2008-09 Recruiting the Best: The Role of Work-life Flexibility.

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Administrative Fellow 2008-9
Office of the Executive Vice President and Provost
Work/Life Balance Support Materials

1. Resource booklet for chairs and deans for implementing family friendly policies and guidelines.
Task Direction

• What is work/life balance?
  – Familiarity with
    • Literature
    • Available data
    • Institutional responses

• What are the issues at ISU?
  – Interviews with individual chairs
  – ISU 2008 Faculty Satisfaction Survey
2008 Faculty Satisfaction Survey

Work/life issues differ by gender and career stage

• Assistant Professors
  – Arrival of children during probationary period
  – Need of family-friendly culture
  – Transparent promotion and tenure process
  – Childcare

• Associate Professors
  – Mentoring
  – Transparent promotion process
  – Retraining opportunities
  – Caring for family members
Toward Work/Life Balance

• Flexibility in tenure-track careers
  – Tenure clock extensions
  – Part-time appointments
  – Caregiver accommodations

• Flexibility allows departments to be family friendly.

• Leads to enhanced recruitment and retention of excellent faculty.
Work/Life Support Materials:
Resource for Chairs & Deans

ISU Policies & Guidelines for Flexible Faculty Careers:
Resources for Chairs & Deans

Iowa State University
Office of the Executive Vice President and Provost

Advancement Fund
National Science Foundation

November 2006

www.proact.iastate.edu/hr/resource/flexibility
Women in the Professoriate

Women now earn 51% of doctorates in the U.S.\(^1\)

– However, only 30%\(^2\) faculty nationally are women

– At ISU 28% are women\(^3\)

Fewer women than men enter or remain in the academy

\(^1\) NSF Survey of doctorate recipients.
\(^2\) AAUP Faculty gender equity indicators 2006.
\(^3\) ISU Office of Institutional Research 2009.
Pool of Future Faculty

• Graduate students turning away from the professoriate (both women and men).

• Smaller proportion of female post-docs seeking tenure-track positions than of the male post-docs.
Work/Life . . . Work/Family

- The tenure and biological clocks tick simultaneously
- Work/life issues have disproportionate effect on women
Work/Life . . . Work/Family

- The tenure and biological clocks tick simultaneously
- Work/life issues have disproportionate effect on women

Source: Iowa State University Institutional Research (2008 AAUDE Faculty Satisfaction Survey)
Managing household responsibilities, extent to which it has been a source of stress
(by gender)

<table>
<thead>
<tr>
<th></th>
<th>Female</th>
<th>Male</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not at all stressful</td>
<td>22.3%</td>
<td>37.7%</td>
</tr>
<tr>
<td>Somewhat stressful</td>
<td>54.6%</td>
<td>52.1%</td>
</tr>
<tr>
<td>Very stressful</td>
<td>23.0%</td>
<td>10.3%</td>
</tr>
</tbody>
</table>

Source: Iowa State University Institutional Research (2008 AAUDE Faculty Satisfaction Survey)
2008 Faculty Satisfaction Survey

Childcare, extent to which it has been a source of stress
(by gender)

<table>
<thead>
<tr>
<th></th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Not at all stressful</strong></td>
<td>43.3 (Female)</td>
</tr>
<tr>
<td><strong>Somewhat stressful</strong></td>
<td>31.6 (Female)</td>
</tr>
<tr>
<td><strong>Very stressful</strong></td>
<td>25.1 (Female)</td>
</tr>
</tbody>
</table>

Source: Iowa State University Institutional Research (2008 AAUDE Faculty Satisfaction Survey)
More female than male faculty experience the stress of dual academic careers.

Source: Iowa State University Institutional Research (2008 AAUDE Faculty Satisfaction Survey)
More female than male faculty experience the stress of dual academic careers.

