



University of California **Faculty Family Friendly Edge**

An Initiative for Tenure-Track Faculty at the
University of California

REPORT

Mary Ann Mason, Dean of the Graduate Division, UC Berkeley
Angelica Stacy, Associate Vice Provost for Faculty Equity, UC Berkeley
Marc Goulden, Principal Research Analyst, UC Berkeley
Carol Hoffman, Manager, Work/Life, UC Berkeley
Karie Frasch, Senior Research Analyst, UC Berkeley

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EXECUTIVE SUMMARY

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In the coming years, the University of California (UC), a ten campus and five medical center system, faces particular challenges in recruiting and retaining the top-flight faculty upon which its continued excellence will depend. One way that we propose to enhance UC's ability to attract and retain faculty is the *UC Faculty Family Friendly Edge*, a series of policies and programs designed to assist tenure-track faculty, pre- and post-tenure, in achieving a satisfying and productive work and family life.

Recruiting and Retaining Faculty in the Future

Women will soon be the majority of doctoral and professional degree recipients in the U.S. Surveys of chairs by the UC Office of the President (UCOP) show that work-family concerns are frequently cited by first-offer faculty candidates (both women and men) who turned down a position with UC, and by professors (both women and men) who left UC faculty positions.

Problems in the Academic Pipeline

National data from the Survey of Doctorate Recipients (SDR) show that women disproportionately leak out of the "academic pipeline" to tenure at two points:

1. **Before they begin their careers.** Women PhDs with young children and married women PhDs are less likely than all other doctoral recipients to enter tenure-track positions, thus diminishing the overall pool of qualified candidates.
2. **At the Assistant Professor level.** Tenure-track women, regardless of family status, are less likely than tenure-track men on a year-to-year basis to become tenured.

Work and Family Issues for UC Tenure-Track Faculty

Findings from the 2002-2003 UC Faculty Work and Family Survey, with more than 4,400 tenure-track faculty respondents provide sobering insight into the difficulties faced by UC faculty in negotiating work and family concerns. All UC faculty are extremely busy with professional, caregiving, and household responsibilities, but women ages 30 to 50 with children, are the busiest, logging over 100 hours per week in these combined activities. Despite the array of benefits and programs that currently exist, work and family stress is pervasive among UC faculty parents and the vast majority would find additional family friendly initiatives useful. In fact, UC faculty respondents, regardless of family status and gender, are overwhelmingly supportive of the idea of supplementing existing family friendly policies, resources, and benefits.



What is the UC Faculty Family Friendly Edge?

The UC Faculty Family Friendly Edge (<http://ucfamilyedge.berkeley.edu>) is a set of system-wide policy and program recommendations aimed at giving UC a competitive advantage by improving the work and family lives of its tenure-track faculty. It consists of both (1) increasing the use of existing family friendly policies and programs—which have been under-utilized because of lack of knowledge and fear of policy use—and, (2) implementing new family friendly initiatives.

A Strong Beginning— Since 1988, UC has had in place a series of highly progressive family friendly policies for tenure-track faculty:

- **Active service–modified duties (ASMD)** for faculty with substantial responsibility for the care of a newborn or a newly placed child under age five (e.g. relief from teaching duties for one semester or quarter).
- **Tenure clock extension** for assistant professors with substantial responsibility for the care of a newborn or a newly placed child under age five (one year per child event, capped at a total of two years).
- **Paid childbearing leave** for birth mothers (typically six weeks).
- **Unpaid parental leave** (up to one year).

Moving Forward— We recommended the following strategies to increase the use of existing policies:

- Make clear that **ASMD and tenure clock extension are entitlements.**
- Develop and disseminate a **faculty recruitment brochure** emphasizing UC’s family friendly policies, resources, and benefits.
- Provide comprehensive family friendly policy **informational packages** for chairs, deans and others (paper and electronic), and an informational session during **annual chair orientations.**
- Encourage policy use and a UC family friendly culture through the development of a **UC wide listserve/website** for faculty and others to share their UC work/life experiences and insights, **family friendly scheduling** of meetings and seminars for faculty, and campus **work/family advisory committees, work/life managers, and faculty equity officers.**

Solidifying the Gains— We propose these additional initiatives to improve the career and family lives of UC faculty:

- Offer a flexible **part-time option** for tenure-track faculty with caregiving responsibilities.
- Provide a **relocation counselor** for new faculty recruits and their families, and to assist with spousal employment issues.
- Increase the availability of high quality **university-sponsored infant and child care.**
- Create a university-sponsored **emergency back-up childcare** system.
- Encourage faculty hiring committees to **discount caregiving resume gaps** in order to assist PhDs in their efforts to return to academia after a family-related stop-out.
- Provide **adoption benefits** and **tuition reimbursement** for faculty and their family members; cover a portion of childcare expenses related to travel through existing faculty **travel grants**; and provide an **elder/adult dependent care counselor** at each campus.

These proposed changes and additions to the University’s family friendly policies will give UC a competitive edge in the recruitment and retention of tenure-track faculty.

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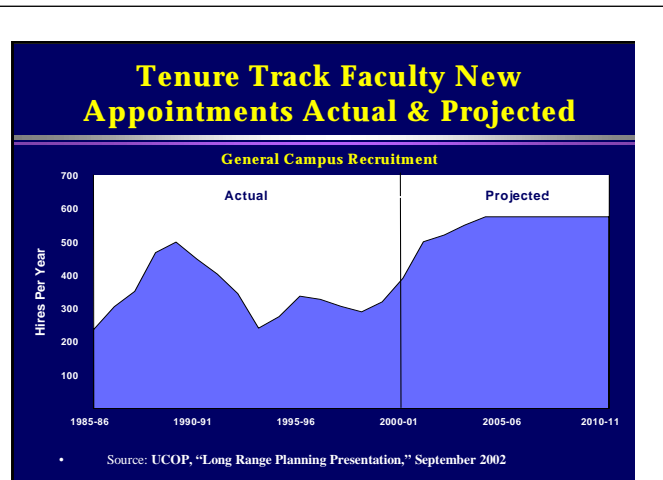
Recruiting and Retaining Faculty in the Future: Turning a Problem into a Competitive Edge

In the next ten years, the University of California (UC) is projected to embark on a period of accelerated hiring that will set in place the core UC faculty for the coming decades. The continued excellence of the UC system will depend—as it always has—on attracting and retaining the best and the brightest scholars to its ranks.

As a public ten campus and five medical center system with all sites located in areas of the country that exceed the national average cost-of-living, UC is faced with significant challenges in its recruitment and retention of top-flight faculty. UC faculty recruits and UC tenure-track faculty, pre- and post-tenure, may decline offers from or leave UC in favor of other academic institutions or the private sector for reasons related to cost-of-living and quality-of-life: housing, schools, childcare, spousal employment, and so forth.

Given these challenges, what cost-effective ways exist for UC to improve its ability to attract and retain exceptionally talented faculty who will carry the university into the future? One answer that we propose is the UC Faculty Family Friendly Edge for tenure-track faculty, a series of UC-wide policies and programs to assist faculty in achieving a satisfying and productive work and family life.

Our research indicates that work and family issues are a major concern for faculty members – particularly women faculty. With the policies of the Faculty Family Friendly Edge in place, UC will be better able to attract and retain first-rate scholars and foster continued academic excellence throughout the UC system.

