

***Retaining Postdoc Women Through
Effective Postdoctoral Policies***

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URI ADVANCE Institutional Transformation Program Components

Recruitment



- Faculty Fellows Program
- Supplemental Start-up Funding
- Best Search Practices Training

Faculty Development



- Incentive “mini-grant” Fund
- Topical Lunches
- Career Workshops
- Mentoring Program

Work-Life Initiatives



- Parental Leave Policy
- Dual Career Hiring Program
- Lactation Policy and Program
- Creation of a Work-Life Standing Committee

Evaluation



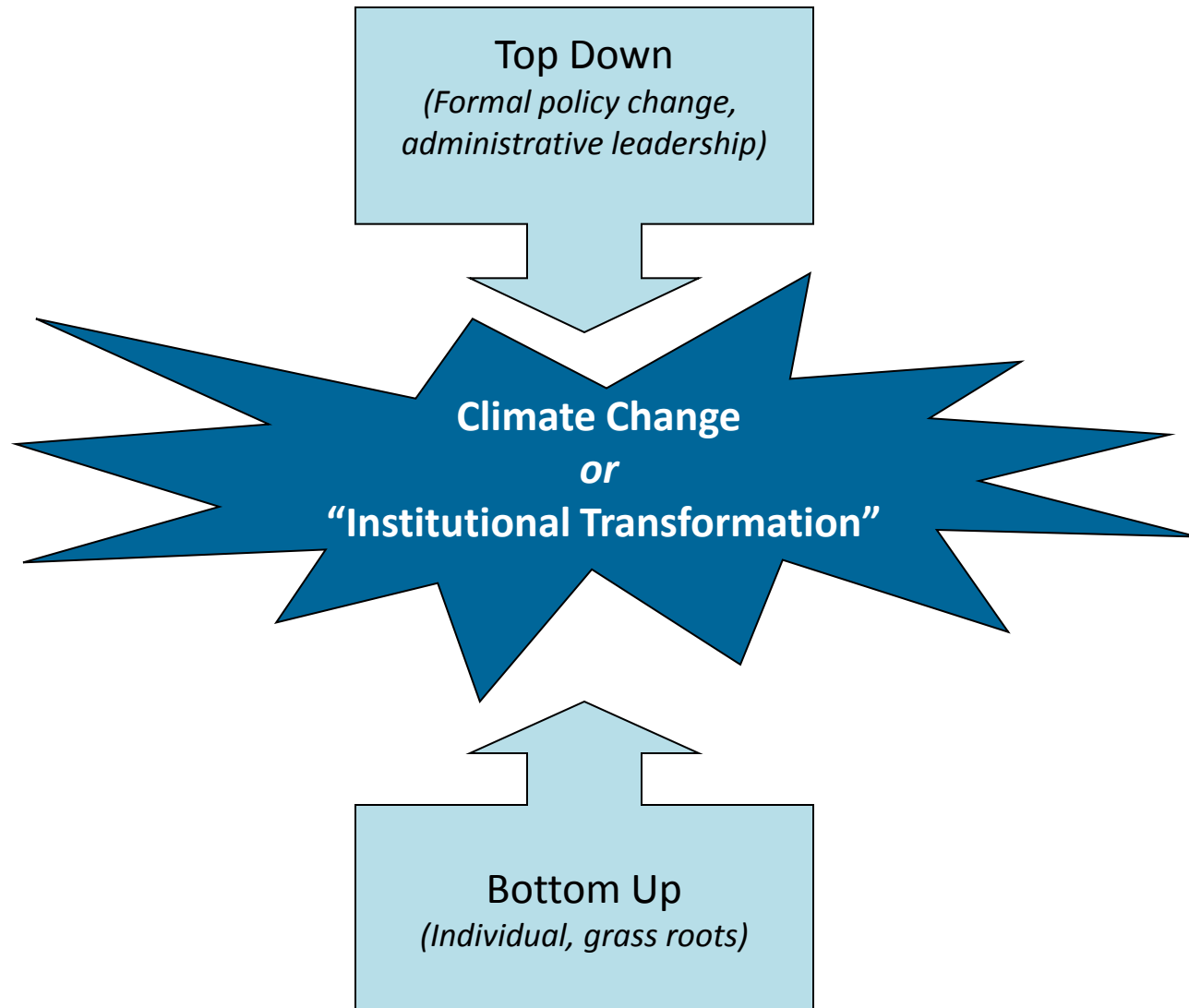
- *Academic Work Environment Survey* (pre and post)
- **Benchmark Data Collection**
- **Program Evaluation**
- **Dissemination**

