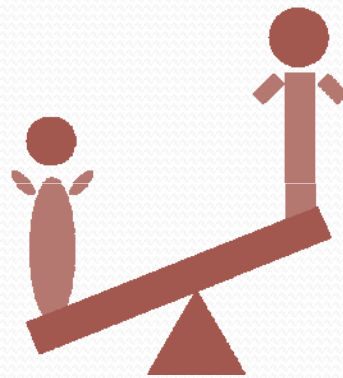


Balancing Acts



How can we create family friendly campuses?

Ann R. Higginbotham

AAUP, Committee on Women in the Academic Profession



Why We Need Balance

- “In a healthy university work environment in which faculty can model lifelong scholarship and engaged citizenship, faculty do not have to choose between their work and sustaining their health or fulfilling familial obligations.”

Truman State Policy Statement, 2003

Balance Problems

- US lags behind other developed nations in providing support for families
- Policies vary by institution and even within institutions
- Even when policies exist, faculty may find it difficult to get information and support





Problems with FMLA

- Provides 12 weeks of **unpaid** leave
- Only available to full-time workers who have worked for at least one year prior to taking leave
- May not cover domestic partners
- Many faculty and administrators are unfamiliar with its provisions (particularly department chairs and deans).



The Results

- A study involving interviews with 120 faculty came to this conclusion: “managing work and family occurred in spite of institutional policies, not because of them.”
- Universities may not be developing the policies they need to recruit and retain a new generation of committed teachers and scholars.

What's Changing?

Changes in expectations

- ❖ Rising expectations for research to achieve tenure
- ❖ Expanding demands for faculty to serve on committees and perform other service

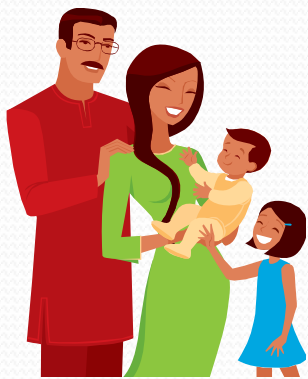
Changes in demography

- ❖ More diverse faculty
- ❖ A new generation of workers who may not be willing to subordinate their lives to their work
- ❖ Increase in dual-career couples

Balance and Gender Equity

- “Work-family issues are not limited to women but are very clearly gendered.”

Beth Rushing, *Gender & Society*, 2002





Balance and Gender Equity

- “Despite the widespread notion that academe is one of the most family-friendly environments, anecdotal evidence suggests that many female scholars are not finding the time and flexibility they would like for other priorities. Those include raising children, caring for sick and aging parents, and accommodating a spouse's job.”

Piper Fogg, *Chronicle of Higher Ed.* 2003

Equity Issues: Women Faculty

The Good News

- Women now earn about 50% of all PhDs
- Women make up approximately 38% of all faculty compared to less than 20% in the 1970s.

