



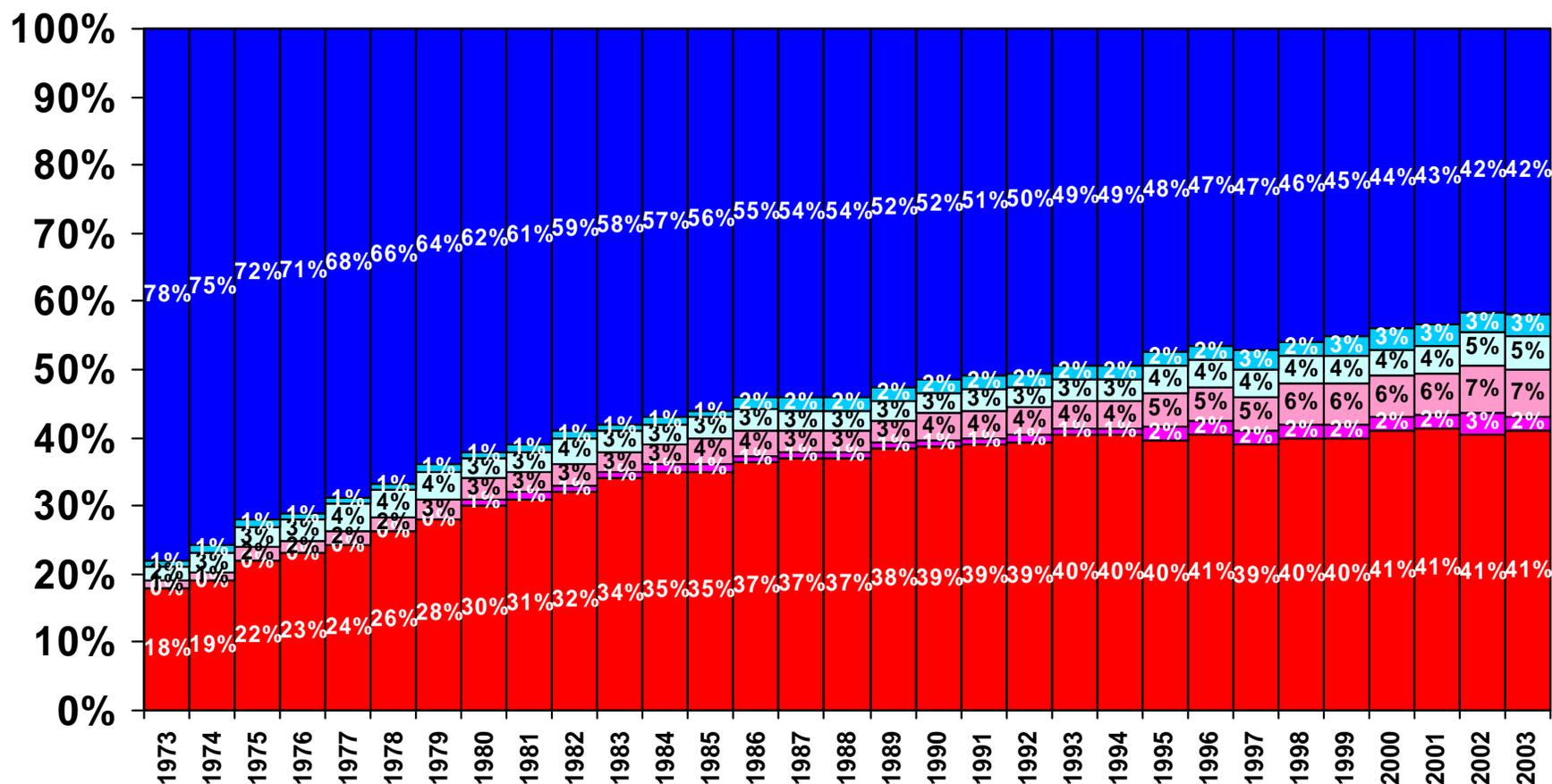
“Balancing Work & Family for Faculty”