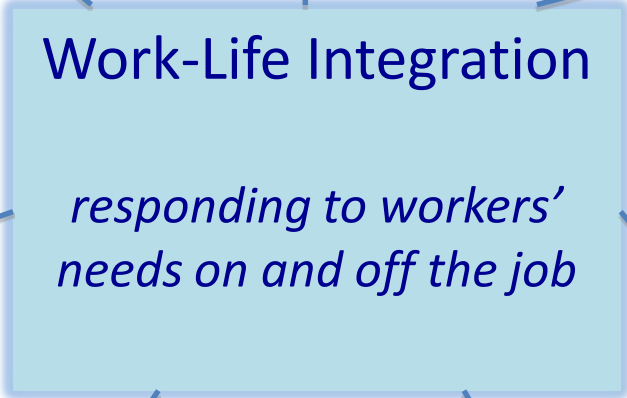
Climate Change



- **Internal Advisory Action Council**
- **Department Climate Workshops**
- **Public Events, Workshops, Literature, Manuals, etc.**
- **Chairs' Discussion Forum**
- **Integrated Theoretical Model for Climate Change**

How does change occur? The traditional model:





Work-Life Integration

responding to workers' needs on and off the job

Family Leave

- Parental leave
- Elder care leave
- Sick-leave bank
- Care for other dependents

Dual Career Assistance

- partner placement
- regional network

Flexible Work Options

- full-time, modified duties
- Part-time options
- Job sharing
- Reasonable options for self-care, wellness, and personal commitments
- Tenure clock stops

Community Resources & Support

- Health & wellbeing
- Housing & relocation
- Community organizations
- Transitional financial support
- Networking & connections
- Advice & guidance

Education & Awareness

- Policy review and development
- URI community education education about work-life integration
- Research and data collection

Lactation Program

- Lactation Policy
- Lactation sites across 3 campuses
- Information and Support
- RI Dept. of Health

Child/Elder Care

- child/elder care facilities
- Resources for caregivers
- financial support during significant family transitions

Parental Leave at URI

History

2003: Lack of standard agreements → petition for policy

PCOSW/ADVANCE collaboration

Business Case:

http://www.uri.edu/advance/work_life_support/general%20recommendations%20new.html

Philosophical Framework:

http://www.uri.edu/advance/work_life_support/parent_leave%20philosophical%20framework.html

Presented to University President at formal meeting;

President took it to Board of Governors (BOG).

BOG brought it to bargaining table from the Administration

- eliminated resentment (nothing “given up”)
- made room for other inclusive work-life proposals

Modeled for other bargaining units
advised on strategy

URI's Parental Leave Policy

AAUP Policy as of July 2004

http://www.uri.edu/advance/work_life_support/parental_leave_policy.html

- 6 weeks of paid leave, independent of sick leave;
- Modified duties before or after can be negotiated;
- May be used in combination with sick leave.

Not perfect yet!

3-Level Structural Model

INSTITUTIONAL

Are administrative offices
in support of adequate leave
options for parents?

INTERACTIONAL

Do Chairs, HR, etc., offer information and
help proactively?
Does a *culture of coverage* exist
among colleagues?

INDIVIDUAL

Are parents using the policy openly
and without fear of
negative repercussions?
Do non-parents endorse the policy?

PARENTAL LEAVE



URI's Dual Career Policy

History

URI acknowledges family-friendliness with Paid Parental Leave Policy: July 2004

The “March 30 Summit” at URI: 2005

ADVANCE Fellows dual-career needs: 2003 – 2005

Small study of dual-career issues on URI campus: 2004 -2005

Creation of Dual Career Committee

Research best practices

Work with PCOSW

Work with AAEEEO

Use Philosophical Framework

President's Strategic Plan: inclusiveness & diversity

Draft policy

Present to Council of Deans

Deans need it; but wary of Departments' strategic hiring plans

Back-to-Drawing Board #1

Confronting Collective Bargaining issues

(URI has 9 unions; 3 categories of state workers)

“bumping” and seniority

Back-to-Drawing Board #2: more rationale provided

URI President withdraws support: wary of nepotism potential

AAUP wary of too much rationale re nepotism (a “red flag” to the BOG)

President wants AAUP to waive “grievability;”
AAUP says no;

President and Provost worried about “white
male spouse” issue;

President and Provost protest that URI is
different than other universities with successful
dual career programs;

Back-to-Drawing Board #3

One more time!

Present a one-page summary: what this policy does, and what it doesn't do;

President endorses policy statement with caveats;

Legal scrutiny, State Ethics Commission;

“Guidelines,” not “Policy”

Policy Statement 2007

“The University of Rhode Island acknowledges the importance of supporting dual-career partners in attracting and retaining a quality workforce, and in its long-range economic benefit to the University, and is committed to offering placement advice and assistance whenever feasible and appropriate.”

http://www.uri.edu/advance/work_life_support/dual_career_partners.html

- policy statement and guidelines
- background information
- resources for dual-career couples
- dual-career handbook

Dual Career Guidelines

- Advertising
- Providing information
- Definition of Domestic Partner
- Responding to a request
- Accommodation strategies

Summary: Strategies for Creating and Implementing Family-Friendly Policies and Programs

Research

Best practices

Rationale

a) *Business Case* (recruitment and retention)

b) *Philosophical Framework*

Use theory

Embed policy in three-level model of institutional transformation

Patience

Two steps forward; one step back;
Downtime is useful as cooling off

Work with known entities and committees

Be inclusive

Tie to university's strategic plan

Plan for implementation

Educate

Information and Training is essential