

**The University of California Accelerator Plan
for the Alfred P. Sloan Award for Faculty Career Flexibility**

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Background

The President of the University of California (UC) recently announced changes to family accommodation policies for ladder-rank faculty throughout the ten campus system. These changes, effective retroactively to January 1, 2006, make significant improvements to a comprehensive package of flexible family friendly policies for women and men with caregiving responsibilities. This historic effort is the result of a three-year period of intense internal examination, in part supported by a grant from the Alfred P. Sloan Foundation,¹ which led to discussions by administrators and faculty throughout the University of California. Now, with the help of an Alfred P. Sloan Award for Faculty Career Flexibility, we are poised to begin a major educational campaign to increase the use of policies and to foster the necessary institutional practices to enable all UC ladder-rank faculty to have flexible and productive careers.

The UC system's commitment to accelerating these changes is reinforced by the widespread understanding among administrators, top to bottom, that a fundamental shift in the demography of future faculty is already well underway. As a significant portion of baby-boom faculty near and enter retirement over the next decade, it will be vital to be the kind of institution sought after by incoming faculty who desire both a successful career and family life. Generous,

¹ Mary Ann Mason and Angelica Stacy received a trustee grant from the Alfred P. Sloan Foundation in May 2003 to examine and propose revisions and supplements to UC's family accommodation policies and resources for ladder-rank faculty. For more information, please see: <http://ucfamilyedge.berkeley.edu>

flexible policies serving academics' needs over the life course afford UC the best chance of attracting and keeping talented women, underrepresented minorities, and men with a desire to better balance work and family life in the academic pipeline, thereby maintaining and enhancing our reputation as a world-class institution.

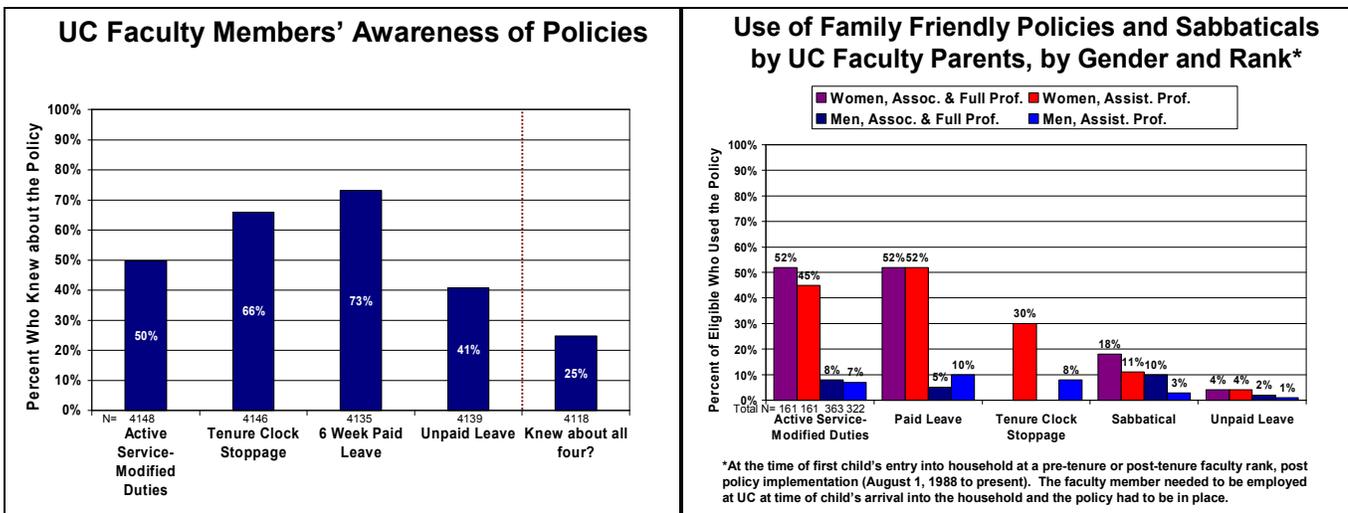
The family accommodations package is designed, therefore, to support faculty over their life course. Birth mothers receive fully-paid childbearing leave. New parents, birth or adoptive, with substantial caregiving responsibilities (50% or more of care) are entitled to a full term of active service-modified duties (ASMD), typically teaching relief; biological mothers receive a second term. The cost of replacement teachers will be centralized at the university-level to eliminate hardship for individual departments. Assistant professors who are new parents with substantial caregiving responsibilities can extend the tenure clock for one year per birth/adoption event (for a maximum of two years during the probationary period). All parents may at any time request up to a year of unpaid parental leave. And faculty with family needs can be granted a permanent change or temporary reduction in the percentage of time of a full-time appointment. One of the most significant changes to the family friendly package is the unambiguous message that faculty men and women with substantial caregiving responsibilities, or those who give birth to a child, are *entitled* to the use of the appropriate family accommodation policies (rather than *may request* them); and peer reviewers may not act with prejudice in their evaluation of the promotions or advancement of faculty who use the policies.

