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

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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

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The Business Case for Work-Life Programs

- Faculty Recruitment
- Faculty Retention and Engagement
- Promotion of Diversity and Inclusion
- Multi-Generational Workplace
- Institutional Cost-Savings

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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

American Council on Aging. *Making the Business Case: The Imperative for Supporting and Promoting Workplace Flexibility in Higher Education.*
https://www.acenet.edu/news-room/Pages/Making-the-Business-Case-for-Workplace-Flexibility.aspx

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Dual Career Hires are on the Rise

FIGURE 9: DUAL HIRES AS A PROPORTION OF ALL RESPONDENTS HIRED EACH DECADE
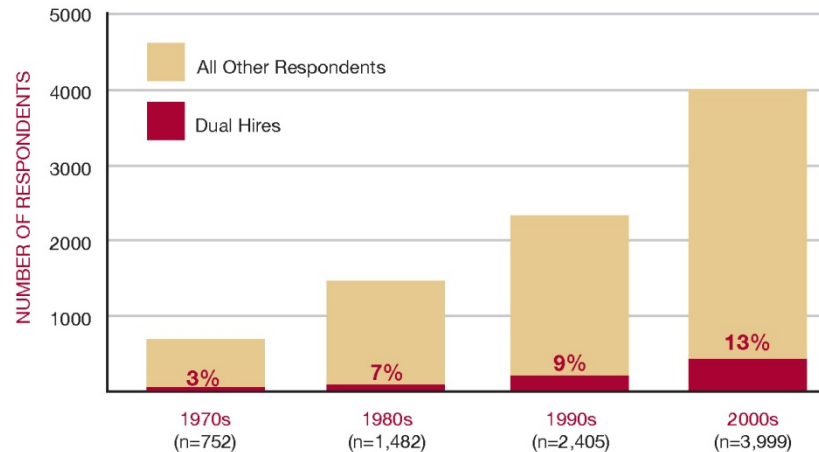
Dual hires represent 10 percent of all respondents. The proportion of dual hires has significantly increased from 3 percent in the 1970s to 13 percent in the 2000s.

Reference

Schiebinger, Londa, Andrea Davies Henderson, and Shannon K. Gilmartin. *Dual-Career Academic Couples: What Couples Need to Know*. (2008) Michelle R. Clayman Institute for Gender Research, Stanford University. Palo Alto, CA. http://gender.stanford.edu/dual-career-academic-couples

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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.

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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

English, Lucy and Laura Avakian. (2012).*Transforming Higher Education through Faculty Well-Being*. Horizons Workforce Consulting.
http://aapm.utoronto.ca/sites/default/files/attachments/higher_ed_whitepaper_FINAL.pdf

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Work-Life Considerations Across the Professional Lifespan

- Professional Productivity and Success

- Personal Well-Being

- Family Well-Being

- Institutional Engagement and Commitment

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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

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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

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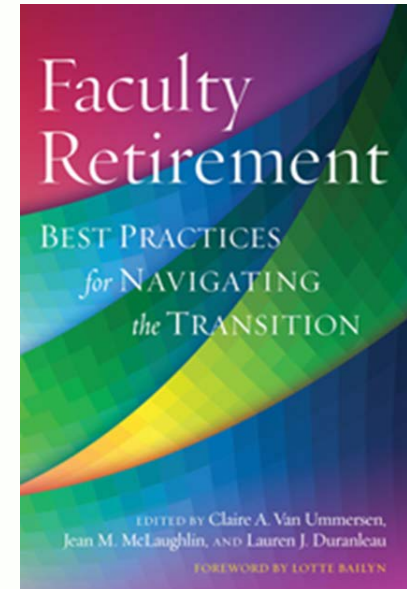# Work-Life Support During Mid- and Late-Career

Wellness

- Healthy Campus Initiatives

- Fitness Programs

- Employee Assistance Programs/Mental Health

Retirement Planning

- Retirement Workshops

- Options for Meaningful Engagement Post-Retirement

- Succession Planning

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Research from the American Council on Education