Dual careers the new norm

<table>
<thead>
<tr>
<th>Employment Status</th>
<th>Female</th>
<th>Male</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employed, not at ISU</td>
<td>35.7%</td>
<td>35.8%</td>
</tr>
<tr>
<td>ISU faculty member</td>
<td>33.9%</td>
<td>33.9%</td>
</tr>
<tr>
<td>Other</td>
<td>10.0%</td>
<td>10.2%</td>
</tr>
<tr>
<td>ISU employee, non-faculty</td>
<td>6.8%</td>
<td>15.6%</td>
</tr>
<tr>
<td>Not employed, actively seeking</td>
<td>3.6%</td>
<td>8.9%</td>
</tr>
<tr>
<td>Non-ISU faculty member</td>
<td>3.2%</td>
<td>2.0%</td>
</tr>
<tr>
<td>Not applicable</td>
<td>3.2%</td>
<td>7.3%</td>
</tr>
<tr>
<td>ISU graduate student</td>
<td>1.8%</td>
<td>3.1%</td>
</tr>
<tr>
<td>ISU post-doc</td>
<td>0.9%</td>
<td>1.3%</td>
</tr>
<tr>
<td>Non-ISU graduate student</td>
<td>0.5%</td>
<td>0.9%</td>
</tr>
<tr>
<td>Non-ISU post-doc</td>
<td>0.5%</td>
<td>0.2%</td>
</tr>
</tbody>
</table>

Source: Iowa State University Institutional Research (2008 AAUDE Faculty Satisfaction Survey)
The Leaky Pipeline

Fewer women at each career stage.

PhD $\Rightarrow$ PostDoc $\Rightarrow$ Assistant $\Rightarrow$ Associate $\Rightarrow$ Full

Non-tenure track
In science and engineering – Women who secure a tenure track position have been 12-17% less likely to be promoted to associate professor than men.¹

– Married women or those with older children have been significantly less likely to be promoted to full professor than similarly situated men.

Women Faculty at ISU

(Data from ISU Office of Institutional Research, 2008; Reported in ISU ADVANCE Annual Report Year 3, May 2008)
Why should departments be family friendly?

- Offer flexibility in tenure-track careers to retain excellent faculty

PhD ⇒ PostDoc ⇒ Assistant ⇒ Associate ⇒ Full Professor
**Economic incentive for retention:**

<table>
<thead>
<tr>
<th>Costs of Retention</th>
<th>Costs of Replacement</th>
<th>Savings</th>
</tr>
</thead>
<tbody>
<tr>
<td>$79,000</td>
<td>$383,000</td>
<td>$304,000</td>
</tr>
<tr>
<td>Salary</td>
<td>Advertising</td>
<td></td>
</tr>
<tr>
<td>Flexible career administration</td>
<td>Search committee</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Interview</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Start-up (STEM)</td>
<td></td>
</tr>
</tbody>
</table>

Why should departments be family friendly? In depth.

The number of women holding tenure-track positions in the U.S. is growing, but the number of women in academic positions is still far below the number of men. This disparity is due to a number of factors, including the difficulty of finding jobs and maintaining a work-life balance. In order to attract and retain talented women, departments must be family-friendly.

Women are more likely to take advantage of family-friendly policies when they are offered. These policies can include flexible working arrangements, on-site child care, and family leave. By offering these benefits, departments can create a more welcoming and inclusive environment for women.

In addition to attracting and retaining talented women, family-friendly policies can also help to reduce turnover. Women are more likely to leave a department if they feel unsupported or if they are not able to balance work and family responsibilities. By offering family-friendly policies, departments can create a more supportive and positive work environment.

Furthermore, family-friendly policies can help to reduce stress and improve job satisfaction. Women who are able to balance work and family responsibilities are more likely to be happy with their job. This can lead to increased productivity and job satisfaction, which can benefit both the department and the institution.

In conclusion, family-friendly policies are not only good for women, but they are also good for departments. By offering these policies, departments can attract and retain talented women, reduce turnover, and improve job satisfaction. It is time for departments to take family-friendly policies seriously and create a more inclusive and supportive environment for all employees.
Essential steps for chairs to create family friendly departments.

- Make this a major department goal.
- Become conscious of unconscious bias.
- Know policies and guidelines.
- Actively support/advertise these policies for all faculty.
- Make policy use the norm.
- Guard against policy users being penalized.
- Maintain zero tolerance for negative climate.
- Proactively recruit and hire diverse faculty.
- Maintain transparency in P & T process.
Essential steps for chairs to create family friendly departments.

- Make this a major department goal.
  - Full Professor Become conscious of unconscious bias.
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  - Maintain zero tolerance for negative climate.
  - Proactively recruit and hire diverse faculty.
  - Maintain transparency in P & T process.
Essential steps for chairs to create family friendly departments.

- Make this a major department goal.
  - Dispel myths about family care meaning lack of seriousness.
  - Schedule meetings to accommodate competing needs of work and caregiving.
  - Promote a culture of inclusion.
Essential steps for chairs to create family friendly departments.