Prior to the recent announcement of improvements to family friendly policies, the University of California was one of the first academic institutions to put in place formal family accommodations,² and was already considered a leader in its commitment to the success of its

² In 1988, the UC system put in place a series of ground-breaking new policies, including paid maternity leave, ASMD, and tenure-clock extension for primary/substantial caregivers of new children .

faculty. However, following the release of findings from our 2003 UC Work and Family Survey of more than 4,400 tenure-track and tenured faculty respondents across the UC system,³ it became clear that the existing policies could be improved to better support faculty with families.

The findings of the survey suggested that creating policies alone does not change the culture of the university toward acceptance of career flexibility. Although UC’s original family friendly accommodation policies had been in place for more than 15 years, many faculty were unaware of their existence. Just over a quarter of all respondents knew about the existence of all four major policies—ASMD, tenure clock extension, paid maternity leave, and unpaid parental leave (see chart below). Of those who were at one point in their career eligible to use the policies, many chose not to do so (see chart below), often because they feared negative career repercussions; over half of eligible women who chose not to take ASMD said that they did not use the policy because they feared it would hurt their chances for tenure or promotion.



³ Mary Ann Mason, Angelica Stacy, and Marc Goulden, “The UC Work and Family Survey,” 2003. <http://ucfamilyedge.berkeley.edu>

Acceleration Plan

Because the University of California includes ten diverse campuses, a steering committee comprised of high-level representatives from UC Office of the President, as well as two campuses – Berkeley and Davis – has been assembled to frame and oversee the acceleration plan. Taken together, these two campuses have been leaders in family friendly innovations for the UC system; Berkeley with the Alfred P. Sloan funded UC Faculty Family Friendly Edge project, and Davis with creative policies such as central funding for replacing teaching costs for faculty on childbearing leave or ASMD. Additionally, each has academic leaders strongly committed to career flexibility for faculty. As the project unfolds, this steering committee will work with the highly effective UC-wide advisory committee to the UC Faculty Family Friendly Edge project that was instrumental in seeing through revisions to the existing policies (see <http://ucfamilyedge.berkeley.edu/sloangrant.html>).

Given UC's recent release of new and expanded policies, the proposed project will focus on creating measurable improvements in policy use and the equitable implementation of career flexibility. Two major types of activities will be initiated to serve both goals simultaneously – a comprehensive educational campaign and full implementation of the necessary mechanisms to assure the equitable use of the policies. The two campuses will each take the lead on particular elements of the acceleration plan and, if successful, share them with the rest of the system.

A comprehensive educational campaign

The purpose of the education campaign is to ensure that all current and incoming faculty, whether they have family caregiving responsibilities or not, know about the available policies and resources, and that administrators and those involved in the merit/review process understand their responsibilities for supporting faculty. This is necessary to shift the academic culture from

one that views the use of family accommodations over the life course as indicating a lack of seriousness or academic drive, to one that envisions career flexibility as a necessary component to the success of all faculty and to productive academic careers. The key elements of the system-wide campaign will include: ongoing communications by administrators and media; informational brochures and websites; training and information materials for department chairs/managers, deans, faculty, and merit/review committees; a mentorship program for faculty considering family formation; and an online interactive newsletter and website for faculty.