Leadership Workshop for Department Chairs
University of Washington
July 28, 2005

Marc Goulden
University of California, Berkeley

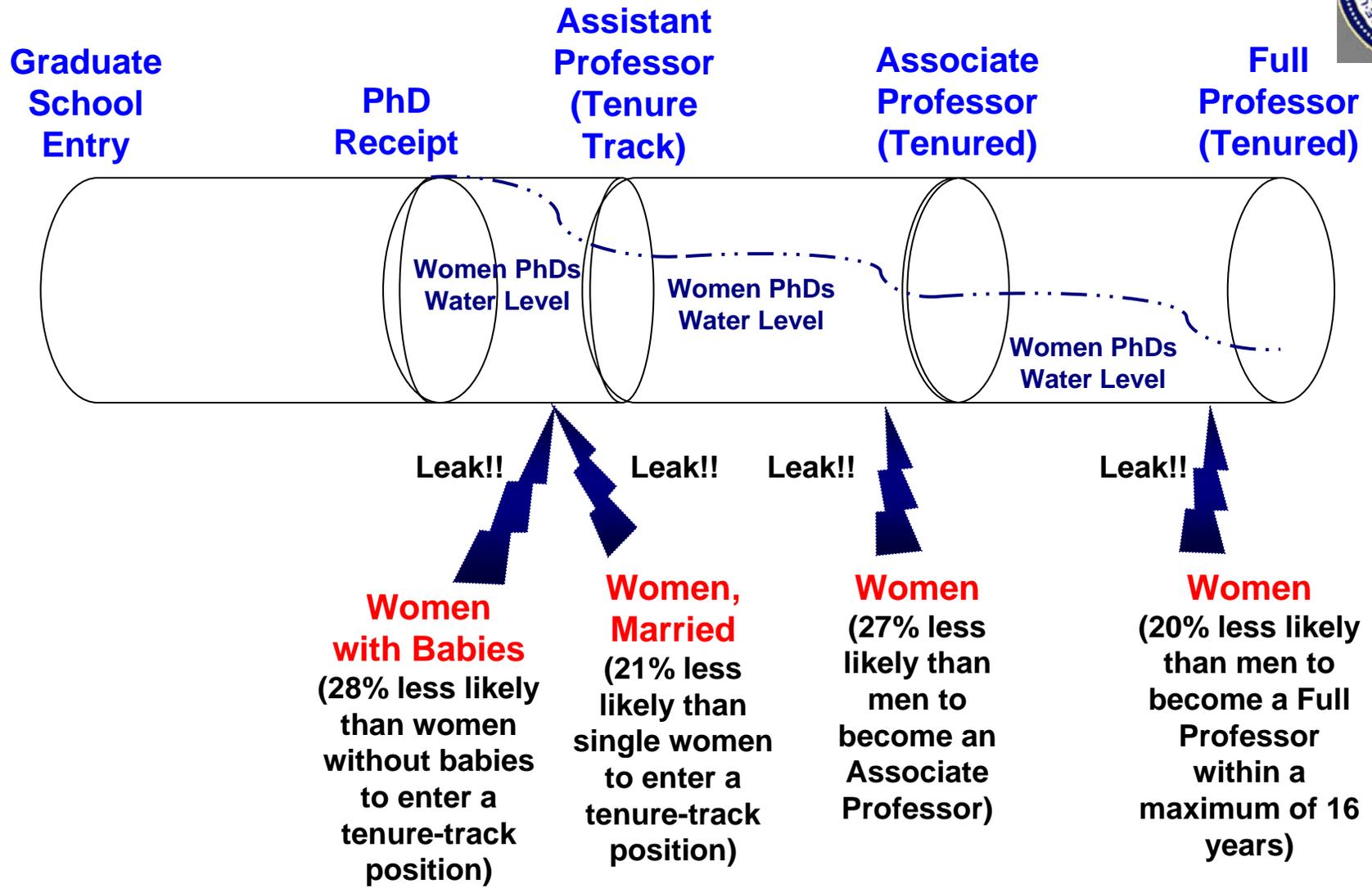
Robert Drago
Penn State University

PhD Recipients from U.S. Universities by Ethnicity/Gender (U.S Citizens. only), 1973-2003



*Under Rep. Min. includes African Americans, Hispanic Americans, and Native Americans.

Leaks in the Academic Pipeline for Women*

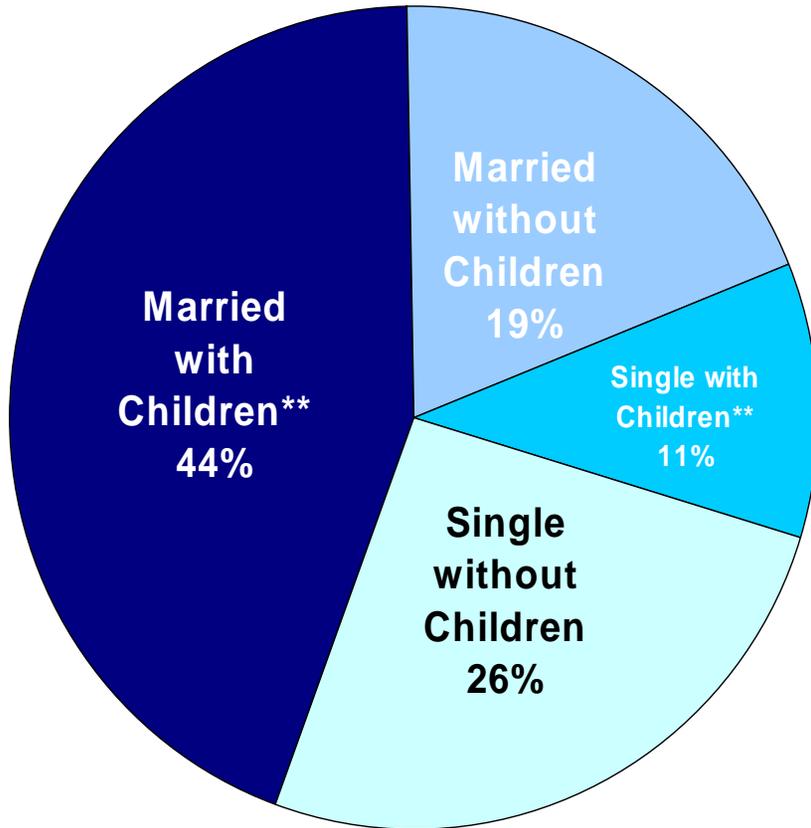


* Preliminary results based on Survival Analysis of the *Survey of Doctorate Recipients* (a national biennial longitudinal data set funded by the National Science Foundation and others, 1979 to 1995). Percentages take into account disciplinary, age, ethnicity, PhD calendar year, time-to-PhD degree, and National Research Council academic reputation rankings of PhD program effects. For each event (PhD to TT job procurement, or Associate to Full Professor), data is limited to a maximum of 16 years. The waterline is an artistic rendering of the statistical effects of family and gender.