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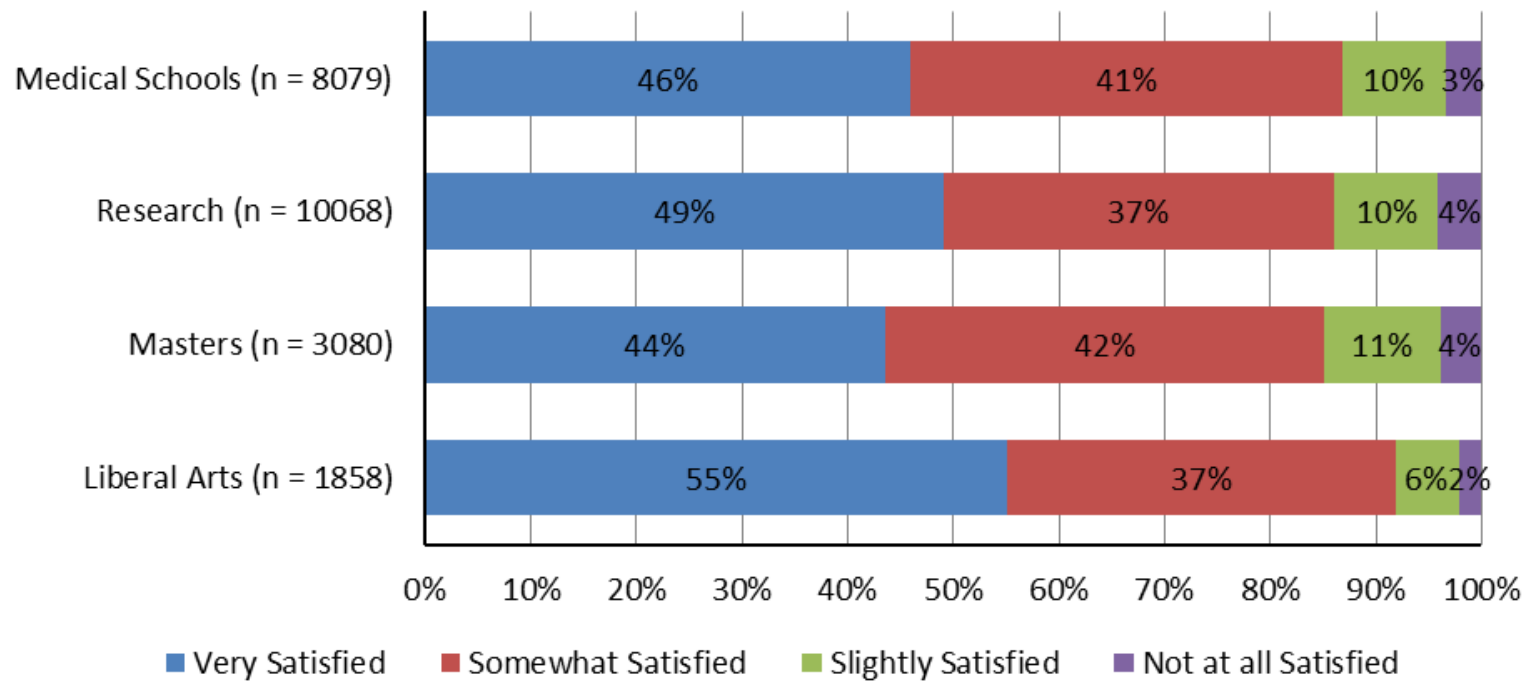
- Career Satisfaction
- Reasons to Stay and Leave
- Climate for Work-Life Balance
- Policy Usage & its Impact on Career

Competition Surveys for all schools re: Retirement (2012)

- Plans to Retire
- Institutional Supports

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Research from the American Council on Education

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

- Very Satisfied
- Somewhat Satisfied
- Slightly Satisfied
- Not at all Satisfied

Medical Schools (n = 8079): 46% | 41% | 10% | 3%
Research (n = 10068): 49% | 37% | 10% | 4%
Masters (n = 3080): 44% | 42% | 11% | 4%
Liberal Arts (n = 1858): 55% | 37% | 6% | 2%

