

Work-Life at the University of Rhode Island

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Work-Life Challenges are Perhaps Women's Biggest Barrier Today? Sorry Meg

Family Un-friendly culture

- Maternal wall
- Lack of family-friendly policies and practices

Among 450 female scientists and engineers employed at research universities, more than 70 percent cited the need to balance career and family as the most significant barrier to professional development (Rosser, 2004)

"Urry suspects that raising a family is often the excuse women use when they leave science, when in fact they have been discouraged to the point of giving up." (Pollack, "Why Are There Still So Few Women in Science" Oct. 3, 2013, NYT)



Work-Life Solutions – A Career Course Perspective

EARLY-CAREER

Dual Career assistance
Tenure path flexibility
Paid family leaves
Active Service, Modified Duties
Reduced teaching loads
Part-time options
Professional development funds
Child Care Assistance

MID-CAREER

On-ramps and off-ramps
Career re-vitalization
Sandwich and elder care assistance
Post tenure reviews
Career shift accommodations
Leadership opportunities

LATE-CAREER

Elder care assistance
Phased retirement options
Continued engagement post-retirement
Post-career counseling and networking



ADVANCE and Work-Life at URI, 2003-2009

- Paid Parental Leave Policy (2005)
- Dual Career Policy and Guidelines (2007)
- Lactation Policy and Guidelines (2008)
- Education and Awareness Workshops, Trainings, and Publicity
- Work-Life Mentor Training
- Institutionalized Work-Life Committee



Dual career stats

According to the Clayman Institute on Gender Research 2008 study, “Dual Career Academic Couples:”

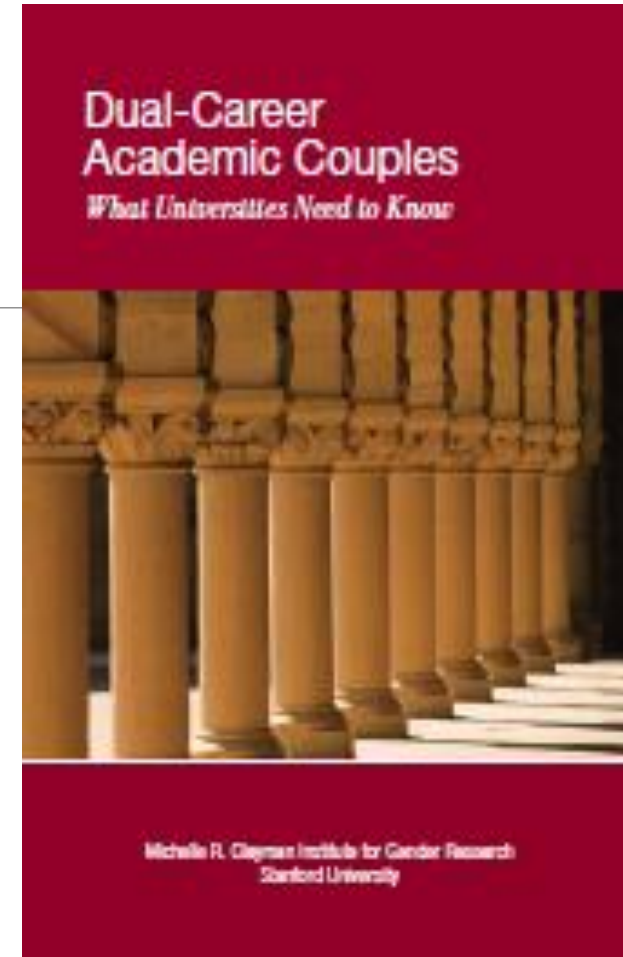
- 36% of the American professoriate are part of an academic couple.
- Women faculty are more likely to be in an academic partnership than are men (40 percent versus 34 percent, respectively.)
- 38% of academic couples work in the same department.
- 88% of faculty who successfully negotiated a dual hire at their current institution indicated that the first hire would have refused the position had her or his partner not found appropriate employment.
- **The number one reason women refuse an offer is because their academic partners were not offered appropriate employment at the new location.**

3.5 YEARS!

URI DUAL CAREER POLICY

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

-approved January 2008-



Schiebinger, L., Henderson, A.D., & Gilmartin, S.K. (2008). *Dual-Career Academic Couples: What Universities Need to Know* <http://www.stanford.edu/group/gender/ResearchPrograms/DualCareer/DualCareerFinal.pdf>

URI DC Guidelines

ADVERTISING

PROVIDING INFORMATION

DEFINITION OF A DUAL CAREER PARTNER

RESPONDING TO A REQUEST FOR DUAL CAREER ASSISTANCE

- OFF-CAMPUS EMPLOYMENT
- URI NON-ACADEMIC EMPLOYMENT
- URI ACADEMIC EMPLOYMENT

MONITORING & OVERSIGHT

DUAL CAREER ACCOMODATION STRATEGIES

- EXPEDITED APPLICATION FOR AN OPEN POSITION
- SPLIT POSITION
- SHARED APPOINTMENT
- SOFT MONEY APPOINTMENT
- VISITING PROFESSOR, LECTURESHIP, PER COURSE INSTRUCTION

