

Creating, Implementing, and Sustaining Faculty Career Flexibility

Presentation at the Work-Life Best Practices
in Higher Education Conference

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Overview

- Definition/Background of projects/Master's Large winners
- Common policies and practices for faculty career flexibility
- Faculty knowledge of such policies
- Recommendations for practice



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Definition of Faculty Career Flexibility

Policies and practices that assist in the recruitment and retention of faculty through work/life balance options. Faculty should be able to use these policies without fear of reprisal.

Examples include:

- 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).



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Background of ACE | Sloan Projects for Faculty Career Flexibility

- Partnership with Kathleen Christensen, Program Officer, Alfred P. Sloan Foundation
 - › Funding began in 2003
 - › *An Agenda for Excellence* (2005)
 - › Research Universities Awards (2006)
 - › Master's Large Awards (2008)
 - › Liberal Arts Awards (2009)



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2007-2008 Master's Large Competition

- Open to 351 institutions based on their Carnegie Classification
- Three institutional “types” emerged:
 1. State Universities
 2. Religious Schools (mostly Catholic)
 3. Independent Schools
- Schools are least likely to have formal written policies on flexibility options



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2008 Winners

- Boise State University (ID)
- Canisius College (NY)
- Santa Clara University (CA)
- San Jose State University (CA)
- Simmons College (MA)
- The University of Baltimore (MD)



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Common Policies and Practices for Faculty at Master's Large Institutions

Stopping the Tenure Clock

- › Out of fifty-six institutions which answered this question, sixty-four percent (64%) allow faculty members for stop the tenure clock under certain circumstances.
- › However, for faculty who take this option, few schools provide some type of written statement to internal promotion and tenure reviewers indicating how the time to tenure and how the work of faculty who stop the tenure clock should be evaluated



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Common Policies and Practices for Faculty at Master's Large Institutions

Modified Duties

- Out of fifty-six institutions which answered this question, sixty-one percent (61%) had some type of a formal, written modified duties policy that allowed for a temporary period of modified duties with no reduction in pay.
- Centralized funding for instructional replacement faculty at 52%
- Faculty were not likely to be asked to make up the teaching load



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What groups of faculty members are potentially eligible for temporary relief from teaching, research or service duties with no reduction in pay?

New biological mothers	86%
New biological fathers	68%
New adoptive mothers	71%
New adoptive fathers	68%
Faculty members caring for a seriously ill or injured child	70%
Faculty members caring for an elderly family member	66%
Faculty members providing ordinary child care beyond the period of medical disability	30%
Faculty members with a serious personal illness or injury	86%



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Common Policies and Practices for Faculty at Master's Large Institutions

Paid Maternity Leave

- According to the Pregnancy Discrimination Act (<http://www.eeoc.gov/types/pregnancy.html>), employers are required to treat pregnant women the same as they would another employee with a medical disability.
- Out of fifty-six institutions which answered this question, seventy-five percent (75%) had some type of a formal, written providing **full or partial pay** during the academic year for new biological mothers for disability related to pregnancy and childbirth.



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	Biological Mothers during the period of disability	Biological Mothers after the period of disability	Adoptive Mothers	Biological Fathers *	*Adoptive Fathers *
There is a college university-wide formal written policy providing pay	59%	30%	52%	43%	43%
There is no college/university-wide policy but some schools have formal written policies providing pay	0%	0%	0%	0%	0%
There are no such formal policies but ad hoc arrangements exist	16%	16%	14%	9%	5%
No such policy is offered to the faculty member for full or partial pay	25%	30%	32%	43%	41%

* Five to eleven (5% - 11%) of colleges claim that no male faculty members have ever requested parental leave.



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	Biological Mothers during the period of disability	Biological Mothers after the period of disability	Adoptive Mothers	Biological Fathers *	*Adoptive Fathers *
Full Pay	59%	20%	38%	34%	29%
Partial Pay	5%	7%	9%	7%	7%
Pay varies by length of service	9%	7%	14%	4%	7%
Pay varies by department/college	2%	7%	4%	4%	2%



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Common Policies and Practices for Faculty at Master's Large Institutions

Phased Retirement

- Of the fifty-six institutions which answered this question, sixty-eight percent (68%) offered some type of phased retirement option, with forty-one percent (41%) having a formal written policy governing phased retirement.
- Most institutions (61%) still contribute to faculty's retirement as they phase towards retirement, with twenty percent (20%) contributing the same amount as if the faculty member were working full-time.
- Most common "perks" for retired faculty were parking/gym/library privileges and teaching part-time



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Common Policies and Practices for Faculty at Master's Large Institutions

Part-time

- Of the fifty-six institutions which answered this question, sixty-four percent (64%) had some type of part-time work option available to faculty, with thirty-three percent (33%) having a formal written policy.
- Only a handful of institutions (14%) had written policies about tenure-related productivity and performance expectations for those with part-time appointments.



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Faculty Knowledge of Policies

- Faculty from these surveys were mostly male (52%), tenured (66%), and married (71%)
- Average age was 50s (32%) and 40s (28%)
- Strongly agreed (70%) that department chair or unit was supportive as well as colleagues (63%) during personal/family issues
- However felt less strongly that “senior administrators” were committed to faculty during these issues



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Faculty Knowledge of Policies

- **Most did not know about:**
 - › Modified duties (42%)
 - › Tenure adjustment (46%)
 - › Part-time (56%)
 - › Sick leave (37%)
- About as equally satisfied as research professors, but less likely to have taken steps to leave their institution. Most common reasons to leave: Salary (68%), better work-life balance (40%), “better” school (40%)



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Implementing Flexibility

- **Assessing where you stand**
 - › What are your policies for faculty?
 - › How are they rewarded for teaching, research, service?
 - › What is your campus culture and climate?
- **Designing a plan that is “do-able”**
- **Leadership from the top**
 - › President, Provost, Deans, Department Chairs



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The need for leadership

Leadership makes it possible to

- › Implement a strategic awareness campaign
- › Measure & reward usage
- › Track outcomes & preventing misuse
- › Eliminate bias
- › Fund these initiatives



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The need for leadership

How are you communicating support for these initiatives from the top?

- › Is it in the strategic plan? 5 year plan?
Department goals?
- › Are you holding department chairs accountable for creating flexibility?
- › Are you centrally funding these initiatives?



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Implement a strategic awareness campaign

- › UC Davis & Berkeley
 - › <http://ucfamilyedge.berkeley.edu/>
- › Duke's "Advantage for Faculty"
 - › <http://provost.duke.edu/faculty/>
- › Florida's faculty recruitment toolkit
 - › http://www.aa.ufl.edu/aa/facdev/recruit/documents/Faculty_Toolkit.pdf



Other best practices

- **Eliminating bias**
 - › Duke's Flexible Work Arrangements (3 years)
 - › Open eligibility to all, make pay similar
- **Rewarding usage**
 - › Lehigh has \$6000 grants for parental leave
- **Train key gatekeepers**
 - › Search committees, promotion & tenure committees, department chairs



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Questions?

Thank you!



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