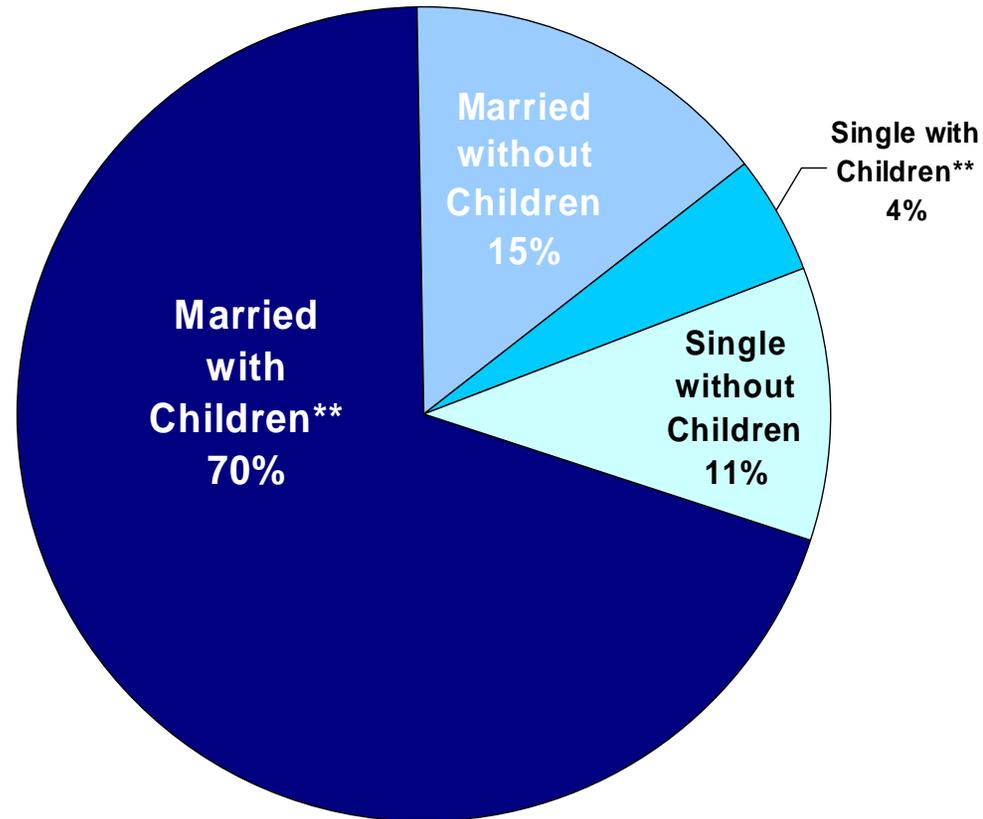
Family Status of Tenured Faculty, All Fields*

Women



N=10,652

Men



N=32,234

*PhDs from 1978-1984 Who Are Tenured 12 Years out from PhD.

