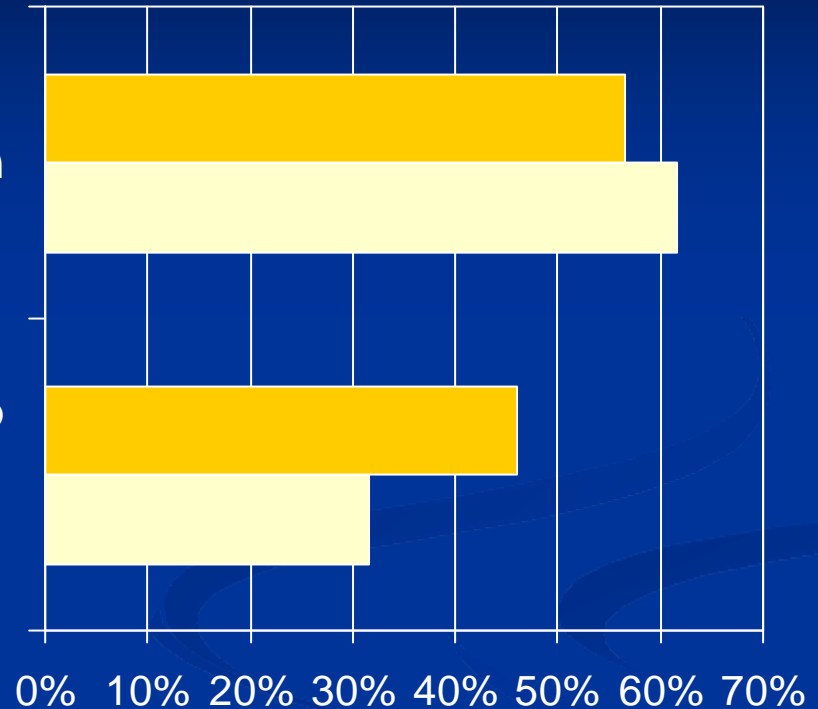


\*AdvanceVT Faculty Survey 2005. Item significantly different by gender,  $p \leq .05$