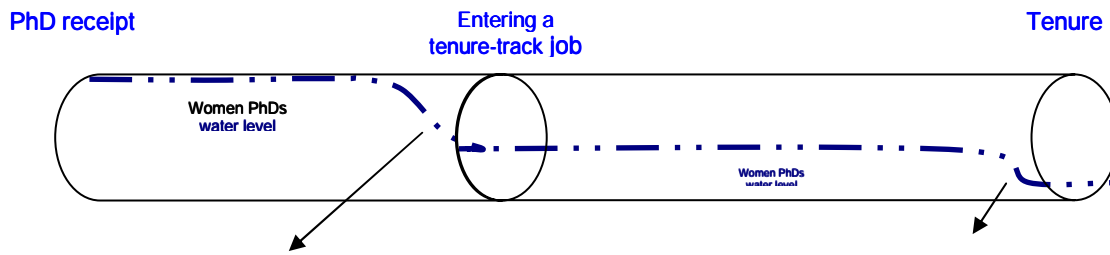


Campus Location	% of National Average
Santa Cruz	183%
Irvine	180%
Santa Barbara	179%
San Diego	164%
San Francisco	149%
Davis	142%
Berkeley	140%
Los Angeles	120%
Riverside	109%
Merced	106%

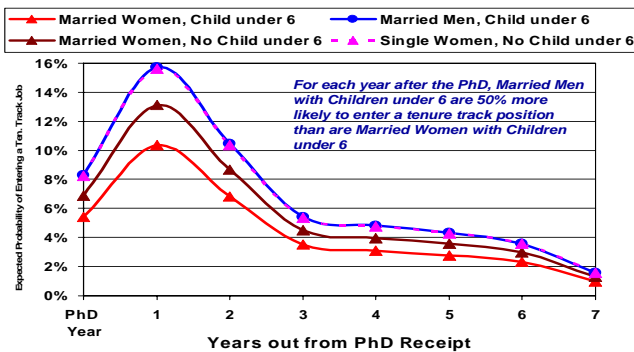
<http://www.bestplaces.net/>

The Problem of the Academic Pipeline: A Family and Gender Issue

The Pipeline to Tenure: National data from the Survey of Doctorate Recipients shows conclusively that women PhD recipients leak out of the academic pipeline to tenure at a disproportionately higher rate than men PhDs.¹ Most importantly, married women, with and without young children, are the least likely of all PhD recipients to secure a tenure-track faculty position. And even after securing a position, women, regardless of family status, are less likely on a year-to-year basis to become tenured.

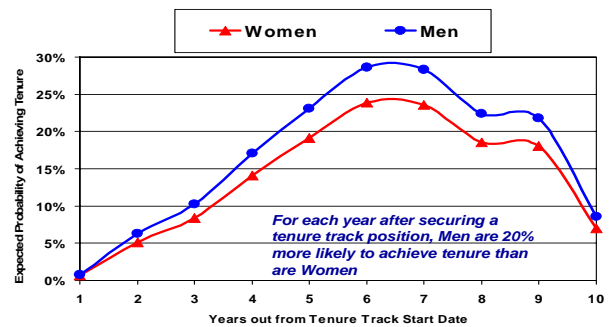


Leaks in the Pipeline: PhD to Tenure Track Position



Source: Survey of Doctorate Recipients, Sciences and Humanities, 1981 to 1995. Note: The use of NSF data does not imply NSF endorsement of research methods or conclusions contained in this report.

Leaks in the Pipeline: Tenure Track to Tenure



Source: Survey of Doctorate Recipients, Sciences and Humanities, 1981 to 1995. Note: The use of NSF data does not imply NSF endorsement of research methods or conclusions contained in this report.

“You should know that female graduate students are telling us over and over again across the nation that they are not going to become faculty members because they do not see how they can combine work and family in a way that is reasonable.”

UC Faculty Member (Note: All faculty quotes are taken from the UC Work and Family Survey.)

¹ Mason, Mary Ann, and Goulden, Marc. 2002. “Do Babies Matter: The Effect of Family Formation on the Lifelong Careers of Academic Men and Women.” *Academe* 88, Number 6: 21-27; Wolfinger, Nicholas, Mason, Mary Ann, and Goulden, Marc. 2004. “Problems in the Pipeline: Gender, Marriage, and Fertility in the Ivory Tower.” Presented at the 2004 Annual Meeting of the American Sociological Association, San Francisco.

The detrimental effects of this loss of women from the academic pipeline can be observed, for example, in the current application pool for UC Berkeley (UCB) tenure-track faculty positions. Though women constitute two-fifths of recent PhD recipients from top-ranked U.S. graduate programs, applicant data from UCB shows that qualified women PhDs comprise less than a third of the applicant pools. Thus, talented women are under-applying to open positions at UCB and are likely lost to the entire UC system.

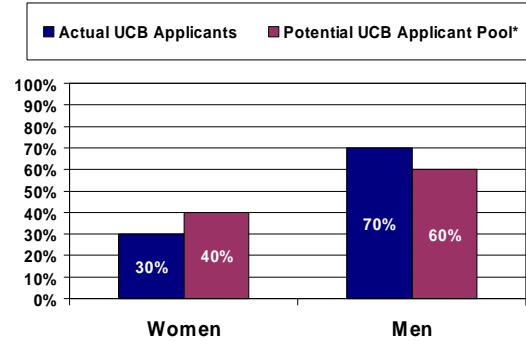
Moreover, despite recent progress in increasing the percentage of women among recent UC faculty hires, the long-standing effects of the problems in the pipeline to tenure can be readily observed at every UC campus, where women continue to comprise a small proportion of tenure-track faculty. Over the entire UC, women constitute just one-quarter of all tenure-track faculty.

The damaging repercussions of this inequity is likely to become more pronounced over time, as the nation's future faculty pool will be increasingly made up of women PhD recipients. Women already constitute the majority of Bachelor's, Master's and Associate's degree recipients and will soon comprise a majority of all Doctorate degree recipients in the U.S.

The disproportionate loss of women from the academic pipeline results not only in an inequity in gender balance among tenured faculty but also in an *overall diminution of the pool of*

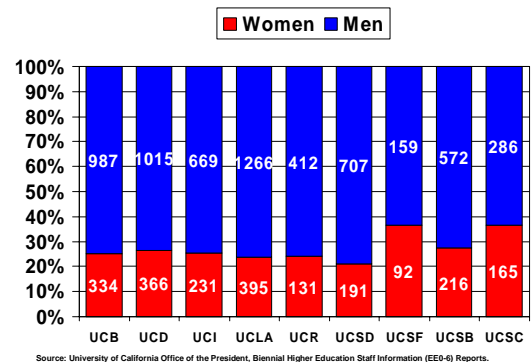
potentially excellent scholars who could fill the faculty ranks.

The Pool Problem at UC Berkeley: Ladder Rank Faculty



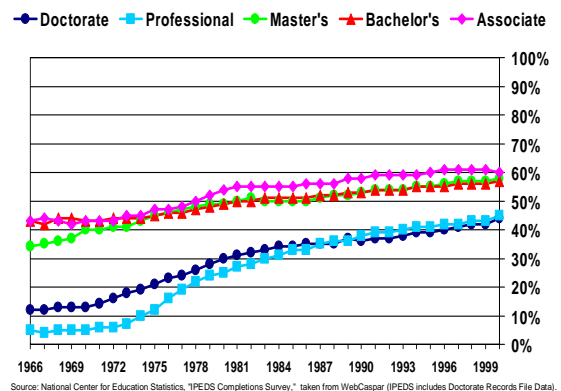
*Data prepared by Angelica Stacy, Associate Vice Provost for Faculty Equity, UCB. Potential UCB Applicant Pool is derived from NCES data on PhD degrees granted in 2000, cut to a selected group of top-ranked graduate institutions and cut to relevant disciplinary fields for UCB.