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Research from the American Council on Education

Why did you take steps to leave your college/university?
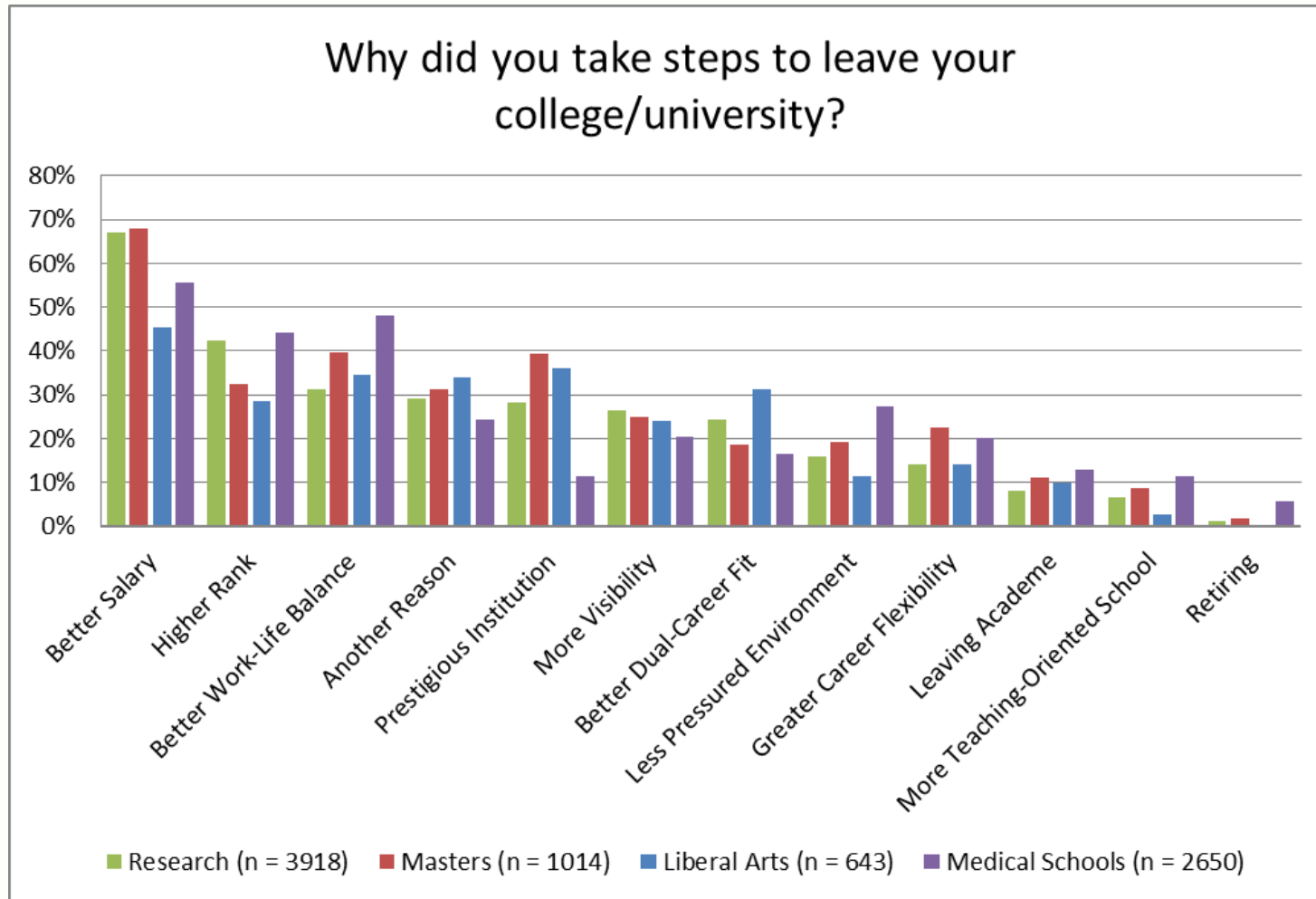
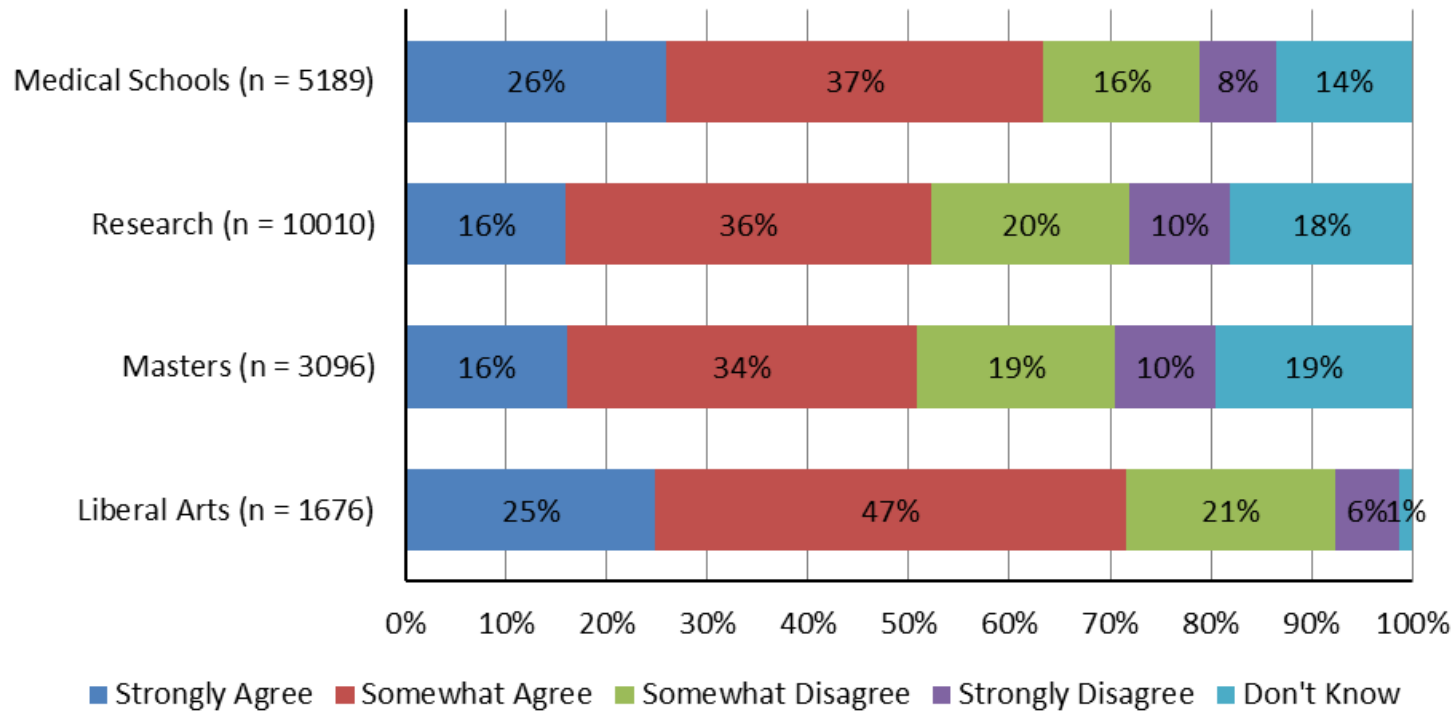# Research from the American Council on Education