# Dual Career Issues

**\*Satisfied with partner's employment opportunities in region**

**\*Seriously considered leaving to improve partner's employment opportunities**



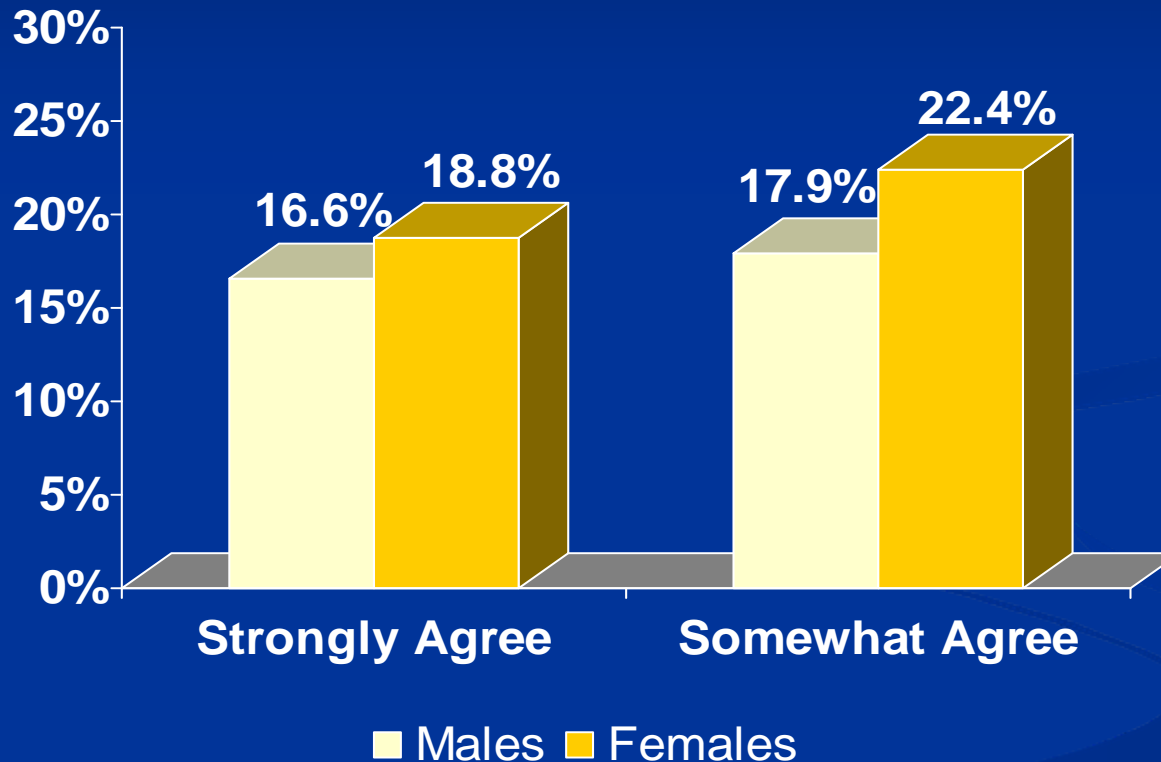
■ Males ■ Females

*AdvanceVT Faculty Survey 2005. Includes combined responses of very and somewhat satisfied or strongly and somewhat agree*

*\*Items significantly different by gender,  $p \leq .05$*

# Modified Duties/Temporary Part-Time

Interested in working part-time if benefits like health care were available:



*AdvanceVT Faculty Survey 2005.*

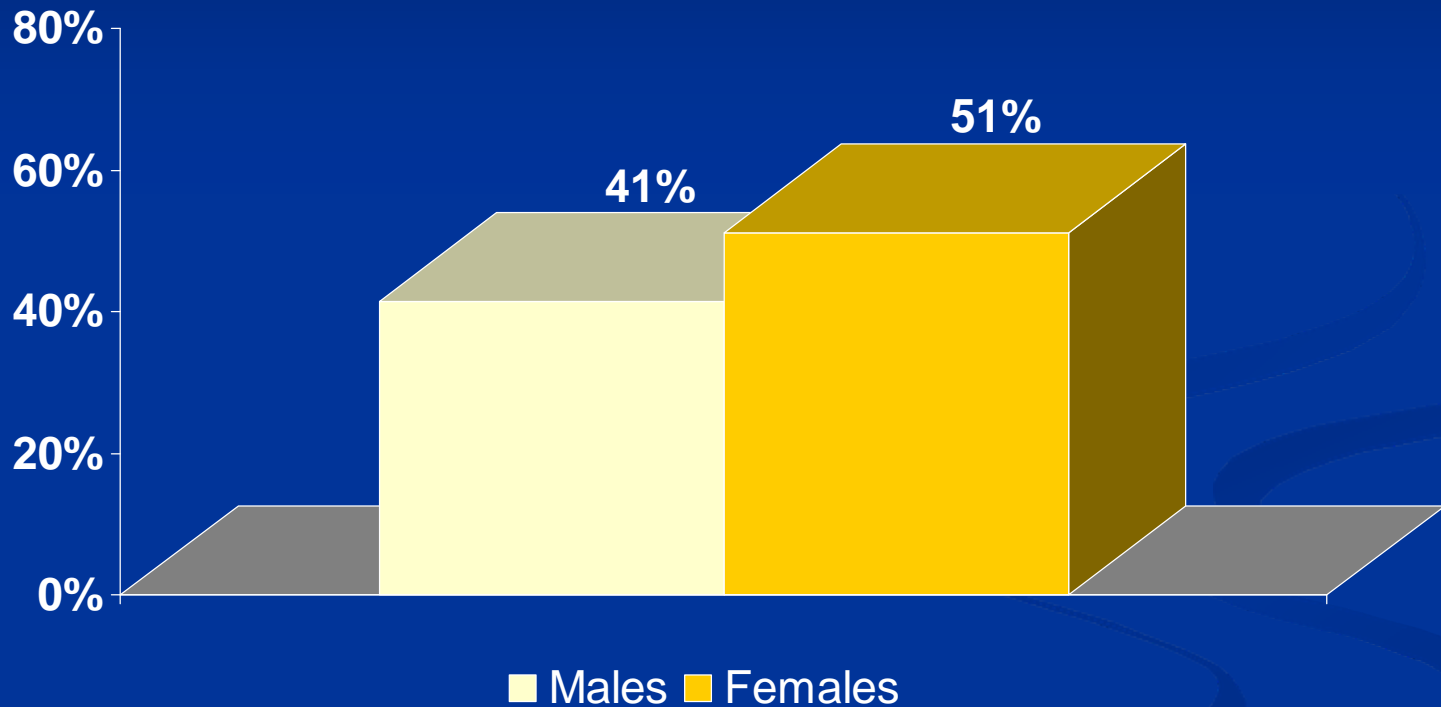
# Work-Life Balance Issues

|  | % Agree<br>M | % Agree<br>F  |
|--|--------------|---------------|
| <b>VT cares about the family/home life of its faculty</b>  | <b>50.1</b>  | <b>39.6</b>   |
| <b>Faculty in my dept. respect responsibilities I have outside of work</b>                                   | <b>76.9</b>  | <b>59.0 *</b> |
| <b>It is difficult to have a personal life and be promoted/earn tenure</b>                                   | <b>55.2</b>  | <b>75.5 *</b> |
| <b>My personal/family responsibilities have slowed my advancement</b>  | <b>42.7</b>  | <b>59.5 *</b> |
| <b>Professional demands force me to make unreasonable compromises about personal/family responsibilities</b> | <b>43.8</b>  | <b>55.1 *</b> |

AdvanceVT Faculty Survey 2005, N=816; Includes combined responses of strongly agree and somewhat agree;

\*Items significantly different by gender,  $p \leq .05$

# Seriously Considered Leaving Current Job to Achieve Better Balance Between Personal and Professional Life\*



AdvanceVT Faculty Survey 2005, N=816; Includes combined responses of strongly agree and somewhat agree;