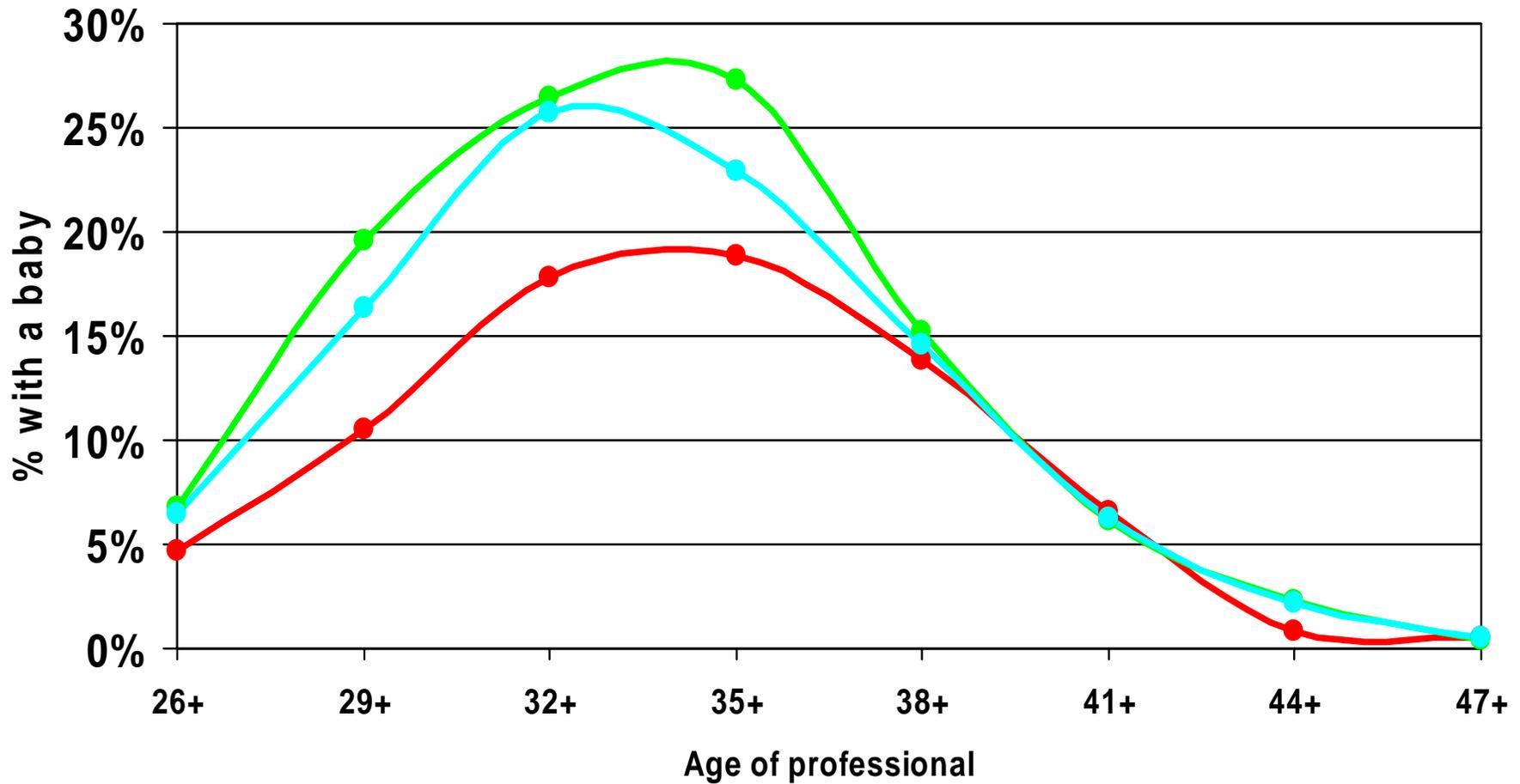
**Had a child in the household at any point post PhD to 12 years out.

Source: Survey of Doctorate Recipients. Sciences, 1979-1999, Humanities, 1979-1995

Women Fast-Track Professionals with Babies* in the Household, by Age of Professional



—●— Women Faculty —●— Women Doctors —●— Women Lawyers



*Children, Ages 0 or 1 in Household.

Source: Census 2000, Pums 5% sample.