Which are the most important reasons you stay at your college/university?
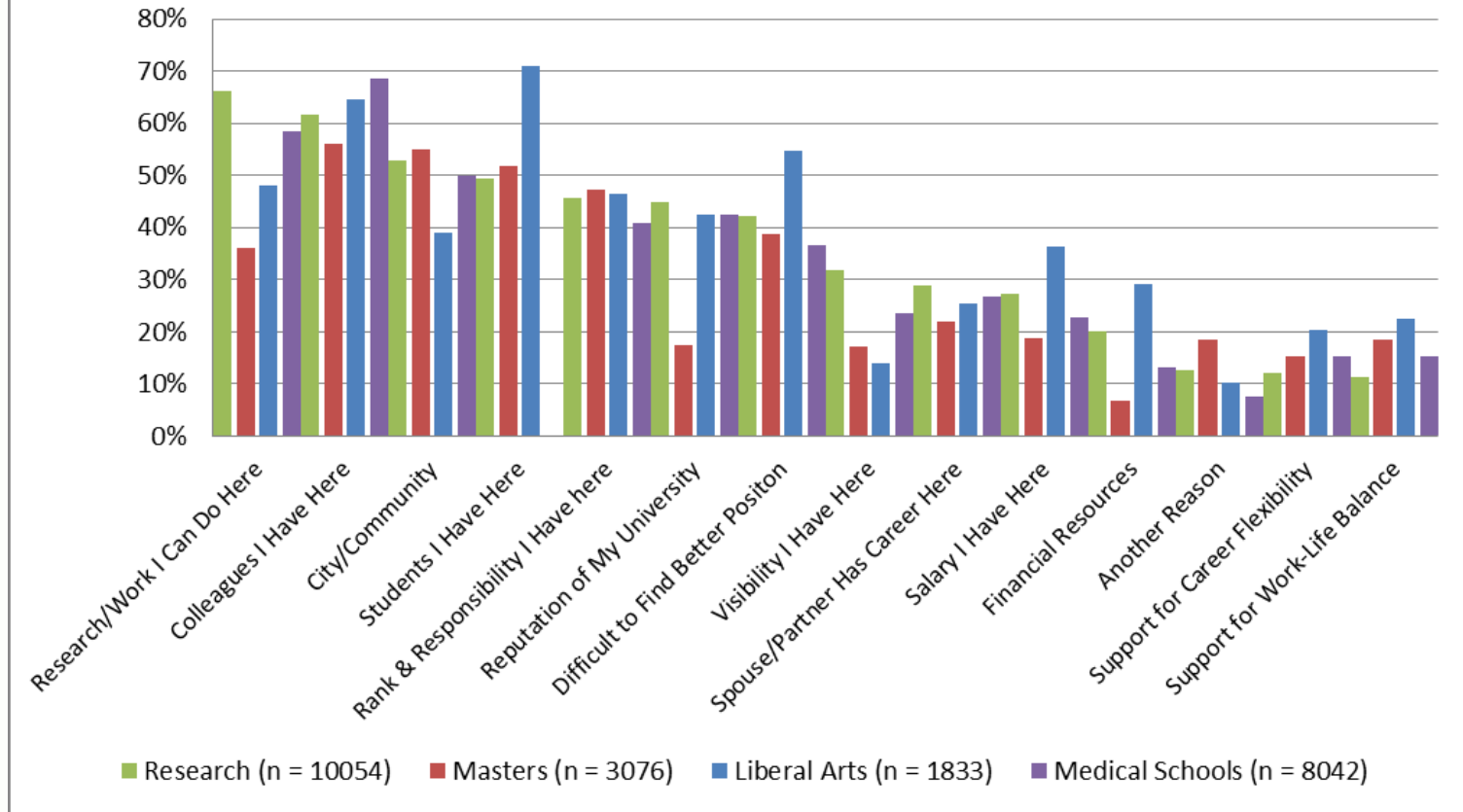
Legend: Research (n = 10054), Masters (n = 3076), Liberal Arts (n = 1833), Medical Schools (n = 8042)