\*Items significantly different by gender,  $p \leq .05$

# Virginia Tech Work-Life Initiatives

- Dual Career Assistance
  - Guidelines on web; tracking data base
  - Dual Career Coordinator hired 2005
- Stop-the-Clock: policy revised 2005
  - Language adopted for external letters for P&T
- Modified Duties adopted 2006
- Part-time status for tenured and tenure-track faculty adopted 2007

# Dual Career Assistance

- Eligibility: A spouse/partner of a faculty candidate or administrator who is being recruited or was hired within the last two years. Special retention cases will also be assisted.



# Dual Career Assistance

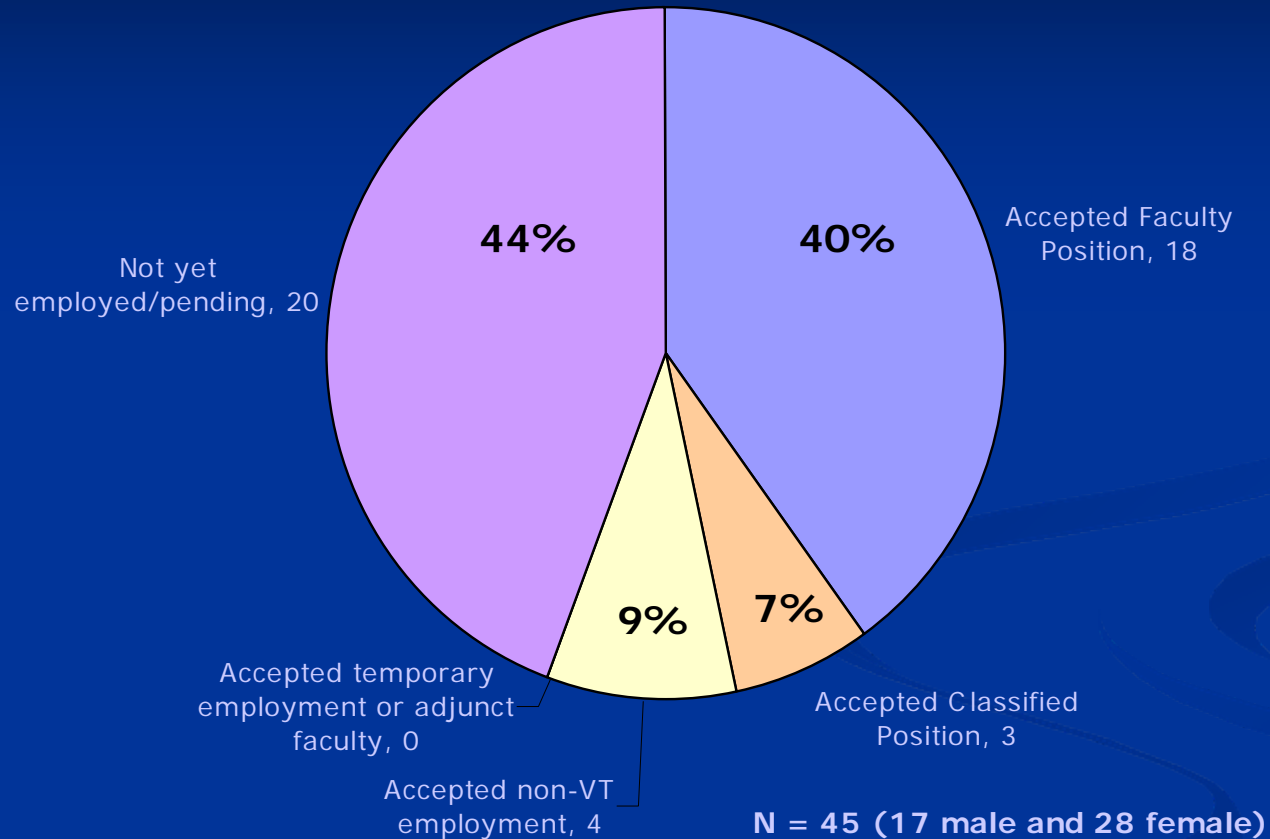
- Services available:
  - job search assistance for up to one year,
  - advice/critique of résumé, curriculum vitae, and cover letters;
  - introductory letter to area employers or hiring officials at Virginia Tech;
  - assistance with interview preparation and readiness;
  - networking assistance, including names and contact information of area hiring officials.