Full-Time Ladder-Rank Faculty at the University of California in 2003, by Gender and Campus



Source: University of California Office of the President, Biennial Higher Education Staff Information (EE0-6) Reports.

Women As a Percentage of All Degree Recipients in the US, by Degree Level, 1966-2000



Source: National Center for Education Statistics, "IPEDS Completions Survey," taken from WebCaspar (IPEDS includes Doctorate Records File Data).

Work and Family Life and Its Role in Faculty Recruitment and Retention

Why is this happening? Why are women opting out of or being pushed out of the academy? One answer is the tension between work and family responsibilities—a tension that is experienced more strongly by women.

To better understand the importance of work and family issues in the lives of UC tenure-track faculty and to test the effectiveness of existing family friendly policies and resources, we designed and conducted the University of California Work and Family Survey, which included all nine active UC campuses. In their responses to the survey, thousands of UC tenure-track faculty men and women cited considerable difficulties in negotiating the competing demands of work and family.

These difficulties are especially pressing for women faculty, ages 30 to 50, with children, who report spending over 100 hours a week on professional, domestic and caregiving activities (e.g. providing care for children, spouse, or elders). In contrast, men, ages 30 to 50, with children, spend slightly over 85 hours a week; and faculty, ages 30 to 50, without children spend no more than 80 hours a week on these activities. Thus, women with young children are particularly likely to experience a “time bind.”

Other data from the UC Work and Family survey support the assertion that work and family tensions are common among UC faculty parents and particularly so among women. Many reported, for example, that certain career responsibilities – such as professional work that requires travel

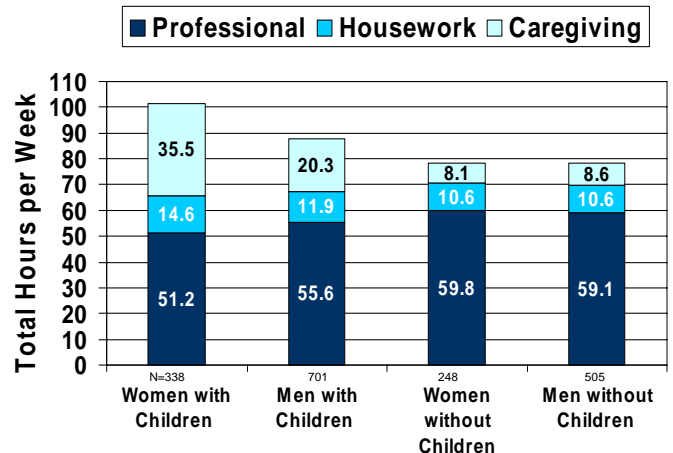
away from home and the time-intensive activities of writing and publishing—cause them a great deal of stress in their parenting.

UC Work and Family Survey: History and Response Rates

- The survey was designed to assess the effectiveness of UC’s existing family friendly policies for ladder-rank faculty (implemented in July 1988). It was first conducted at UC Berkeley, Fall 2002, and was rolled-out in Spring-Summer 2003 to the other UC universities (except UCM), with President Atkinson serving as the first contact email signatory.

University	# of Responses	# of Surveyed	Response Rate
Berkeley	743	1351	55%
Davis	820	1385	59%
Irvine	445	910	49%
Los Angeles	789	1758	45%
Riverside	367	663	55%
San Diego	472	998	47%
San Francisco	188	357	53%
Santa Barbara	374	802	47%
Santa Cruz	262	481	54%
Total	4460	8705	51%

Everybody is Very Busy (UC Faculty, ages 30-50)



In many cases, UC faculty members are faced with the tough decision of either prioritizing their career over their family or prioritizing their family over their career. It is a problem that affects both men and women, but women experience it at a higher rate. Indeed, the majority of UC faculty parents indicate that they have had to slow down their careers as a result of their parenting—over two-thirds of women and nearly half of men.

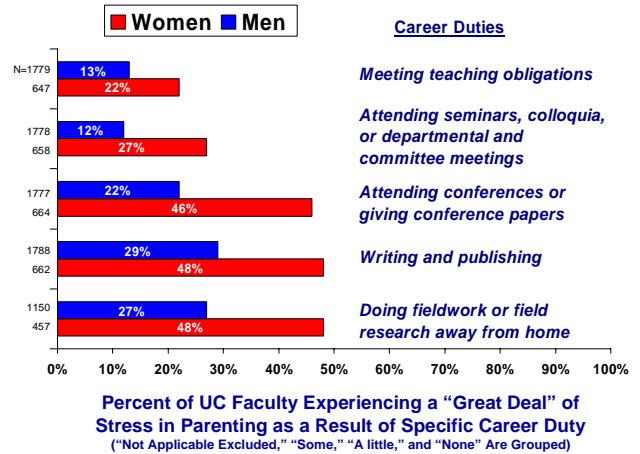
Additional surveys of chairs by the UC Office of the President (UCOP) also indicate that quality of life and family considerations play a large role in both the *recruitment* and *retention* of UC faculty.

UCOP Surveys of Chairs on Faculty Recruitment and Retention:

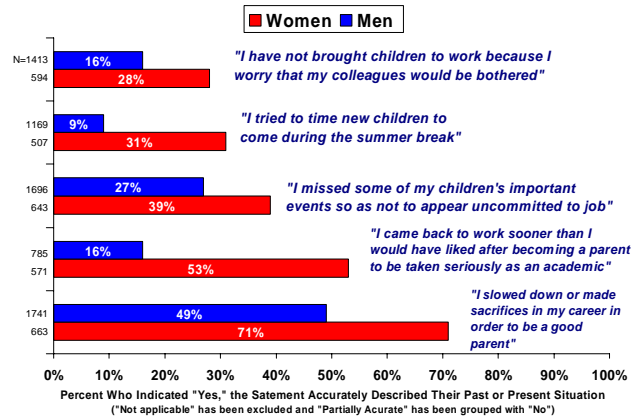
First-offer candidates who decline UC’s offer are most likely, in rank order, to cite the following as reasons for turning down a UC position: (1) better salary offer elsewhere, (2) spousal employment, (3) family/geographic considerations, and (4) housing problems.

UC faculty who leave their tenure-track faculty position cite, in rank order, the following reasons for vacating their position: (1) low salary, (2) family/geographic considerations, (3) housing problems, (4) spousal employment problems, and (5) lack of research money.

Career Duties That Place Stress on Parenting



UC Faculty Parents Experience Work-Family Conflict



Work and family life is, therefore, a central concern for faculty, and universities that can best address this issue will hold a distinct advantage in recruiting and retaining top-flight faculty and maintaining their academic excellence.

Work and Family Balance, Recruitment, and Retention: UC Faculty Point to a Problem

After 5 years at UC, I am leaving this month, to accept another teaching position on the east coast closer to my parents, with a work schedule I expect will allow me more time to spend with my wife and child as well.

I expect to marry and begin raising a family soon. This will likely necessitate resigning from UC to seek a private practice position elsewhere.

Recently an accomplished colleague left our department for a university inferior to [our campus] because he believed that he could balance his work and family life much better.

Knowing what I know now, I would have stayed in private industry where I could balance things better. Unless academia changes, it is not a place for people with children.

When asked to offer advice to first-time faculty parents, many UC parents acknowledged the difficulty of doing it all.

Accept that you can't do two full time jobs.

Do more than I did. I will never recover time lost with my three children. At the end of the day, 50 new papers do not overcome a missed smile from your child.