UC Work and Family Survey: History and Response Rates

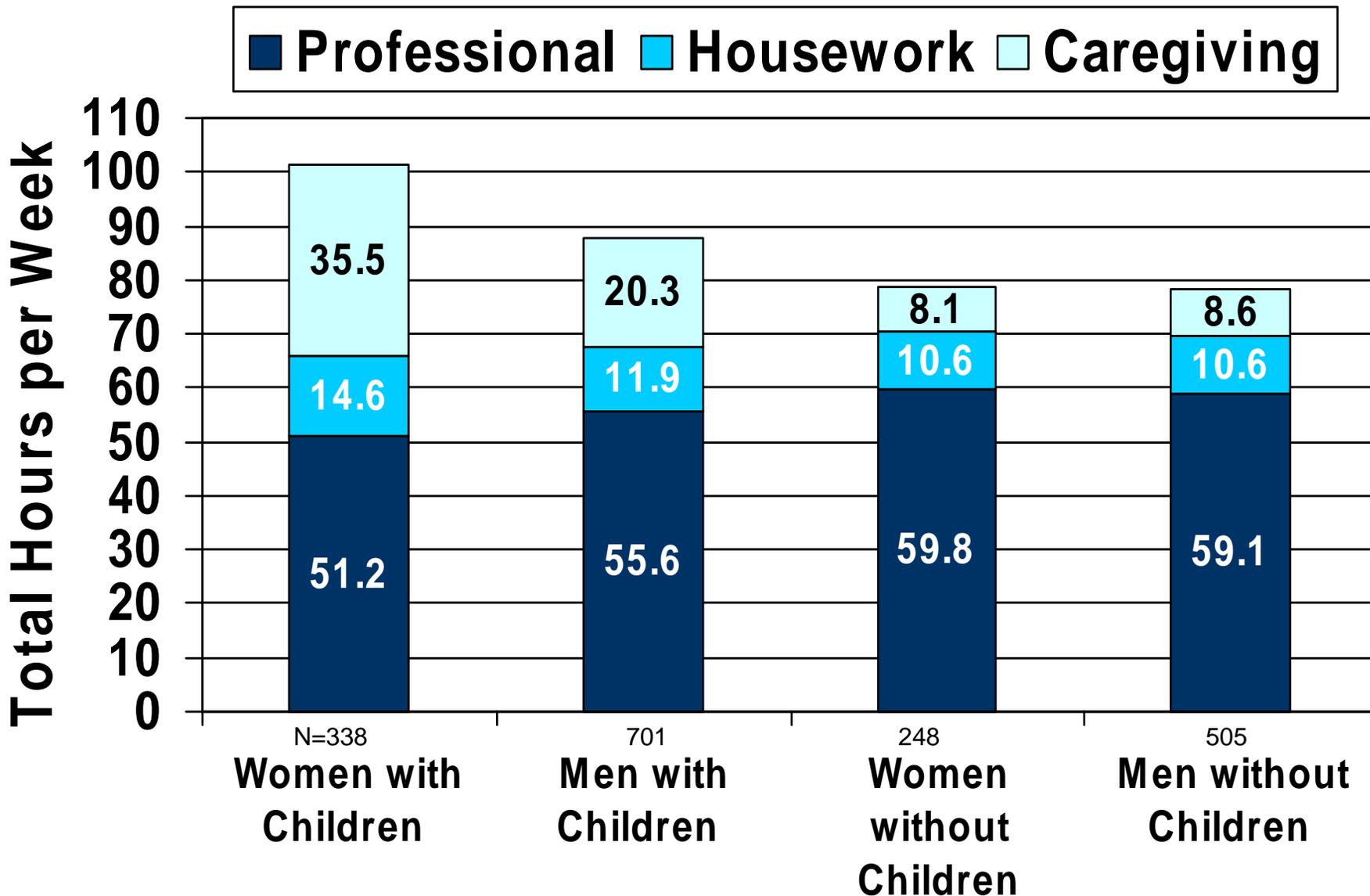


- The survey was designed to assess the effectiveness of UC's existing family friendly policies for ladder-rank faculty (implemented in July 1988).* It was first conducted at UC Berkeley, Fall 2002, and was rolled-out in Spring-Summer 2003 to the other UC universities (except UCM), with President Atkinson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

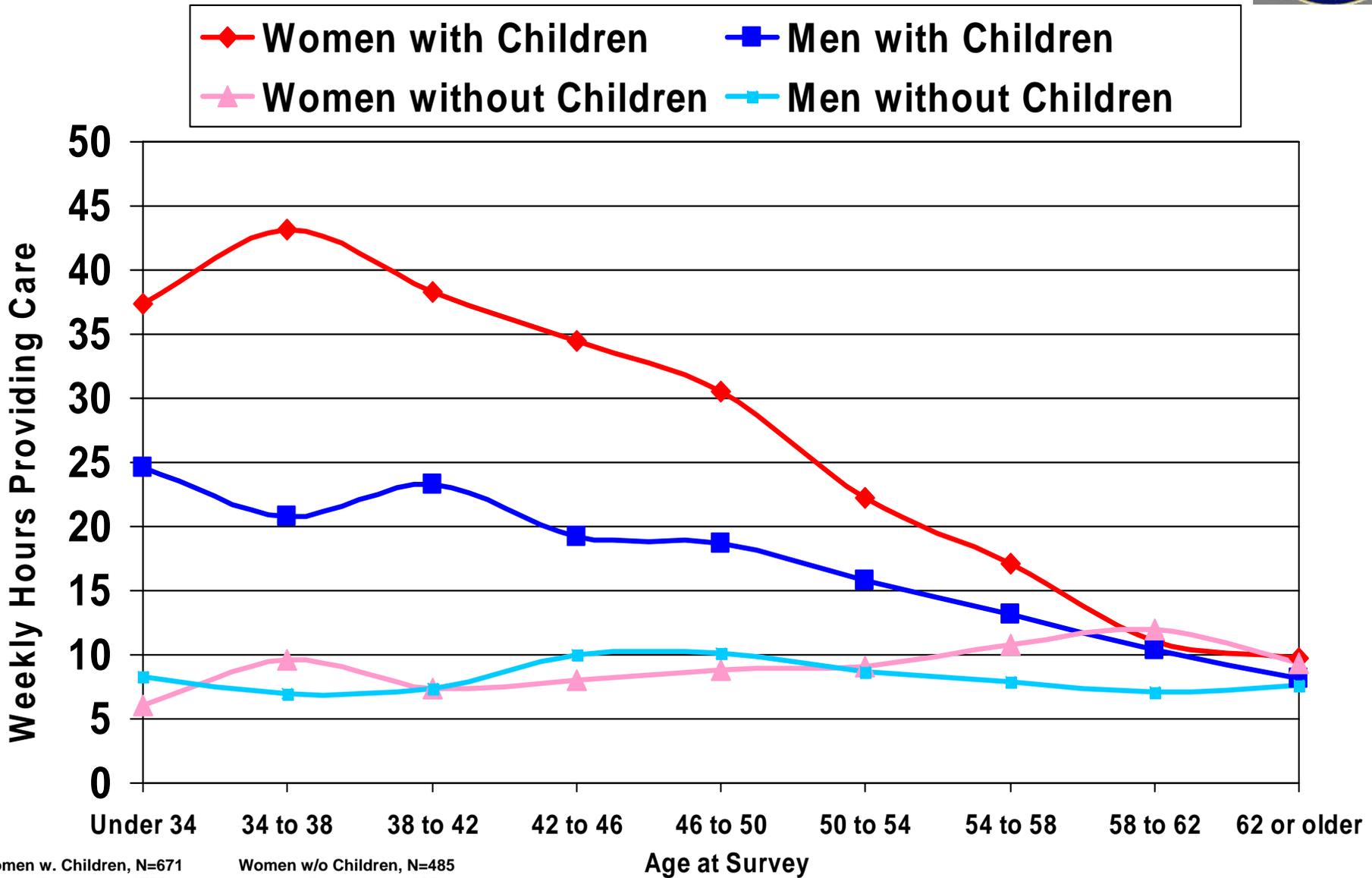
University	# of Responses	# of Surveyed	Response Rate
Berkeley	743	1351	55%
Davis	820	1385	59%
Irvine	445	910	49%
Los Angeles	788	1758	45%
Riverside	367	663	55%
San Diego	472	998	47%
San Francisco	188	357	53%
Santa Barbara	374	802	47%
Santa Cruz	262	481	54%
Total	4459	8705	51%

*Some questions were based on Robert Drago's Mapping Project Survey Instrument (<http://lsir.la.psu.edu/workfam/facultysurvey.htm>).