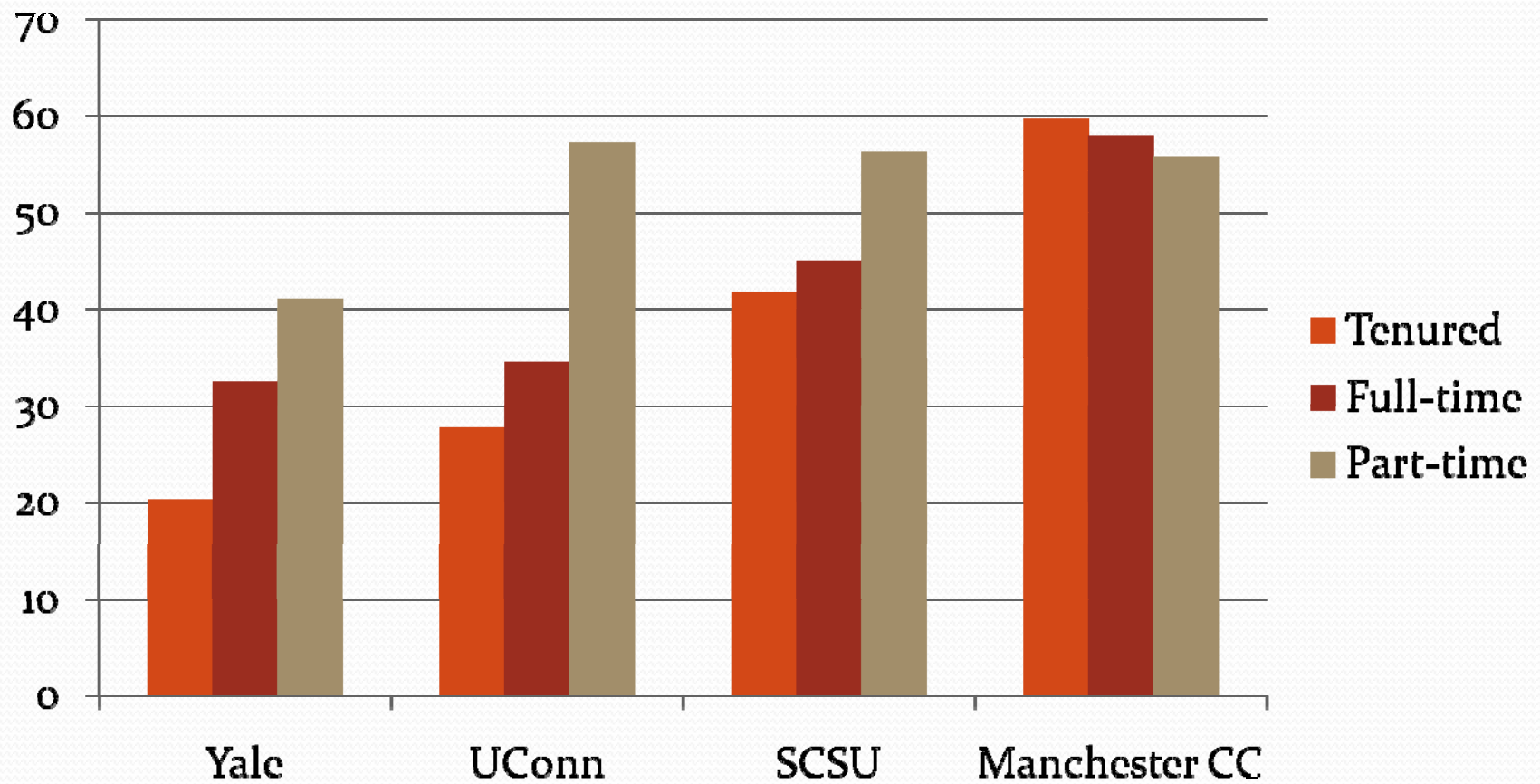
The Not-So-Good News

- Women lag behind men in earning tenure and promotion
- Women are more likely to be contingent faculty
- Women are more likely to teach at institutions with heavier teaching loads and lower pay

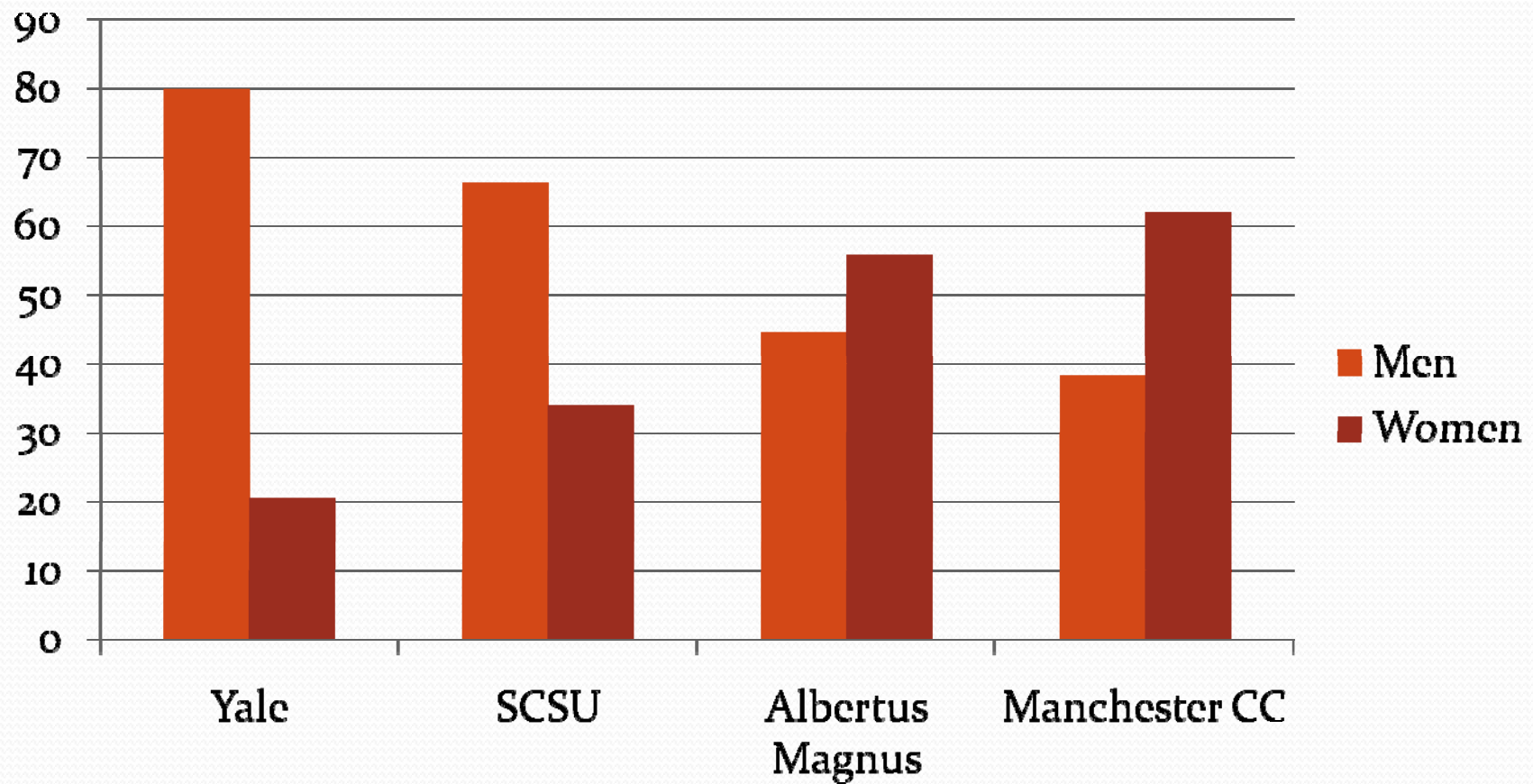
Employment/Tenure Status: Some CT Universities (2006)