Don't plan on getting too much sleep. When I had my second child as an untenured faculty member, it was the most challenging time of my life in terms of trying to schedule everything and get everything done.

Don't wait to have kids- there is never a "good time."

Having children is far more time-consuming than you might think. The career of at least one parent WILL suffer substantial losses in advancement, salary, etc. If you have two children, plan on two DECADES of critical time lost in career advancement.

Accept from the beginning that a certain level of stress is inevitable.

Get a wife (or a stay-at-home husband) and inherit a lot of money. More seriously, I would say, your colleagues may seem nice now, but BRACE YOURSELF for stigmatization and long-term low salary levels.

To be honest, for a woman with tenure track responsibilities, it's a pretty impossible situation. The work is pretty crushing. There are wonderful times, but my kids DEFINITELY suffer from the amount of time that I have to spend on my work.

Only cry in private.



The UC Faculty Family Friendly Edge

What can UC do to stop these losses, keep its talented faculty, and maintain its academic excellence?

The UC Faculty Family Friendly Edge proposes to address these problems in a cost-effective way by improving and implementing a series of family friendly policies that will assist tenure-track faculty in meeting both their professional and caregiving responsibilities. Short of recalibrating the UC pay scale, we feel that this is the best and most cost-effective way to quickly and significantly increase the attractiveness of a UC position, give us a competitive advantage in the recruitment and retention of exceptional faculty, and help all members of our community realize their full potential.

Step One: Improving *existing* family friendly policies for tenure-track faculty

As a first and relatively easy step, UC can begin by making a concerted effort to increase knowledge and use of *already existing* family friendly policies, programs, and benefits. Indeed, the university has already put many mechanisms in place to assist faculty in negotiating work and family life. In July 1988, the UC Office of the President established a series of highly progressive family friendly policies that set UC apart as a national leader in addressing work and family issues among tenure-track faculty.

Though most of these policies have been in place for fifteen years, our research suggests that there are two major obstacles that have prevented many faculty members from using them.

The first obstacle to the use of existing family friendly policies is *the surprisingly widespread lack of knowledge* about them.

For example, among respondents to the Work and Family Survey, only *half* of the faculty was aware of the existence of the active service-modified duties (ASMD) policy, arguably the most important of the existing family friendly policies. In fact, only *just over a quarter* of faculty knew about all four major policies.

Existing Family Friendly Policies for Ladder-Rank Faculty*

- **Active Service-Modified Duties (ASMD)** — Ladder-rank faculty who have substantial responsibility for the care of a newborn or a newly placed child under age five (placed for adoption or foster care) may upon request be granted a temporary relief from duties (normally partial or full relief from teaching for one semester or quarter).
- **Tenure-Clock Stoppage** — Tenure-track faculty who have substantial responsibility for the care of a newborn or a newly placed child under age five may request a year stoppage of the tenure clock (one year per child event, capped at a total of 2 years).
- **Paid Leave** — Childbearing leave is granted on request to an academic appointee, before, during, and after she gives birth to a child. Academic Senate members on childbearing leave may receive base pay for up to six weeks. Those who need additional leave for medical circumstances may request it.
- **Unpaid Leave** — The Chancellor may also grant academic appointees up to one year of unpaid parental leave to care for their own child, their spouse's child, or the child of their domestic partner. If this unpaid leave is combined with childbearing leave, family and medical leave or a period of Active Service-Modified Duties, the total period may not normally exceed one year for each birth or adoption.

*All of these family friendly policies were first instituted by UC Office of the President in July, 1988, with subsequent modifications.

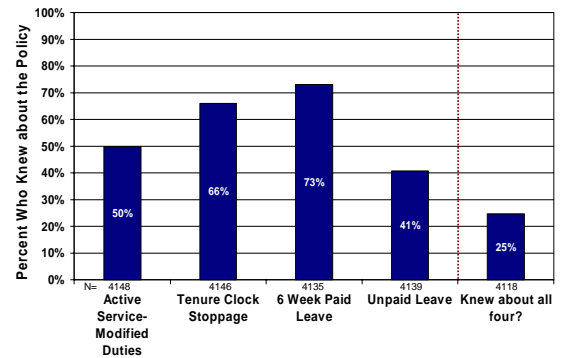
Increasing general awareness of the existing policies should therefore be part of the effort to improve the existing family friendly policies. To this end, we recommend a university-wide educational campaign for faculty and departmental administrators.

The key elements of the campaign will include:

1. The continuing development and publicizing of 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>], to provide news and information about UC’s family friendly policies at each of the ten campuses.
2. A specially designed *recruitment brochure* emphasizing the advantages of UC family friendly policies for job candidates.
3. Comprehensive *informational packages* for departmental chairs, faculty, deans, and others detailing existing family friendly policies, benefits, and resources.

While these educational measures will certainly have a positive effect, merely increasing knowledge of existing policies among faculty will not be sufficient to remedy the evident problem of under-use of UC’s family friendly policies.

UC Faculty Members’ Awareness of Policies



Some Eligible UC Faculty Had Never Heard of ASMD or Were Unaware of Its Uses

I had no idea this policy [ASMD] existed!

Although I knew you could request [teaching] relief after birth, I had no idea you could request modified teaching duties beyond maternity leave while doing primary child care for infants.

I was shocked to learn in . . . [an earlier survey question] that I and/or my [spouse] (who is also a... faculty member) might have been eligible for teaching relief, and that [my spouse] might have been eligible for six weeks of paid leave. I was never told about either of these programs, which is a little upsetting.

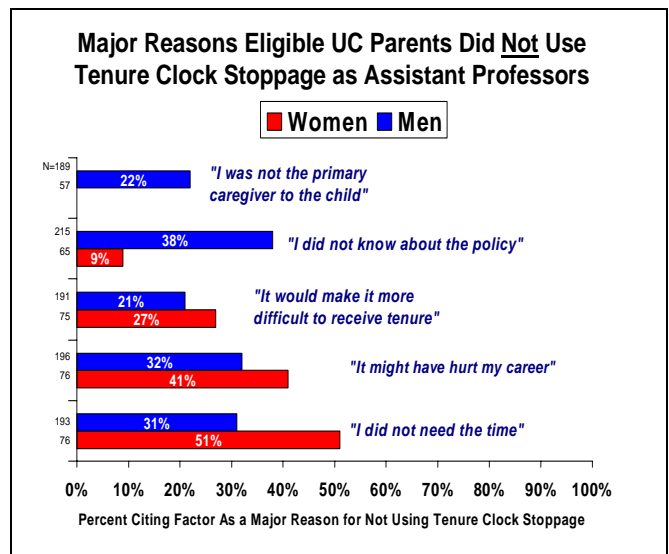
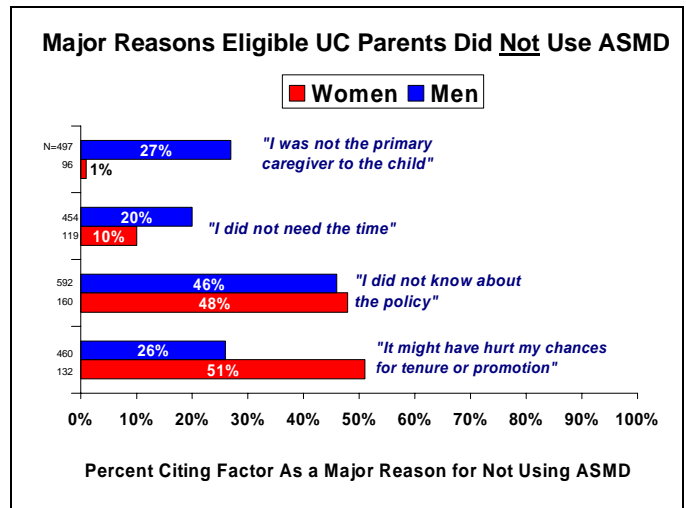
One striking feature about work life programs/policies at this campus is the difficulty of obtaining regular and accurate information, from recruitment to retirement. Departments are the principal unit for most faculty here, but on the whole departments (as well as schools) are inadequately staffed to update and educate faculty. As it is, much of the information is passed on by way of an ‘oral tradition.’ It works if you are in the loop, and tends to benefit those faculty (especially those with tenure) who have been around longer.