# Dual Career Assistance

- Academic partners may be hired through search exemptions when a position is available, candidate is highly qualified, and department recommends the appointment. Transition funding is shared among hiring department, department of primary hire, and provost. See Dual Career Hiring Guidelines:  
<http://www.provost.vt.edu/Guidelines.html>

# EMPLOYMENT OUTCOMES FOR DUAL CAREER HIRES

2005-06 CASES WHERE PRIMARY HIRE ACCEPTED OFFER  
OR IS CURRENTLY EMPLOYED AT VT



# Tenure Clock Extension

- A one-year probationary period extension shall be **automatically granted** to either parent (or both, if both parents are tenure-track faculty members) in recognition of the demands of caring for a newborn child or a child under five newly placed for adoption or foster care. The request should be made within a year of the child's arrival in the family.

# Tenure Clock Extension

- An extension of the probationary period may also be approved on a discretionary basis for other extenuating non-professional circumstances that have had a significant impact on the faculty member's productivity, such as a serious personal illness or major illness of a member of the immediate family.

# Tenure Clock Extension

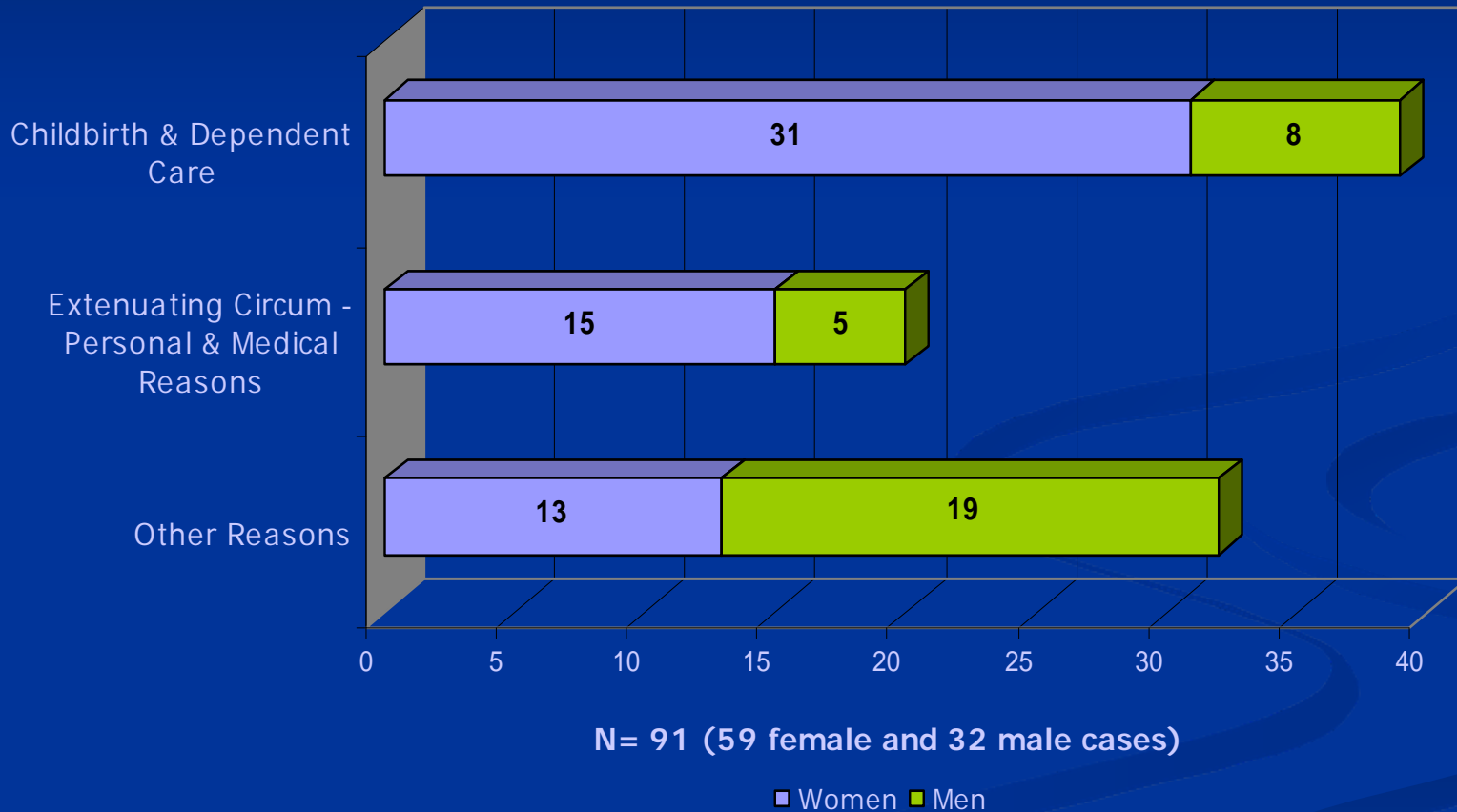
- In rare cases, extraordinary professional circumstances not of the faculty member's own making may be acceptable justification for a probationary period extension, for example exceptional delays in providing critical equipment, laboratory renovations, or other elements of the committed start-up package essential to establishing a viable research program.

# Tenure Clock Extension

- Requests must be made within one year of the "qualifying event." Probationary period extensions are granted in one-year increments. A cumulative total of two years is normally the maximum probationary period extension for any combination of reasons.

# REASONS FOR TENURE-CLOCK EXTENSION BY GENDER

(Academic Years 1996-1997 through 2006-2007 )