An initial *publicity blitz* announcing the new family friendly package is currently underway. The president of UC recently issued a letter to the academic community announcing and supporting the changes (<http://www.ucop.edu/ucophome/coordrev/policy/PP020806APMs.pdf>). Many of the individual campuses have also issued statements or will in the near future. For example, at the Berkeley campus the Chancellor announced the changes and his support for them in an email to all faculty. Additionally, some campuses have already published articles in their campus newspapers, and others will do so in the future (see for example, http://www.today.ucla.edu/2006/060321news_uchelps.html and http://www.berkeley.edu/news/berkeleyan/2006/04/13_family.shtml). If UC receives the career flexibility award, a new round of publicity will announce the award and the goals of the project. Ongoing communications will update the community over time.

We will also create two different UC-wide *career flexibility informational brochures* for distribution to all faculty – one brochure to emphasize and advertise the advantages of UC family friendly policies and resources for current faculty and for job candidates, and a second brochure designed specifically for faculty who are considering forming family through birth or adoption, including guidelines to assist them in their decision, and descriptions of policies and resources.

We will continue to develop and publicize existing system-wide *family friendly websites* [e.g., the UC Faculty Family Friendly Edge website (<http://ucfamilyedge.berkeley.edu/>) and the Office of the President's University of California Family Friendly Policies for Faculty website (<http://www.ucop.edu/acadadv/family/related-web-sites.html>)], as well as campus websites to provide news and information about UC's family friendly policies at each of the ten campuses.

A comprehensive *family friendly toolkit for department chairs/managers and deans*, detailing family accommodation policies and laws, benefits, and resources, will be created and disseminated by the Berkeley campus. Many faculty turn first to their department administrators to inform them about family accommodations. As the front-line administrators for each department on campus, it is the responsibility and obligation of all department chairs/managers and deans to be knowledgeable about these policies and practices, and to promote and support them. The toolkit will also provide information on how to create a family friendly department, best practices, legal do's and don'ts, and case examples. A draft of this toolkit is being circulated for review on the Berkeley campus. When it is complete, the toolkit will be available online system-wide and will be presented at chairs/managers and deans workshops and retreats.

UC Davis currently has several *training/workshop programs for faculty and department chairs*. They will be used to further publicize and promote family friendly policies, and consist of: a day long workshop for new faculty; a brown bag series for new faculty; a mandatory two-day training session for new department chairs; a brown bag series for department chairs; and quarterly updates with deans. Each of these trainings/workshops will include an interactive discussion of how the family friendly policies work, and will use case studies such as those in the 'Family Friendly Toolkit for Department Chairs/Managers and Deans' to help describe policy

applicability. UC Davis will share these programs with other campuses to help them develop similar programs.

The UC Davis campus will also create an innovative *family friendly advisor mentorship program* for faculty considering family formation. The mentorship program will utilize tenured faculty trained in UC-wide and Davis-specific family friendly policies/programs. These “Family-Friendly Advisors” will be recruited from the senior faculty ranks and trained by staff in the Office of the Vice Provost for Academic Personnel (OVPAP). Because faculty often feel more comfortable seeking advice from colleagues outside their department, trained faculty peers will provide information about policies and resources in an informed and personal manner. The advisors will receive initial training and periodic updates on the family friendly policies, programs, and resources. They will also act as liaison to the OVPAP if there are any real or perceived problems with how departments implement the policies, and will make presentations to new faculty, department chairs, deans and faculty colleagues.

UC Davis’ current web page devoted to family friendly policies and programs will also be modified to include additional features, including: a Frequently Asked Questions (FAQs) section focused on family friendly policies/programs; interactive presentations on the programs (including Powerpoints or videos); information about the “family-friendly advisor” program – including a list of advisors and their contact information; and copies of sample letters for department chairs to use when they solicit external letters for promotion actions.

The Berkeley campus will work with the other campuses to expand an existing *online interactive newsletter and website* throughout the entire system, called UC Families (<http://parents.berkeley.edu/ucfamilies>). With the majority of subscribers currently at UC Berkeley, UC Families provides an opportunity for faculty, postdocs, staff and students to discuss issues

around balancing academic careers or goals with family life. Through postings which can be either signed or anonymous, faculty share their experiences, both good and bad, and get feedback or advice from others about the use of career flexibility policies at their campus. For example, there was recently a discussion on whether and when is the best time to have a baby in academia (<http://parents.berkeley.edu/advice/allkinds/compatible.html#when>). During the award period, UC Berkeley will work to make UC Families the system-wide default source for open discussions on these topics.