Our research also revealed a second obstacle to the use of existing family friendly policies: Some faculty fear that there will be negative repercussions to their professional careers – especially, negative opinions from faculty colleagues - if they make use of the existing policies.

Data from the Work and Family Survey confirm that many eligible faculty members do not use ASMD and tenure clock extension because they fear it may hurt their career or have other unpleasant repercussions. Over half of ASMD-eligible women and a quarter of ASMD-eligible men who chose not to use the policy cited the following reason as a major consideration in their decision: “It might have hurt my chances for tenure or promotion.” Similarly, two-fifths of women and around one third of men who were eligible to extend their tenure clock but chose not to do so cited the following reason: “It might have hurt my career.”

In fact, among eligible women and men UC faculty, the use rates for the four major family friendly policies are surprisingly low. For example, less than half of eligible assistant professor women used ASMD and less than a third used tenure clock extension. The use rates of eligible UC men are even lower, with at most only 1 in 10 using any of the policies.

Although sabbaticals are not intended for this purpose, some faculty chose to use their sabbatical as a way to meet parenting demands rather than using the existing family friendly policies.





Eligible UC Faculty Explain Why They Did Not Make Use of ASMD

Fear of appearing to not consider my faculty position a priority.

Prior to tenure I would never have considered using the option--I would have considered it . . . a fatal flaw.

I had accrued sufficient sabbatical credit and was encouraged by the dept. chair to take a sabbatical rather than request relief from teaching duties.

In my opinion, there is a certain 'culture' surrounding asking for teaching relief that makes it difficult for male faculty to consider this as a viable option.

Although the option existed, there was subtle pressure to maintain involvement/activity level.

Guess what, I planned my pregnancy so that I would deliver during a time that would not disrupt my teaching. . . . I planned to deliver after May when I wouldn't be teaching, then I could have the whole summer off without disrupting the department workload or my teaching workload. How odd is that? I bet it's common among women!

Eligible Faculty Explain Why They Did Not Make Use of Tenure Clock Extension

I felt that the clock for tenure is not truly stoppable. Colleagues will always look at the ratio of "papers published" per year

I have a general perception that it may hurt chances for tenure.

I chose to obtain tenure before starting a family, because of [promotion] fears [A]s a 40-year-old mother, I had a high-risk pregnancy.

I was very nervous about clock stoppage. I feared for the effect it might have on my tenure case.

Many senior faculty strongly advised that I not stop my tenure clock, because, based on other cases they have seen, [they] would view it negatively in assessing my chances for tenure.

UC Faculty Parents Advise First-Time Faculty Parents to Make Use of Existing Family Friendly Policies

ASMD is a terrific help in getting started with a new child, which is a critical period.

Take advantage of ASMD -- it is a wonderful thing. Be sure to enjoy the time with your newborns.

Take advantage of the programs offered for time off and stop the clock.

Take any available leave, take ASMD, and really enjoy being a parent. Your career won't go away. Fathers should take ASMD too!

[B]e empowered- know the policies of UC and take ASMD and not sabbatical.

[T]ake advantage of the policies to create a pro-child/pro-work culture around yourself.

UCOP has recently taken steps toward addressing and removing obstacles to the full use of existing family friendly policies.

The problem of fear evidently has deep roots in the academic and professional culture, and factors that contribute to the “voluntary” under-use of UC’s family friendly policies need to be identified and eliminated. One reason faculty may be reluctant to ask for (or department chairs may actively discourage faculty from taking) leave or modified duties is concern over departmental budgetary resources.

In order to alleviate any financial burden to individual departments resulting from the use of ASMD and leaves, President Atkinson in February 2003 requested that the campuses modify their procedures regarding these policies

(<http://www.ucop.edu/pressummit/letter.pdf>), by:

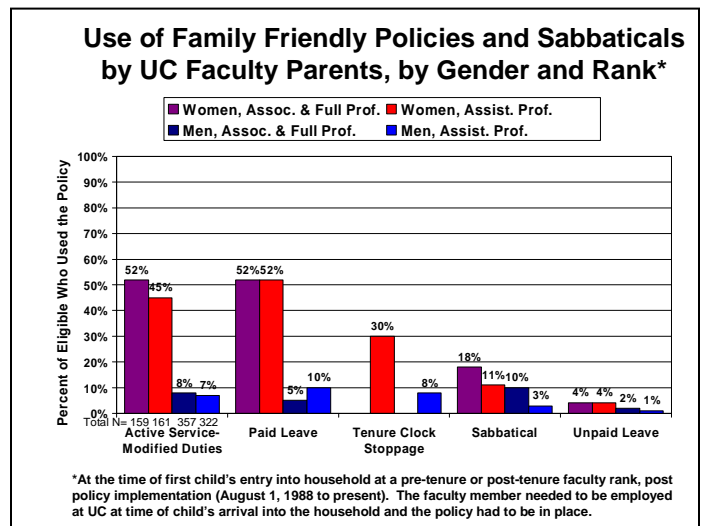
1. “Centraliz[ing] the funding for family leave and modified duties on campuses so that individual departments are not disadvantaged by faculty who make use of these policies.”
2. Changing the language in the Academic Personnel Manual (APM) to make it clear that ASMD and tenure clock extension *are entitlements* (if requested, use of these policies are automatically granted).

As part of a larger focus on the *institutional culture* of the UC community, and the level of awareness of and receptiveness to existing family friendly policies and resources among faculty and administrators, we recommend that every university have in place a *work/family advisory committee, a work/life manager, a faculty equity officer,*

and a work-family *annual chair orientation session*. These types of institutional mechanisms will help to ensure that faculty feel comfortable using family friendly policies and that front-line administrators who are directly involved in the process fully understand their appropriate use.

We also recommend that the scheduling of faculty meetings, classes, seminars and receptions take into account the caregiving responsibilities of faculty. For the most part, departmental events should be scheduled between 8 a.m. and 5 p.m. to allow faculty parents to more easily meet the dual needs of work and family. Small changes of this type can have a large impact on departmental culture and feelings of inclusion among faculty.

Further cultural change in the academy is contingent on wide-scale acknowledgement and acceptance of the diversity of faculty family structures, situations, and needs. For example, dispelling myths about lack of seriousness among faculty who use tenure clock extension to meet family needs, or nursing mothers who bring babies to conferences or presentations would go a long way toward fostering a UC *family friendly culture*.



UC Faculty Discuss the Need to Make the University Culture More Family Friendly

[We] need to change the culture of many departments where taking leaves of any kind, or even going part-time will inevitably be seen as a lack of seriousness in building a career.

[W]e need to encourage a family friendly culture in DISCOURAGING evening and weekend meetings, discussion groups, courses, etc. If it's important - get it done between 9 and 5.

. . . [We should] maintain boundaries between work and family so as to protect the latter from the total colonization [by] the former.

. . . the UC system does not have a "family friendly culture" and does not meet a First World standard for supporting faculty who are primary caregivers.