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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

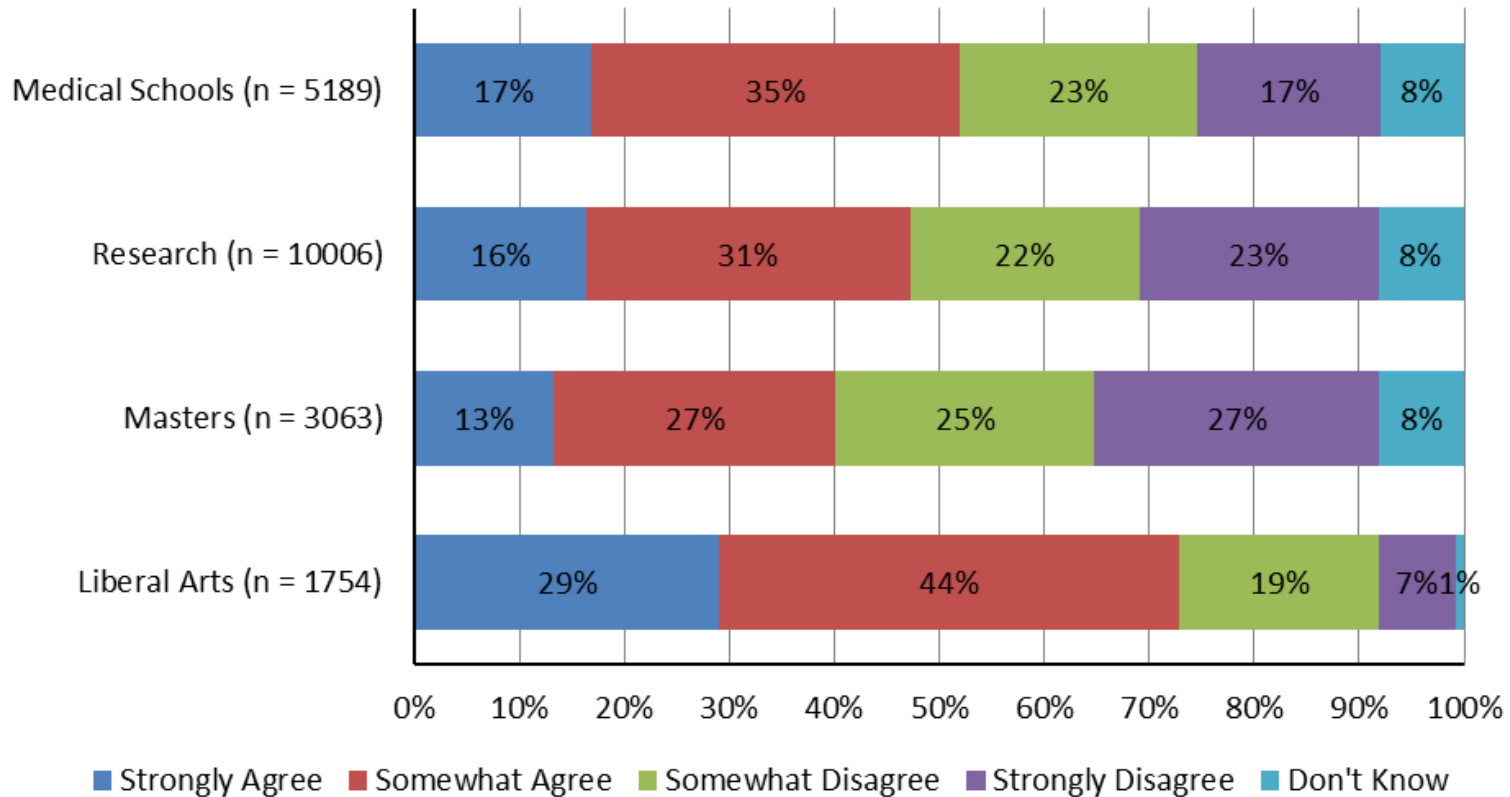|	Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree	Don't Know
Medical Schools (n = 5189)	26%	37%	16%	8%	14%
Research (n = 10010)	16%	36%	20%	10%	18%
Masters (n = 3096)	16%	34%	19%	10%	19%
Liberal Arts (n = 1676)	25%	47%	21%	6%	1%

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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

	Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree	Don't Know
Medical Schools (n = 5189)	17%	35%	23%	17%	8%
Research (n = 10006)	16%	31%	22%	23%	8%
Masters (n = 3063)	13%	27%	25%	27%	8%
Liberal Arts (n = 1754)	29%	44%	19%	7%	1%

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Research from the American Council on Education

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

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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

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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

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Additional References

- https://sty.presswarehouse.com/books/BookDetail.aspx?productID=394509

- 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

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