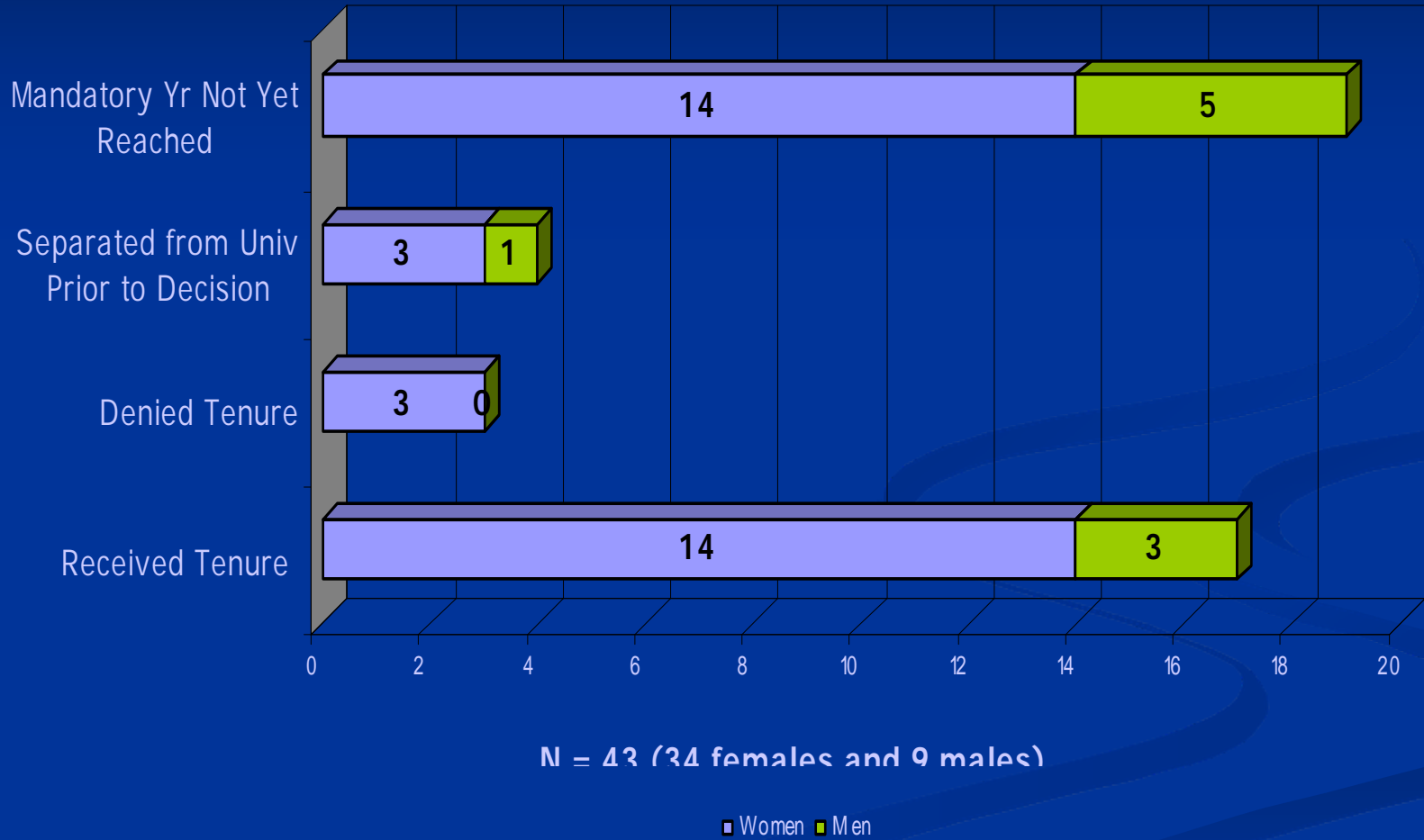


# Guidelines for External Review Letters

**If the candidate has received an extension of the tenure probationary period, address this in the external review request as follows:**

"This candidate has received an extension of his or her tenure probationary period under approved university policies. You are asked to evaluate the candidate's accomplishments and appropriateness for tenure and promotion to associate professor as if the record had been accumulated during our normal six-year probationary period."

# OUTCOMES FOR FACULTY WHO STOPPED THE TENURE CLOCK FOR CHILDBIRTH AND DEPENDENT CARE (Academic Years 1996-1997 through 2006-2007)



# Modified Duties

- Policy established 2006-07.
- Allows tenured or tenure-track faculty members to request a semester of “modified duties” while remaining at full pay in order to accommodate extraordinary circumstances.
- Accommodation may be a reduction in teaching, or other duties as determined feasible and appropriate by the department head and dean.
- Provost’s office provides financial support to the department to accommodate the reassignment of responsibilities.



# Part-Time Tenure Track

- Policy approved June 2007
- Duration Types
  - *Term*: One semester to two years. May be renewed. Faculty expected to return to full-time service.
  - *Permanent*: On-going. Does not provide entitlement to return to full-time service. Pre-tenure not eligible.

# Justifications for Part-Time Appointments

| Justification  | Tenured | Tenure-Track |
|--|---------|--------------|
| Arrival or care of a child   | X       | X            |
| Care of a family member  | X       | X            |
| Personal circumstances related to health                                 | X       | X            |
| Accommodate dual hire by allowing an initial <i>term</i> position        | X       | X            |
| Balance with professional practice or outside entrepreneurial activities | X       |              |

# General Guidelines for Part-time Appointments

- Faculty must request - departments may deny
- Departments must have funding for full time position
- Pre-tenure faculty request *term* only (can be renewed)
- Departments use salary savings to replace work
- Departments/Deans negotiate costs and salary for *permanent* appointments
- Maximum of ten years of part-time service for probationary period
- May be used in conjunction with other policies as long as ten-year cap is not exceeded

# Recreating Academic Work in STEM Conference

- Co-sponsored by Iowa State University and the American Council on Education
- October 9-10, 2008
- Ames, Iowa
- Focus on academic careers in science, technology, engineering, and math

# Resources for More Information

- [www.academicworklife.org](http://www.academicworklife.org)
- <http://ucfamilyedge.berkeley.edu/>
- <http://www.aaup.org/AAUP/issues/WF/resources.htm>
- [www.advance-portal.net](http://www.advance-portal.net)