[T]here are still so many faculty who do not have these [caregiving] responsibilities that the problem is less with policy than with general culture of academe and expectations. Meetings and events very often conflict with the end of the childcare day. Guilt and failure on all fronts is a given.

Over the course of my career [as a UC faculty member] I have observed the university increasingly taking on the model of corporate culture. I am not surprised that so few of my junior colleagues have decided to have children. Graduate students pick up the signal very early: devote time to family or community at your own risk.

My loss of an immediate family member was not recognized at my University as a serious tragedy. This is also a reflection of our culture--the unrealistic belief that bereavement is completed in 1-2 weeks.

Eligible Faculty Parents Describe the Role of their Chair in the Denial of their Use of Family Friendly Policies

My chair argued that relief from teaching duties was exceptional.

My chair told me that there were not such policies. He even . . . [communicated to me] that he was growing impatient with my request 'for special treatment.'

My chairman initially tried to pressure me to not take ASMD "for the good of the department"...

[M]y chair initially told me such relief would make the department look bad.

I was [told] by my department chair, as untenured faculty, actually using the stopped tenure clock or leave would be held against me. I was back teaching a day after getting out of the hospital.

Step Two: Implementing a series of *new* family friendly policies, resources, and benefits.

Putting in Place the UC Faculty Family Friendly Edge

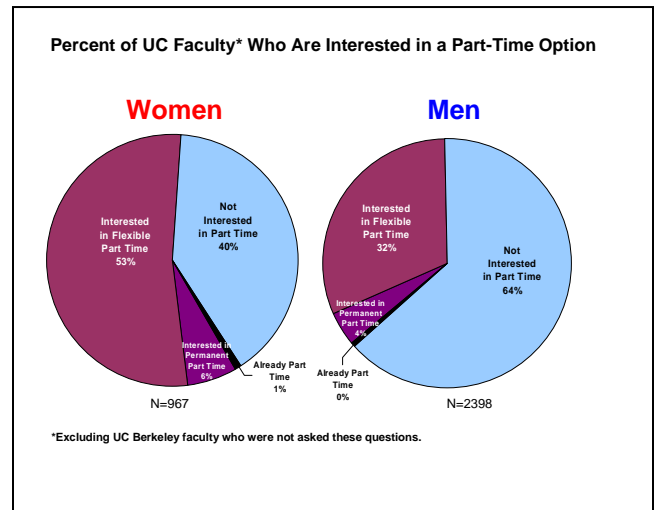
In addition to the improvement of current policies and programs proposed in Step One, we also propose a series of new additions to the university’s existing family friendly policies, programs, and resources. While we are proud of what we have, the addition of the following new options and benefits for tenure-track faculty will be a valuable, low-cost way to give UC a substantial competitive edge in these critical coming years of accelerated hiring.

1. Flexible Part-Time Options for Tenure-track Faculty—We recommend that the UC system adopt a flexible part-time option for faculty that will allow them to shift to part-time as family and life needs arise. Currently tenure-track faculty have available to them a permanent part-time option with Chancellor’s approval. There is no guarantee, however, that part-time faculty can then resume full-time work at a later date, and this option has rarely been used.

As part of the Work and Family Survey, we asked UC faculty whether they would be interested in using a flexible part-time option that would allow them to go part-time for a stated period of time and then resume full-time status at a later date. A large proportion of faculty expressed interest in this type of option – over half of women respondents and almost a third of men respondents. In fact, three-fifths of women faculty respondents would be interested in

either a flexible or permanent part-time option.

The reasons that UC faculty are interested in a flexible part-time option reflect the many changes that faculty experience over their life course – childbirth/adoption, family illness, personal health issues, adult dependent care responsibilities, phased retirement, and so forth.



Reasons UC Faculty are Considering a Flexible Part-Time Option

Reasons for Considering Part-Time Option	% citing reason as important*	
	Women	Men
To care for a sick family member	84%	78%
To achieve a better balance between work and family	77%	61%
For personal health reasons	65%	60%
To care for a newborn or newly adopted child	60%	52%
To phase into early retirement	54%	61%

N= 564 to 602 women, 1026 to 1061 men, depending on the question.
*Important includes "Very" and "Somewhat" important vs. "Not Too" or "Not at all"



UC Faculty Comments on the Importance of Adding to Existing Family Friendly Policies and Resources

Better family friendly policies are imperative.

Families need all the help they can get given the current pressures in their communities as well as in the workplace.

I am delighted that the University is taking these steps. When I came, I heard a senior-level administrator (privately) say junior faculty ought not to have children.

[W]e've just lost a new faculty member who feels she can't be a good mother to her infant child and do what she must to get tenure....

Anything that can be done to help should be done! All these suggestions are good, and long overdue....

UC Faculty Argue for the Importance of a Flexible Part-Time Option

A part-time tenure track option is a great idea. I have experienced extreme stress during my time as an assistant professor. Along with childcare stresses, my husband suffered a major illness as well. I literally have no idea how I have managed to juggle work and family. If I had it to do over again, I would not attempt to do this -- it is just too hard and painful.

I believe that it is essential that faculty can maintain tenured track appointments but be allowed to be part time for periods of their career especially with young infants or with problem teenagers or elderly ill parents/spouses. The present policies are antiquated.

I believe that UC should seriously consider the formation of part-time faculty positions. Many two-career families (that now require 2 faculty slots) would be just as happy with 1.5 faculty slots -- so each could be .75 time employees, or one could be full time and the other .5 time. This would definitely ease the burdens of childcare and other family responsibilities and would offer faculty the option of pursuing their careers in a manner that allowed the needed time for families. At present, with no options for part-time work, UC is not "family friendly" -- if both members of a married couple have full-time positions, they must work extended hours, leaving less time for their families. This then leads to neglecting the children, having to have someone else (e.g., a nanny) be the primary caretaker, or some other arrangement that the parents may not prefer.

I VERY STRONGLY support the option of going to part time status. I feel as though if this option is not there for me, I will probably quit (which I don't want to do).

I have thought many times that I would love to work part time, but there doesn't seem to be a way to do that under the current system. I am frequently tempted to "chuck it all" and become a stay-at-home mom, but I know that I will want to have a full-time academic career down the road. A part-time position would allow me to keep my career going without missing so much of my children's lives.

2. Relocation Counselor— We recommend that a relocation assistance and spousal/partner employment counselor be staffed at each campus. Scholars who are considering taking a faculty position at a UC campus can face a range of geographic relocation issues if they have a spouse or partner, children, parents, or other family members who are moving with them. Though several campuses have staff who perform some of these services, and one campus has a full-time relocation counselor, we envision the creation of such a position as a low-cost but essential element of the UC Faculty Family Friendly Edge. Currently, relocation services are parsed up and departmental chairs are charged with the duty of handling or redirecting job candidates' questions.

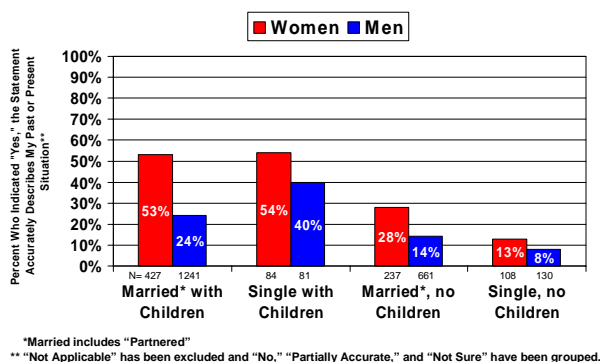
Among UC faculty, women with children have the least latitude when it comes to location-related issues. This is a national pattern that suggests that a trained relocation counselor could play an essential role in the recruitment and retention of all future faculty, but particularly women faculty. In addition, the counselor would provide spousal/employment services to address dual career issues of prospective and current faculty, and to support retention as well as recruitment.

