The Lifecycle of Faculty Careers: Building the Business Case for Institutional Work-Life Supports

Jean McLaughlin and Robynn Pease
April 21, 2016
Presentation Outline

• Introduction
• The Business Case for Work-Life
• Major Career Stages and Work-Life Concerns
• Examples of Institutional Work-Life Best Practices
• Benchmarking Work-Life Across the Career Cycle
• Conclusion
• Questions and Comments
The Business Case for Work-Life Programs

- Faculty Recruitment
- Faculty Retention and Engagement
- Promotion of Diversity and Inclusion
- Multi-Generational Workplace
- Institutional Cost-Savings
Work-Life Best Practices = Cost Savings

Faculty Recruitment is Expensive

• Through a National Science Foundation “ADVANCE” grant, Iowa State University showed an average savings of $83,099 by retaining one faculty member through flexible policies, rather than having to hire a new faculty member.

Reference
Dual Career Hires are on the Rise

**Reference**
Dual Career Support = Increase Faculty Diversity

• The Clayman Institute study reported that 72% of all faculty respondents had partners who were employed or had careers.
• Nearly 30% of minority women and 32% of minority men were partnered with another academic.
• Additionally, 88% of dual hires surveyed would not have accepted offers if not for attention to the spouse’s predicament.
• Finally, unresolved partner predicament was the one of the most cited causes of recruitment failure, particularly for female recruits.
Work-Life Support = Increased Engagement

A study on faculty well-being reported that faculty who used dependent care support offered by their institutions

• reduced stress
• increased ability to work a day or more when they would not otherwise have been able to
• increased ability to work on research
• increased attendance to meetings they would otherwise have missed
• increased ability to meet with students

Reference

April 14, 2016
Work-Life Considerations Across the Professional Lifespan

- Professional Productivity and Success
- Personal Well-Being
- Family Well-Being
- Institutional Engagement and Commitment
Work-Life Support During Recruitment

Work-Life Best Practices

• Dual Career Assistance for Partner or Spouse
• Childcare and School-Age Program Resources
• Childcare Reserved Slots
• Eldercare and Adult Dependent Resources
• Relocation Information and Assistance
• Candidate Work-Life Consultations
Work-Life Best Practices During Mid- and Late-Career

Workplace
• Flex Time – Flexible Work Schedules, Tenure Clock Reset
• Mentoring
• Leadership Training

Dependent Care
• Childcare – Lactation Stations, Onsite Childcare
• School-Age Afterschool and “Snow” Day Programs
• Eldercare Support Groups and Resources
• Emergency Back Up Care
Work-Life Support During Mid- and Late-Career

Wellness
• Healthy Campus Initiatives
• Fitness Programs
• Employee Assistance Programs/Mental Health

Retirement Planning
• Retirement Workshops
• Options for Meaningful Engagement Post-Retirement
• Succession Planning
Research from the American Council on Education

Competition Surveys of Research Universities (2006), Master’s Large Institutions (2008), Liberal Arts Colleges (2009), and Schools of Medicine (2012)

- Career Satisfaction
- Reasons to Stay and Leave
- Climate for Work-Life Balance
- Policy Usage & its Impact on Career

Competition Surveys for all schools re: Retirement (2012)

- Plans to Retire
- Institutional Supports
Research from the American Council on Education

All things considered, how satisfied are you with your faculty career at this college/university?

<table>
<thead>
<tr>
<th>Category</th>
<th>Very Satisfied</th>
<th>Somewhat Satisfied</th>
<th>Slightly Satisfied</th>
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<tr>
<td>Medical Schools</td>
<td>46%</td>
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<td>10%</td>
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<tr>
<td>Research</td>
<td>49%</td>
<td>37%</td>
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<tr>
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<td>11%</td>
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<td>37%</td>
<td>6%</td>
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</table>
Research from the American Council on Education

Why did you take steps to leave your college/university?

- Better Salary
- Higher Rank
- Better Work-Life Balance
- Another Reason
- Prestigious Institution
- More Visibility
- Better Dual-Career Fit
- Less Pressured Environment
- Greater Career Flexibility
- Leaving Academe
- More Teaching-Oriented School
- Retiring

Legend:
- Green: Research (n = 3918)
- Red: Masters (n = 1014)
- Blue: Liberal Arts (n = 643)
- Purple: Medical Schools (n = 2650)
Which are the most important reasons you stay at your college/university?

- Research (n = 10054)
- Masters (n = 3076)
- Liberal Arts (n = 1833)
- Medical Schools (n = 8042)
Research from the American Council on Education

Overall, senior administrators here are committed to providing career flexibility to faculty with all kinds of personal or family needs

<table>
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<th>Strongly Agree</th>
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<th>Somewhat Disagree</th>
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<td>47%</td>
<td>21%</td>
<td>6%</td>
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Research from the American Council on Education

Overall, senior administrators here are committed to providing career flexibility to faculty for their professional needs

<table>
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<th>Somewhat Disagree</th>
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<td>29%</td>
<td>44%</td>
<td>19%</td>
<td>7%</td>
<td>1%</td>
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Policy Usage

• Most commonly used policy is paid maternity/parental leave (except in medical schools, where it is ASMD)

• Women were more likely to believe policy usage had a less positive or negative impact on career
  • Women were less likely to receive full pay during policy usage
  • Women were more likely to consider “support” for career flexibility
  • Women were more likely to engage in bias-avoidance behaviors

• Both men and women were concerned about “undue burden” placed on colleagues when choosing not to use policy
Research from the American Council on Education

Retirement (Faculty and Senior Administrators)

- 75% of faculty want to stay connected to their school or discipline
- Faculty want help in “stepping down” retirement
  - …but “don’t know” what would be helpful
  - …say it’s “easier” to “do nothing” to prepare for retirement
  - …want more help and communication from administration, community, former faculty/staff
- Some schools are worried about gender and racial diversity dropping when baby boomer cohort retires
Conclusion and Q&A

• The Business Case for Work-Life
• Building a Culture of Work-Life Support
• Leadership Sets the Tone
• Work-Life Best Practices Across the Lifecycle of Faculty Careers

Thank you
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Additional References


- http://www.acenet.edu/higher-education/topics/Pages/Faculty-Issues.aspx

- https://www.acenet.edu/news-room/Pages/Making-the-Business-Case-for-Workplace-Flexibility.aspx