	Full-time	Part-time	Tenured
University of Connecticut	W: 34.5	W: 57.1	W: 27.6
	M: 65.5	M: 42.9	M: 72.4
Central	W: 39.7	W: 42.9	W: 37.5
	M: 60.3	M: 57.1	M: 62.5
Eastern	W: 41.0	W: 48.0	W: 40.5
	M: 59.0	M: 52.0	M: 59.5
Manchester CC	W: 57.9	W: 55.7	W: 59.7
	M: 42.1	M: 44.3	M: 40.3

Women and Tenure



Gender and Promotion to Full Professor



Time in Rank

- A recent study done by the Modern Language Association found that women tended to spend more time at the rank of Associate Professor:

Married women: 8.8 years

Single women: 7.3 years

Married men: 6.8 years

Single men: 6.0 years

Pay Inequity

- At doctoral universities, women earn on average 78 cents for every dollar earned by a male faculty member
(Gender Equity Index 2006)
- Even controlling for all variables, a 2008 study suggested that women face a 4% unexplained pay gap





Why is Work/Family Balance a Problem for Women Faculty?

- Bias Avoidance
unwillingness to take advantage of the FMLA and other family policies
- The impact of childbearing and childrearing on the careers of women faculty particularly during the probationary period

The Tenure Clock

- "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"



The “Maternal Wall”



- "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"



Dual-Career Couples

- Increasingly important issue because of growth of academic couples
- Only 13% of universities in a recent study indicated that they had policies to help spouses and partners find jobs
- Institutional policies on partner accommodation vary widely
- Lack of national standards for best practices



Hiring Academic Partners

“Institutional approaches to couple hiring tend to be ad hoc, often shrouded in secrecy, and inconsistent across departments. Faculty tend to be unfamiliar with key issues and solutions, and many know little about their own university’s policies and practices.”

Dual Career Academic Couples
Stanford University (2009)

Gender and Partner Accommodation

- “Existing research suggests that academic women in dual-career couples are more likely than males to subordinate their career development to their spouses or partners”

Lisa E. Wolf-Wendel, Susan Twombly, and Suzanne Rice
Journal of Higher Education (2000)



The Leaky Pipeline

- Women may be leaving graduate studies in larger numbers than men.
- Women doctoral students are more skeptical about the family-friendly balance at large research-oriented universities.
- Women (particularly in the STEM fields) may be opting for careers outside of academe because of concerns over work/life balance.



California Graduate Student Survey

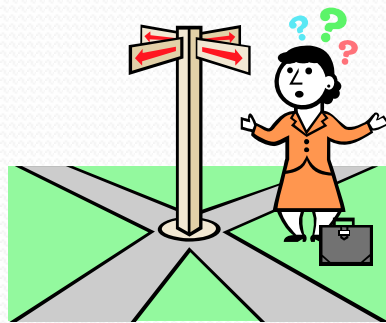
- Only 29% of women graduate students and 46% of men expected to find research-oriented institutions family friendly.
- Over the course of their graduate studies, more than 10% of both the men and the women surveyed had shifted their career goals from university careers to business or government jobs.



Some AAUP-Recommended Best Practices

- ★ Flexibility
- ★ Stopping the Tenure Clock for family-related issues
- ★ **Paid leave** for pregnancy and child rearing
- ★ Active service/modified duties
- ★ On-campus, subsidized daycare
- ★ Equitable treatment for staff, part-time faculty, and graduate students

TRANSPARENCY



- Policies that are readily available
- Policies that are clearly written in language that a non-lawyer can understand
- Cooperation in implementation between departments and HR Offices

How does CSU do?

- 24 weeks of unpaid family leave available during any two-year period
- Limited use of sick leave for family emergencies
- Pregnancy leave can be charged to sick leave
- Adoption: can take up to 10 days of sick leave
- 1 year of child-rearing leave without pay cannot be “unreasonably denied”





Some Connecticut Comparisons

- Wesleyan university provides a full semester of leave for mothers and fathers of new born or newly adopted children at $2/3^{\text{rd}}$ pay or a partial leave with reduced duties at full pay.
- Yale provides one semester of parental leave at full pay for mothers and fathers of newly born or adopted children.



Achieving Balance

- Compare information about work/life policies on our campuses – how well are we doing?
- Set up work/life committees on our campuses to promote new policies and insure that current policies are widely disseminated.
- Provide work/life training for supervisors, department chairs, and deans.