3. University Sponsored Infant and Child Care— Though available on all campuses, the current resources are insufficient to meet faculty needs. This initiative involves identifying a funding mechanism for the development and ongoing support of childcare services.

In 2001, President Atkinson targeted childcare as an issue of great importance to the UC system and established a Taskforce on Childcare. At that time, the taskforce concluded that UC needed at least twice as many childcare spaces as currently available. That year UC launched a “new child care facilities initiative” that included non-state matching grants to assist campuses in the development of new facilities. This initiative will no doubt help to add new spaces, but the current resources are still insufficient to meet the needs on our campuses.



Location, Location, Location (UC faculty)
“I have been unable to consider job offers outside my current geographical location because of family reasons.”



4. Emergency Back-Up Childcare— We propose that the UC campuses provide faculty with access to emergency childcare facilities or care providers, a service not currently in existence at any of the UC campuses. Back-up child care is needed when, for reasons of child or provider illness, or other unexpected eventuality, regular childcare arrangements have to be changed on very short notice. Stanford University and other major universities, as well as many private sector employers, have

already established vendor relationships with private companies to provide access to high quality emergency childcare services. The costs of these services to institutions are low because of low use rates and co-payments made by users; yet the value to faculty quite high. The benefits of such a program to UC would include higher faculty morale, an additional advantage in recruitment efforts, and less work lost among current faculty when emergency childcare situations arise.

“High quality, accessible and affordable child care is a critical priority that addresses the work and life needs of all members of the university community.”

—Former UC President Richard Atkinson

UC Faculty Comment on the Importance of Emergency Back-Up Childcare

Emergency back-up childcare would be invaluable. Ideally there would be two forms: drop-in (“My department just scheduled a crucial faculty meeting that I can’t miss,” “My granting agency just gave me a two-day deadline to redo an application”) and slightly longer-term, with more notice (“I’ve been invited to speak at a three-day conference in London next month.”) It would be important to have flexible hours that match real academic work schedules, not just 9 to 5.

For me, the absolute top priority should be the emergency back-up child care program for children who can’t go to day care for a few days (because of day care holidays, or mild colds, etc.) This would relieve almost all the acute stress of balancing child rearing and work. Lack of backup child care is the glaring gap in our child care system, and one that UC could fill. The co-pay could be fairly high, and it would still work because parents would use it only for the time slots they absolutely need (both parents have a key meeting, or have to teach a class). I would do almost anything to help set up such a system at [my campus].

An emergency back-up child care program, or even a list of babysitters I could call, would save my life!!!

An emergency child care program would be absolutely terrific, particularly if it could provide in-home care for mildly ill children.

5. Discount Caregiving Related Resume Gaps

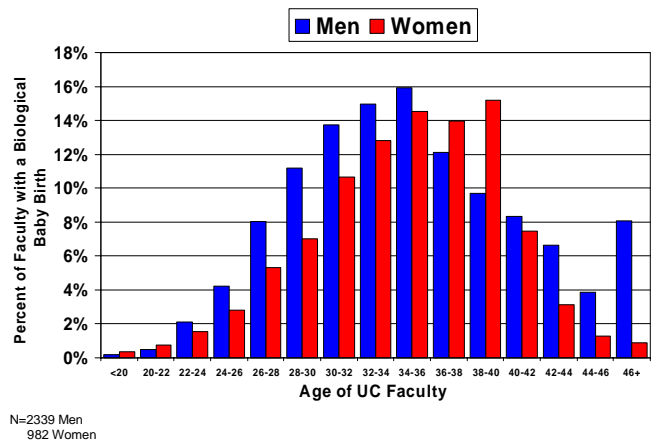
—For scholars who delay starting their academic careers to start families or provide care to others, it is extremely difficult to return to academia by securing tenure-track or postdoctoral positions. Faculty hiring committees often view these applicants as suspect because of gaps in their vitae and the time that has elapsed since they received their PhDs. UC can, therefore, assist individuals in returning to academia after a family related stop-out, and help to combat this loss of potentially excellent scholars by encouraging faculty hiring committees to discount caregiving related resume gaps.

6. Adoption Benefits— Evidence from the Work and Family Survey demonstrates clearly that UC women faculty are more likely than their men colleagues to delay childbirth until their late thirties and early forties. UC women faculty are also more likely than men to indicate after the age of likely fertility (40 years) that they have had fewer children than they wanted. Among women who had one child, almost two-thirds wanted to have more children. Overall, UC women faculty are twice as likely as UC men faculty to indicate they wanted more children, 40% to 20%.

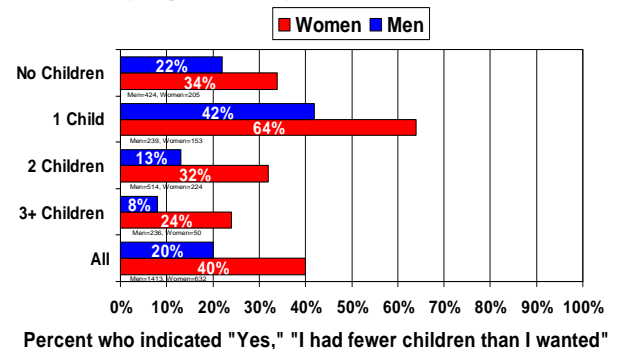
Many competing universities and major employers offer their employees adoption benefits such as reimbursement for adoption-related expenses, but currently UC does not. Given the childbearing patterns identified in our survey, adoption benefits are an important part of the UC Faculty Family Friendly Edge. The use-rates of adoption benefit programs tend to be low, resulting in a relatively minimal overall cost to the UC system with the potential positive impact for individuals in need extremely high.

7. Tuition Reimbursement for Self and Dependents—Many universities offer free or highly discounted tuition to their faculty and staff for use at their university, or often at any other university. This is a significant benefit for parents of college-age children and serves as a significant retention tool for parents. This benefit had been previously recommended by the University Committee on Faculty Welfare. We recommend free tuition for self and immediate family members (spouse/domestic partner and children) at any UC campus or medical center accepting the applicant, regardless of where the faculty member works.

Biological Baby Births by Age of UC Faculty



Having Fewer Children Than They Wanted: UC Faculty, Ages 40-60, by Gender and Number of Children



Delaying Fertility: Some UC Faculty Advise Against Having Children Prior to Tenure

Avoid having kids before getting tenure. I wish it wasn't so, but I had to learn it the hard way myself.

Because UC faculty responsibilities and research can be all-consuming, and because parenting demands are unpredictable and cannot be shirked off or appropriately transferred to another most of the time, wait at least until tenure is granted before considering parenting.

Do not have children until you have tenure!

Avoid getting married and having children at least until after you get tenure and have a well established research program.

8. Caregiving Expenses Related to Travel—

Inability to travel to professional meetings and conferences to present papers and to meet colleagues is cited as a significant problem for faculty with caregiving responsibilities. Within that group, nursing mothers experience acute difficulties. Most grants do not allow funds for child or dependent care expenses to be used for travel overnight. We recommend that funds be allocated to provide infant or child care for mothers who bring them to meetings or conferences, or to pay for care when a child or dependent is left at home.