• Make this a major department goal.
• Become conscious of unconscious bias.
• Know policies and guidelines.
• Actively support/advertise these policies for all faculty.
• Make policy use the norm.
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Essential steps for chairs to create family friendly departments.

- Guard against policy users being penalized.
  - Direct reviewers to the record of scholarship in the time period since hire minus extension(s) of probationary period.
  - Include such direction in requests for external review letters.
  - Example letters
Essential steps for chairs to create family friendly departments.

- Make this a major department goal.
- Become conscious of unconscious bias.
- **Know policies and guidelines.**
  - Actively support/advertise these policies for all faculty.
  - Make policy use the norm.
  - Insure policy users will not be penalized.
  - Maintain zero tolerance for negative climate.
  - Proactively recruit and hire diverse faculty.
  - Maintain transparency in P & T process.
ISU Guidelines and Policies for Flexibility

Extension of Probationary Period

Significant life changes may arise which severely impact a faculty member’s ability to develop qualifications for tenure. Such changes include a need for family caregiving, a health change or the arrival of a child (either during the probationary period or within the two years prior to appointment). When these circumstances arise an extension probationary period for pre-tenure faculty may help balance work and life demands. A written request must be submitted by April 1 by the faculty member prior to the third-year or tenure review. A extension request for arrival of a child must be made within two years of birth or placement. A request due to family caregiving or health must include documentation of the need for care or medical condition.
Quick Policy Locator

• Extension of Probationary Period
  Faculty Handbook 5.2.1.4.1

• Conversion to Part-time
  Faculty Handbook 3.3.1.1

• Position Responsibility Statement
  Faculty Handbook 5.1.1.5

• Caregiver Accommodation
  provost.iastate.edu/faculty/resources/Guidelines

  Guidelines for Accommodating Employees’ Need to Care for Family

• FMLA
  hrs.iastate.edu/benefits/homepage.shtml

  Family Medical Leave Act 1993

University Policy Library:  www.policy.iastate.edu
What can happen in my department if a faculty member is denied or discouraged from utilizing these policies?

As chair you have responsibility for personnel decisions which means you must be aware of and understand the relevant legal issues.

– Act as an agent of the university.
– Carry out the university’s policies and follow its guidelines.
– Emphasize policy to align decision making with academic objectives of the department and university.
Citations


www.acenet.edu/resources/chairs/doc/Connell_agency_indemn.pdf


http://www.nber.org/papers/w13959


Frasch, K., M. A. Mason, A. Stacy, M. Goulden, and C. Hoffman. 2007. Creating a family friendly department: Chairs and Deans toolkit. UC Faculty Family Friendly Edge, University of California, Berkeley http://ucfamilyedge.berkeley.edu/


http://www.advance.iastate.edu/conference/confsposters/sat.shtml


www.acenet.edu/resources/chairs/doc/Connell_agency_indemn.pdf

Additional Resources

AAUP Statement of principles on family responsibilities and academic work.
http://aaup.org/AAUP/pubsres/policydocs/contents/workfam-stmt.htm


Center for the Education of Women, University of Michigan
FAMILY-FRIENDLY POLICIES IN HIGHER EDUCATION: A Five-Year Report December 2007
http://www.umich.edu/~cew/PDFs/Redux%20Brief%20Final%205-1.pdf

PRINCIPLES FOR BEST PRACTICES: A Collection of Suggested Procedures for Improving the Climate for Women Faculty Members

Chair Online Resource Center, American Council on Education
http://acenet.edu/resources/chairs/

http://lser.la.psu.edu/workfam/Big10parentalleavefinal.doc.
Case examples

• Scenarios likely to occur

• Best practices
Example 1

Susan is two months into her first year as an assistant professor in your department. She informs you that she is due to deliver a baby in March and hopes to be able to provide the care for her newborn for several weeks following birth. She is worried that she will be unable to teach and continue her research next semester after her baby arrives.
Case examples

Example 1 - Considerations

• Which policies apply
• Eligibility
• Length of employment
• Lead time for planning
• Departmental needs
• Procedures
Case examples

Example 2 . . .

Allen is a third year associate professor who is married with two middle school children. Allen’s father lives nearby and needs an increasing amount of care. Allen is finding it stressful to maintain work quality while spending time with his family and caring for his father. He relates his situation to you and inquires if something can be arranged to alleviate some of his stress.
Case examples

Example 2 - Considerations

• Which policies apply
• Eligibility
• Length of employment
• Lead time for planning
• Departmental needs
• Procedures