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



Univ. of California Faculty's Average Hours Per Week Providing Care, by Gender, Children, and Age at Survey



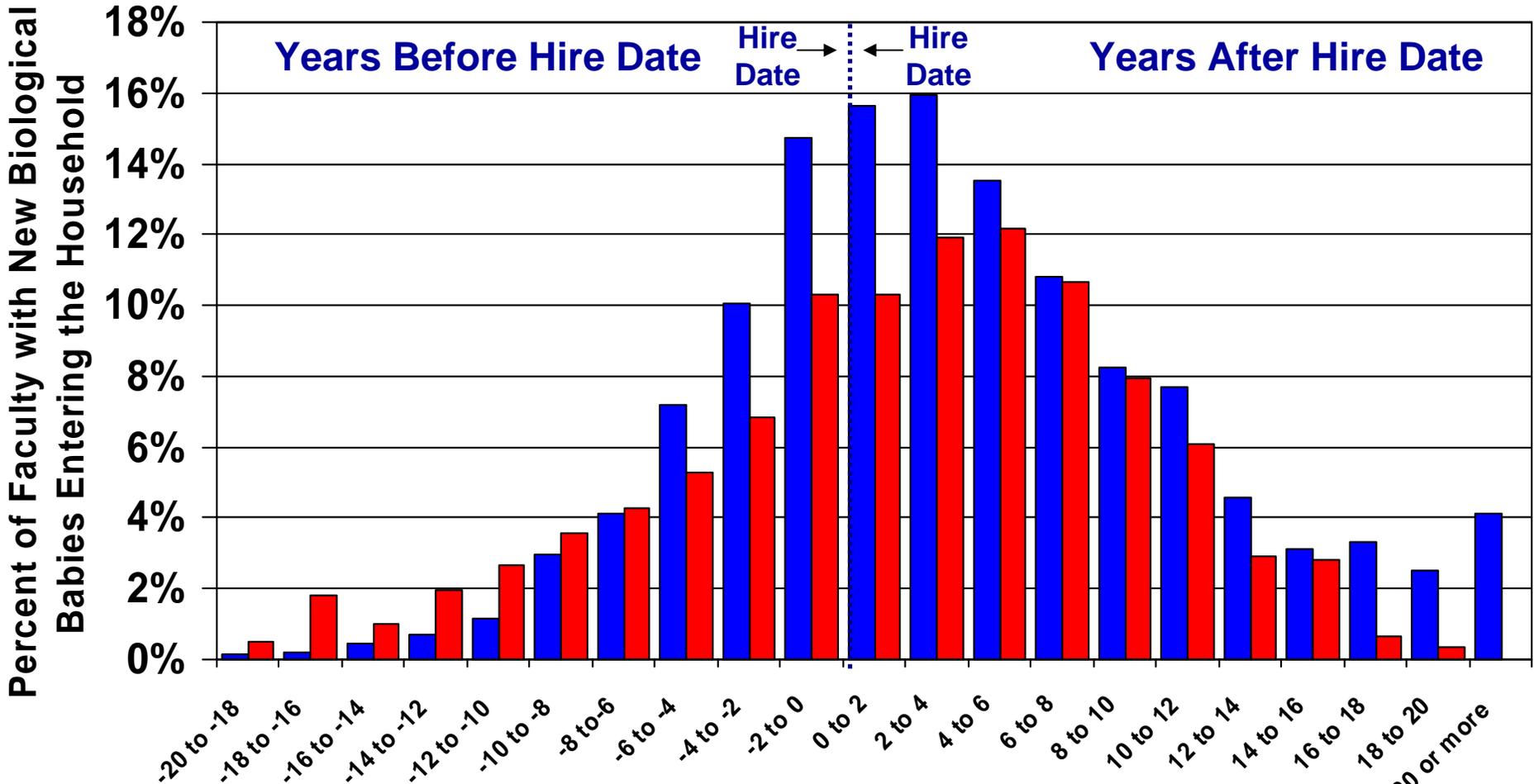
Women w. Children, N=671 Women w/o Children, N=485
 Men w. Children, N=1796 Men w/o Children, N=1108

Source: Mason, Mary Ann, Angelica Stacy, and Marc Goulden. 2003. "The UC Faculty Work and Family Survey." (<http://ucfamilyedge.berkeley.edu>).