9. Elder/Adult Dependent Care

Counselor— A study completed in the early 1990s on the UC Berkeley campus found that 63% of UC Berkeley faculty and staff age 30 or older were either currently providing regular and ongoing assistance to an elder/adult dependent, had done so during the past five years, or expected to do so within the next five years. Those providing caregiving reported missing an average of 5 hours of work per month to attend to adult care responsibilities. Many faculty, who on average begin having children in their late 30s, have to meet the complex dual needs of providing care to children and a dependent elder/adult simultaneously.

Providing care to an elder/adult dependent is a complicated issue, and each caregiving situation and set of corresponding needs is unique. While most UC campuses provide some amount of elder/adult care resources, we recommend that an elder/adult dependent care counselor be provided at each UC campus. The counselor would offer at no cost, individual confidential counseling, consultation, and resource referrals for faculty who are facing caregiving issues or anticipate doing so in the future. The counselor would also provide caregiver groups, and educational brown bag

programs on topics relevant to caregiving. Such a provision would be a cost-effective way to support UC faculty in meeting both their work and family needs.

Faculty Comment on the Importance of Elder/Adult Dependent Care Issues

I spent 4 years caring for an elderly father in my home. It was far more time consuming than caring for a child....Now I have a spouse with cancer, a more difficult experience than the joyous positive experience of having a child.

I take care of an elderly and ill parent that needs supervision and constant care.

The last four years prior to 2002 were extraordinarily difficult. In addition to caring for my two children, my wife and I were providing a lot of care to my elderly father and my wife's elderly mother..... I suspect many faculty who have had children later in life will find themselves in similar situations. I think this situation -- having to care for both children and elderly parents at the same time represents the most problematic work/family issue confronting faculty today.

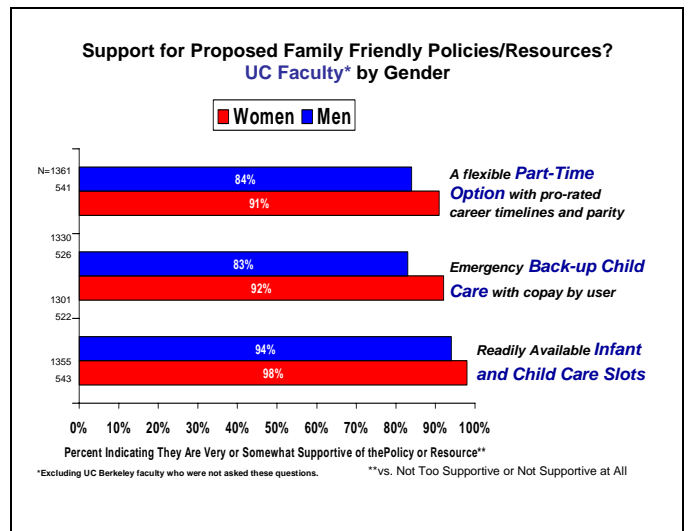
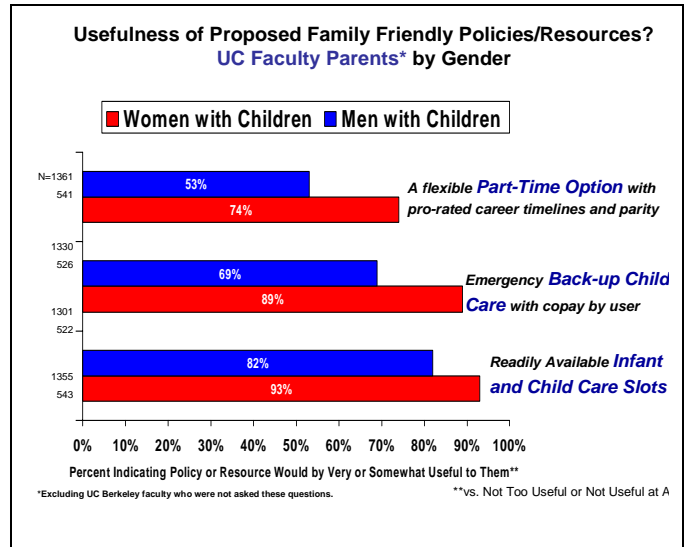
I think that at the least, the so-called "family friendly" policies should be broadened to include the need to care for severely disabled children or other family members irrespective of their ages, and the recognition that in some cases, this may be an essentially permanent condition.

Elder care takes a significant amount of time - hours each week even under normal circumstances, even though my parents' care is physically handled by others and managed by a senior care management agency. This obligation has slowed down considerably my advancement through the ranks of associate professor, which, I firmly believe, allows colleagues, including those who are in positions to evaluate my work to consider me a slouch.

Usefulness of and Support for Additional Family Friendly Initiatives

Data from the Work and Family Survey demonstrates clearly that UC faculty parents would find these additional policies and resources helpful for balancing work and family needs. UC faculty parents were particularly likely to indicate that infant and childcare – both day-to-day and emergency back-up – would be of use to them. Large percentages of faculty parents, particularly women, also indicated that making available to them a flexible part-time option would be a useful addition to the existing policies and resources.

Furthermore, responses to the survey demonstrate that there is widespread support for these proposed family friendly measures among all faculty, not just faculty with children. Readily available infant and child care slots received a near unanimous vote of support, with emergency back-up child care and a flexible part-time option showing strong support.



Conclusion

The continued excellence of the University of California will depend on the successful recruitment and retention of top-flight scholars. As UC enters into a period of accelerated hiring that will put in place the core faculty for the decades to come, it is important that we employ all means at our disposal for attracting and retaining the best and the brightest, who will carry the University of California into the future. These proposed changes and additions to the university's family friendly policies will give UC a competitive edge: the UC Faculty Family Friendly Edge.

The UC Faculty Family Friendly Edge:

New Additions

- **Active Service-Modified Duties (ASMD)**—in addition to the existing one-semester/quarter relief for new parents with substantial childcare responsibilities, an additional semester/quarter relief from teaching duty for birth mothers, funded centrally and readily available to all eligible faculty.
- **Tenure Clock Extension**—an entitlement to the existing one year tenure clock extension (one year per child event, capped at a total of two years) for assistant professors who are new parents with substantial childcare responsibilities, to all eligible faculty without fear of reprisal.
- **A Flexible Part-Time Option**—to allow tenure-track faculty to go part-time temporarily or permanently as life course needs arise.
- **UC Recruitment Brochure and UC-Wide Work and Life Websites** —to publicize the existence of family friendly policies, resources and benefits, and promote their use.
- **Family Friendly Scheduling**—to assist faculty in meeting the needs of work and family.
- **Work/Life Committees, Work/Life Managers, Faculty Equity Offices, Informational Packages, and Annual Chair Orientations** —to ensure widespread knowledge and encourage the use of family friendly policies, resources and benefits.
- **Relocation Counselor**—a professional counselor at each UC campus who can assist faculty recruits with issues of spousal/partner employment, schools, housing, and other geographical relocation issues.
- **University Sponsored Infant and Child Care** --increase the availability of high quality infant and child care for faculty through identification of new funding mechanisms.
- **Emergency Back-up Childcare**—a new benefit to provide an option for faculty with emergency childcare needs.
- **Discount Caregiving Resume Gaps**—to assist academics who have taken time off for family reasons in re-entering the tenure track.
- **Adoption Benefits**—to help faculty to pay for adoption-related expenses.
- **Tuition Reimbursement**—reimbursement of tuition expenses for immediate family members at any UC campus or medical center
- **Reimbursement of Travel-Related Caregiving Expenses**—to assist faculty in negotiating professional travel and caregiving responsibilities.
- **Elder/Adult Dependent Care Counselor**—a professional counselor at each UC campus who can assist faculty who have caregiving responsibilities for a dependent adult.