From the Boardroom to the

Academy: How promising corporate workplace practices can transform the academic culture

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“The New Norm of Faculty Flexibility” Conference
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“What can we learn/apply/leverage, adapt, innovate from the corporate experience to guide and accelerate the movement in the use of flexibility in the entire career path for t/tt faculty research academic careers?”

Objectives

- Terms
- The Corporate Case
- Flexibility Model
- 100 Best Companies List
- A Great Workplace
- Example
- Areas of Promise
Terms

- **WorkLife Lens** - a focus on the integration and acknowledgement of individuals’ needs over the career and life cycle and the needs of the institution.

- **Organization Transformation** – a focus on the climate and culture for a successful evolution necessary to grow organization and to leverage talent. Includes the workplace experience.

- **Flexibility** – is a new way of thinking how work can be done to support productivity, engagement, loyalty.

- **Branding** – is a visceral experience of how the organization is perceived.
Flexibility – Building the Compelling Case

- Sloan Foundation funded project - 46 companies
- Report consolidated workplace flexibility data
- Gathered known internal and external data
- Flexibility “weight of evidence”
- Illustrated positive business flexibility impacts

Overwhelmingly companies reported these actions:

- Communicate business imperative for workplace flexibility
- Create standards and principles for effectively implementing broad based flexibility
- Develop leadership for expanding flexibility
Flexibility – Building the Compelling Case, cont.

- What information had the greatest impact?
  - Annual opinion/climate survey/worklife
    - “Do you have the flexibility you need?”
    - “What is your most important worklife support?”
  - Employee and manager self report of flexibility impact: retention, productivity, engagement, satisfaction
  - Focus group feedback
Create a Flexibility Strategy

<table>
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<tr>
<th>Drivers</th>
<th>Organizational Challenges</th>
<th>Systemic Flexibility Solutions</th>
<th>Outcomes</th>
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<tbody>
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- Retirements
- Shift in generational expectations
- Junior faculty
- Fewer resources
- Reflect student diversity
- Address pipeline leak

Organizational Challenges:
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- Address stress
- Create dept. environment
- Optimize environment
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Systemic Flexibility Solutions:
- Create long-term change strategy
- Comprehensive practices
- Provide continuing education
- Establish new career paradigms
- Evidence of impact
- ROI

Outcomes:
- Increase attractiveness to candidates
- Increase retention
- Support faculty to excel
- Great place to join and stay
- Evidence of impact
- ROI
Setting the Stage for Flexibility - Tactics

- Create urgency – “60% of faculty have considered leaving”
- Hit hard with internal/external research
- Use stories: exits and successes
- Use ROI over and over: salary, recruitment, funding, teaching, start up, potential
- Communicate benchmarks
- Involve all areas: faculty, staff health care
- Listen to the customer -constituent
- Make the vision compelling, achievable, inspiring
- Use sense of pride, competitive spirit (Top 100)
- Conduct visible forums – time bound outcomes
100 Best Companies List

- Ignited change in corporate world
- 2 universities on list: Cornell and Harvard
- Move ahead or will take back seat
- Leverages pride and competition
- Want to be on list and stay on list
- 5-7x more applicants; free advertising
- Create a 100 Best Universities to Work for List?
Creating a Great Workplace
- Areas for Improvement

- Greater assistance from chair (#1 Opportunity) to ensure success of work
- Effective mentoring of junior faculty
- Flextime or flexible schedules
- Teleworking
- Transitional part time work after major life event
- Extended tenure clock for new parents
- Back-up Child Care
- Increased infant/toddler care
- Elder Care
- Greater support from chair when personal or family needs arise
- Paid parental leave

Ask Faculty About:

- Their work experience
- Teaching Load
- Advisory Load
- Service Expectations
- Outreach Expectations
- Expectations for applying external funding
- Internal funding availability
- Resources support/staff, space, equipment
- Time/opportunity to develop collaborative relationships
Ask faculty about their chairs’ actions to support worklife

- I believe that my chair effectively addresses faculty personal or departmental work life and flexibility concerns.
- I believe that my chair has complete knowledge of worklife and career flexibility policies and how to advise faculty on their effective use.
Top 100 Universities List

- Do you have a written statement supporting career flexibility?
- Do you provide modified duties for semester (more) to faculty?
- Do you provide tenure clock stops?
- Do you provide part time to faculty?
- Do you have a mentoring program for all junior faculty and mid-career?
- Do you have phased retirement?
- Do you provide child care?
- Do you provide elder care?
- Do you provide paid leave for childbirth, adoption? Post FMLA?
- Do you provide telecommuting?
- Does your strategic plan commit to career flexibility to attract & retain faculty?
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<td>Flexibility is a business/management tool</td>
<td>Flexibility is fundamental to careers and workplace competitiveness</td>
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<tr>
<td>Management required education</td>
<td>Leadership education</td>
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<tr>
<td>Funded, central office</td>
<td>Funded hub office with partnerships</td>
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<tr>
<td>Written policy, values tied to mission/strategy</td>
<td>Written strategy linking climate to viability and talent</td>
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<td>Find, communicate stories</td>
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<td>Message - theme and brand</td>
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<td>Communicate flexibility success</td>
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<td>Highlight innovation</td>
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State Flagship University – Case Example

- 3 Core individuals (Researcher Administrative Executive, EVP, Administrator)
- WorkLife Forum – presented data from other universities, and importance of worklife and flexibility
- President hosted Forum (national university leader + corporate leader invited)
- Task force formed: leaves, flexibility; charged with time frames
- Recommended Central Office
- President and EVP invited cross section of individuals to be members, sponsors of WorkLife Task Force
- Strategic Plan named WorkLife support for faculty & staff as a value
Areas of Promise – Consulting firms

Learning Resources
- Created centralized flexibility resources

Peer Networking
- Established 40+ women’s networks
- Annual Conference for women

Accountability
- Issue annual survey: employees rate manager on women’s development to leadership, inclusion, flexible work environment
Areas of Promise – On-Ramps

Large Consulting Firm

- Inspired by “The Hidden Brain Drain”
- Goal - to get off ramped women back into talent pipeline
- Program: to hit the ground running, guide back to high-power careers
- Reached out to off-ramped alumni, other organizations
- Put structure together: recruiting areas, women’s network, alumni
- Attendees had access to decision makers
- Large annual event: discussed trends & challenges
Areas of Promise – On-Ramps

Academy option* to On-Ramp
- Offer annual event for PhD level STEM women who want to on-ramp
- How to prepare for a transition and gap
- How to position for the academy
- How to write proposals; funding profile
- How to explain your work
- How to teach
- How to work with students
- How to be a scientist and have a life

*U of Washington ADVANCE will offer a “On Ramps at the Academy program” in 2009
Flexibility Resources

- [www.cvwf.org](http://www.cvwf.org)
- [www.worldatwork.org](http://www.worldatwork.org)
  “Workplace Flexibility in Action”, Sloan/AWLP Retreat, August, 2007