The Baby Lag for UC Women Faculty in Pursuit of Tenure



■ Men ■ Women



Years Before and After Assistant Professor Hire Date* 20 or more

N=2340 Men
982 Women

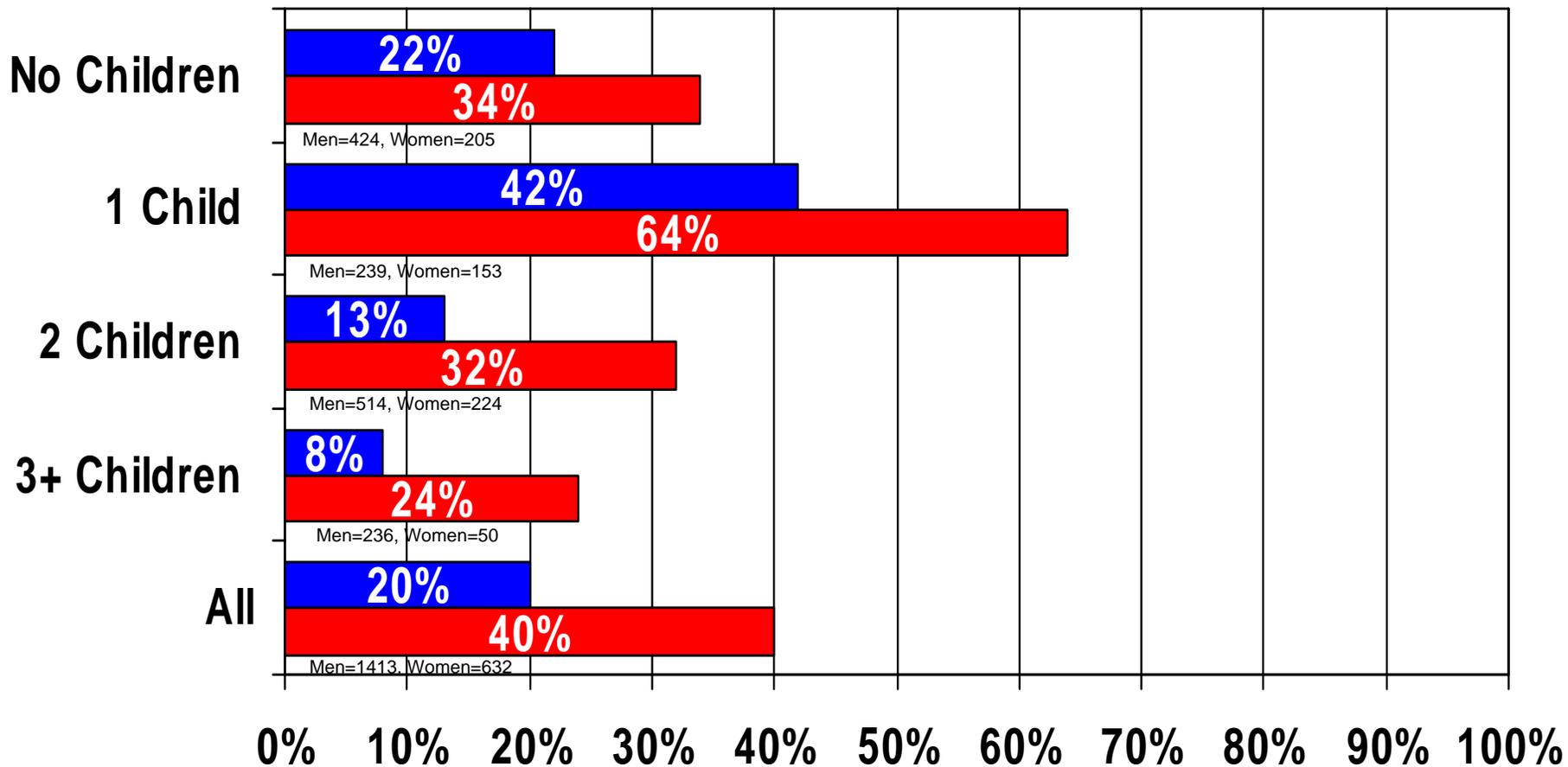
*Year 0 represents Assistant Professor Hire Date

Source: Mason, Mary Ann, Angelica Stacy, and Marc Goulden. 2003. "The UC Faculty Work and Family Survey." (<http://ucfamilyedge.berkeley.edu>).

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



■ Women ■ Men



Percent who indicated "Yes," "I had fewer children than I wanted"

Source: Mason, Mary Ann, Angelica Stacy, and Marc Goulden. 2003. "The UC Faculty Work and Family Survey." (<http://ucfamilyedge.berkeley.edu>).

*This questions was based on Robert Drago's Mapping Project Survey Instrument (<http://lsir.la.psu.edu/workfam/facultysurvey.htm>).



The Mapping Project

- Bias against caregiving
 - Joan Williams & New glass ceiling
- Bias avoidance
 - Productive & Unproductive BA
 - Game with unknown rules
- Gender – first women & now kids?