Implementation of the necessary mechanisms to assure the equitable policy use

Even with the ideal policies in place and a carefully crafted education campaign undertaken to increase the awareness and acceptance of them among faculty and administrators, the devil-in-the-detail nature and unintended consequences of policy implementation can undermine widespread and equitable policy use. As part of the career flexibility award, we will seek to identify and defuse potential problems that threaten the application of flexible options and risk undermining faculty and administrative support for these important options.

For example, when ASMD and childbearing leave were first put in place (1988), individual departments and their chairs on each campus were left to determine how to pay for replacement teaching costs. In small departments, the cost caused some chairs to discourage eligible faculty from using the policies. In response to this problem, in 2003 the Davis campus implemented central funding for replacing teaching costs for faculty on childbearing leave or ASMD. This highly effective system with built-in tracking procedures provides consistency across the campus so that eligible faculty members are now able to use the policies regardless of their department's size or funding situation. To date, approximately 57 requests for replacement teaching have been received and funded, with the number of requests increasing each year. Davis's model will be shared with the other UC campuses during the award period.

Over the years, another area of concern with ASMD and tenure-clock extension has been in regard to its equitable use. There has been a long-standing concern that faculty, particularly male faculty, who are new parents but not “substantial caregivers,” defined as providing “50 percent or more of the care of a child,” may make use of the policies and use the extra time to increase their research activities. This could lead to an unfair advantage and may eventually cause a ramping up of tenure expectations (this is also a concern regarding part-time options where some faculty use it to focus on research/consulting activities). Although the policies require faculty who use them to provide a written statement that they are eligible, it is not known how well this has been implemented. Based on an analysis of data from the 2003 UC Faculty Work and Family Survey, only about 20% of male faculty with an infant in the household reported providing over 30 hours of care a week, which might be considered a rough criterion for substantial caregiving. With the accelerator grant the Berkeley campus will take the lead on investigating these concerns and determine how best to assure equitable use all of the policies

Promotion and merit reviews and policy use present additional issues. In response to the previous ambiguity about how to evaluate faculty who use the policies (particularly the tenure clock extension policy), the revised policies expressly state that faculty who use these policies shall be “evaluated without prejudice” and that the department chair’s letter shall instruct the reviewers to evaluate the case “as if the work were done in the normal period of service.” As part of our acceleration activities, UC Berkeley will coordinate across campuses to create and share internal and external *sample letters for review committees*, including examples of family accommodation policy use and instructions regarding evaluation without prejudice.

The part-time option for faculty in need of flexible options to better balance work and family life presents additional challenges. Although the revised policies suggest that committees

should take account of part-time status in their evaluation of faculty and allow for the pro-ration of career time lines (in contrast to pro-ration of career output, e.g. number of articles/books), the details of how to implement the part-time policy in an equitable and productive manner have not been fully developed. To assist campuses in implementing this policy we will collect and share sample Memorandums of Understanding (MOUs) that can be used in different situations, e.g., temporary shifts to part-time status, permanent shifts to part-time status, and shifts from part-time to full-time status. As faculty across the campuses begin to use this option, we will carefully track its short- and long-term effects on faculty careers, more fully analyze the possible longer term career equity issues associated with part-time status, and develop recommendations to share among the campuses.

Finally, the steering committee for the acceleration award will encourage and support the campuses in their efforts to put in place effective tracking systems in order to measure policy use rates and assess their success and share data findings across the campuses. Because good data start with good forms, we will coordinate the sharing of sample application forms for leaves, ASMD, tenure clock extension, and part-time status among the campuses and provide recommendations regarding data collection and data analysis. During the grant period, we plan to field a revised version of the UC Work and Family Survey to assess the success of all of our efforts since the initial 2003 survey.

Conclusion

Through putting in place exemplary policies that promote flexible faculty careers, educating faculty and administrators regarding their equitable use, and carefully monitoring the actual use and implementation of the policies, UC is in a position to recruit and retain top-flight faculty and to serve as a model for other universities across the nation. With an accelerator grant

from the Alfred P. Sloan Foundation, we can develop and share best practices across the entire system and demonstrate to other universities that flexible career options and academic excellence are intrinsically intertwined.