The Mapping Project

Surveys & Administration

- Survey Faculty in Chemistry & English
 - 31 Institutions Aus., 507 (strat.) U.S.
- Emails to faculty: 755 Aus., 14,634 U.S.
- Responses: 232 (30%) Aus., 5,075 (35%) U.S.
- Added IPEDS and U.Mich. data for U.S. schools



The Mapping Project

Productive Bias Avoidance

BIAS AVOIDANCE BEHAVIOR	% MEN CLAIM 'YES' AUS	% WOMEN CLAIM 'YES' AUS	% MEN CLAIM 'YES' US	% WOMEN CLAIM 'YES' US
Stayed single because I did not have time for a family and a successful academic career	10.9	17.2	10.2	16.1
To achieve academic success, I had fewer children than I wanted to have	13.1	25.8	12.6	25.5
Had one child, but delayed considering another until after tenure [parent]	9.5	14.0	9.1	17.3

The Mapping Project:



Unproductive Bias Avoidance

BIAS AVOIDANCE BEHAVIOR	% MEN 'YES' AUS	% WOM 'YES' AUS	% MEN 'YES' US	% WOM 'YES' US
Did not ask for a reduced teaching load when I needed it for family reasons, because it would lead to adverse career repercussions	34.1	51.1	18.9	32.9
Did not ask for parental leave even though it would have helped me to take it [parents]	41.9	45.7	33.1	32.5
Missed some of my children's important events when they were young, because I did not want to appear uncommitted to my job [parents]	59.8	58.3	37.0	46.2
Came back to work sooner than I would have liked after having a new child because I wanted to be taken seriously as an academic [parents]	18.1	63.0	14.4	51.0



Bias Avoidance (Probit Results w. Robust S.E., U.S. data)

- **Women more BA**
- **Supervisor Support less BA**
- **Fear or negative affect more BA**

- **Women on tenure-track or Pipeline for women => Stop tenure clock for children (women)**

- **If stayed single for career => less likely to parent (35% men, 27% women) or partner (27% men, 38% women)**

- **~Greater face time requirements in Chemistry and in Teaching schools**



The Mapping Project

Bias Avoidance

“My baby’s sick, my mother-in-law’s dying, and I can’t be at the meeting. And I actually ended up going to the meeting and leaving it in tears...”

“I mean I don’t discuss this stuff with anybody... you know what I mean?”

“I could not have [had children] while the tenure clock was ticking... [I]t would have just sent me over the edge...”



The Mapping Project

Bias Acceptance

“I stopped the tenure clock... and then I moved and lost some more years toward tenure and again when I moved here and I knew I was gonna to lose a few [more] years... I knew we were going to have another child so I was like that's ok because that's the only way its going to work.”



The Mapping Project

Motherhood Norm & Daddy Privilege

[On housework:] “That’s what my husband always says—you just do it a whole lot better than I do...”

[On missing work:] “...[I]t’s [viewed as] cool when a dad is involved with his kids... But when a mom is doing [that,] it’s like “oh, there she goes again, you know, she’s off doing the mom thing...”



Ways to Improve

- 1) Inclusive Practices**
- 2) Work-life Policies**
- 3) Bias Resistance**



Inclusive Practices

Alternative School:

A faculty woman on bringing children to the office: “The department does not have a problem with it... [and] the students don’t have a problem with it, but in reality it doesn’t work well because the kids want attention and students need attention...”

(Woman in focus group)



Inclusive Practices

- Involvement in decision-making
 - Course offerings, physical plant, athletics, etc.
- Consideration of disparate groups
 - Ethnicity, sexual orientation, age, religion, family status
- Support for “whole individual”
 - Not *just families*



Inclusive Practices & Moral Dilemmas

- Women's issue versus everyone?
 - Maternity vs. parental leave?
- Parents/caregiving vs. universal policies?
 - Kids vs. dogs
 - Speed-up with universal
- Tailoring to individual vs. standards?
- Faculty vs. staff
 - Turnover cost issue



Work-Life Policies

- Paid leave, reduced hours, child- elder-care supports, flexible hours
- Design to constituency:
 - Faculty – back-up child care
 - Staff – child care res. & ref.
 - Students – child care subsidies
- Communicate outside & inside
- Have broad constituencies evaluate work-life impact of policies...



Work-Life Policies

Part-time tenure track

- Pro-rated pay/benefits/research/teaching
- Negative responses from both sides, but expanding
- Difficulties: single parents, external letters, merit increases

ACE/Sloan Flexibility initiative



Bias Resistance

“It’s illegal to ask somebody [in the faculty hiring process] if they’re married and about their family, but I volunteered that information because I wanted... them to know who they were hiring. They’re not just hiring a teacher and a researcher; they’re hiring a dad and husband, too.” (A faculty father’s report in a shadowing interview)



Bias Resistance

- Ask for meetings/classes during weekdays
- Take 6 weeks w. no work for new child
- Ask to include family/friends in functions
- Bring children to class/office
- Create “culture of covering the work”
- Be honest
- Use “daddy privilege”

Quotes by UC Faculty Parents about Departmental Chairs and Family Accommodations



I want to emphasize that the greatest source of work-related stress in relation to having a child has been the hostility and recalcitrance of my chair who announced that he thought of the ASMD as a "special privilege" and who fought it all the way.

[I] arranged to take vacation when we had to suddenly go abroad to adopt our children. I was assisted in this by a very helpful department chair.

My chair told me that there were not such policies . . . [and] wrote me a threatening memo stating that he was growing impatient with my request...

My chairman initially tried to pressure me to not take ASMD "for the good of the department" because he did not want to set a precedent and because he said that the university would not reimburse the department for the expense of hiring a replacement teacher.

My chair was extremely accommodating to pressing needs and adjusted my work responsibilities sufficiently.

Sneering denial by chair, who said that, while another male colleague . . . may have enjoyed that "vacation" our dept. couldn't spare my teaching services

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.