SEARCH WAIVER REQUEST

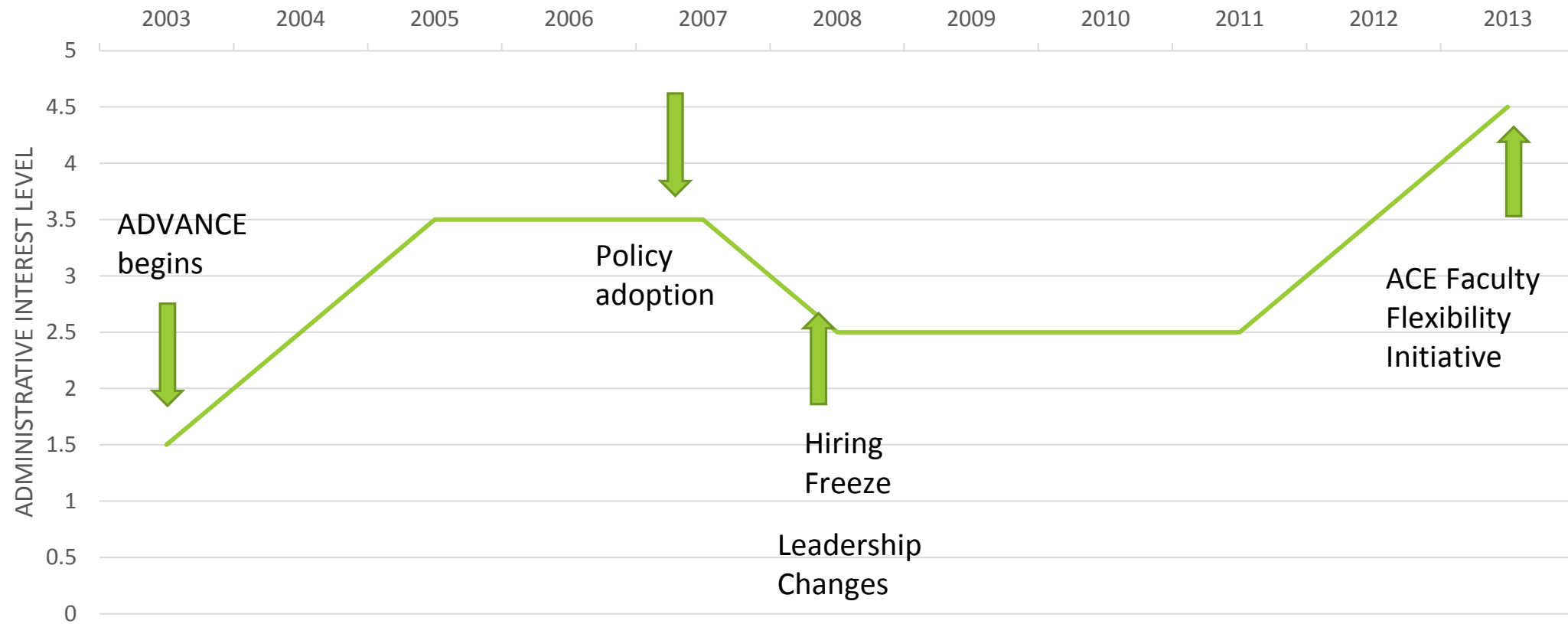


What were the challenges?

1. Culture - Fear of nepotism and favoritism → backlash, lawsuits
2. Resources - Expensive
3. Flexibility - Department/college strategic plans upended
4. Perceived Value
 1. Time consuming and complicated
 2. Hires can be risky investments
 3. Heavy vetting required by AA, HR, legal, admin
 4. Leadership changes



Interest in a Dual Career Program



How long does institutional transformation take? *The \$3.5 million question.*

URI is a different place today because of ADVANCE

- URI Equity Council, Diversity Committees in every unit and college
- Assoc. VP Community, Equity, and Diversity position
- Director of Faculty Recruitment & Retention position • Director of Community & Organizational Development position
- URI Faculty Recruitment & Retention Task Force → Strategic plan for R&R based on ADVANCE principles
- Academic Affairs Diversity Task Force → many initiatives



Work-Life a lasting legacy

- Institutionalized Work-Life Committee, work includes:
 - Creation of Family Care Assistance Program (includes faculty travel fund)
 - Pregnant & Parenting Student policy
 - Administrators' Work-Life workshops
 - Work-life topical lunches, webinars, literature
 - Staff work-life survey, faculty survey to follow 2014
- Schmidt Labor Research Center → focus expanding to gender and work, work-life and workplace flexibility
- Member of American Council on Education 2013-2014 Faculty Flexibility Initiative
 - Dual Career Program named the number one priority

"We've lost or are going to lose too many good people."

URI Provost DeHayes



Work-Life Solutions – “15 by ‘15” ??

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Evolving DC solutions. . .

Centralized, dedicated funding pools to become a regular budget line item

- Bridge funding, shared funding

Universities must adopt a Career Services approach → hiring a family, not an individual

- Example: Betsy Hillman, Director DC Program, Cornell (retired)
 - Active, personal networking inside and outside institution
 - Client driven approach → extended interview; packet of materials; resume/cv, cover letter, interview coaching
- **Example: URI Dual Career ACE Initiative Task Force**

De-silo the whole dual career effort regionally, and even nationally - Networking a must

- Example: HERC
- Example: Angela McNerney, Tech Valley Connect, affiliated with RPI in Troy NY region; consortium of businesses committed to R&R of top talent – partner employment, family transition, cultural assimilation
- **Example: URI Dual Career Regional Forum – spring 2014**



Lessons Learned → Best Strategies

- To every thing there is a season (*or: be strategic*)
- 500-body problem (*or: data, data, data*)
- Total immersion – the Viagra Method (*or: WL is everywhere*)
- It's the economy, stupid (*or: make the business case*)



THINK BIG  WE DO™



ADVANCE
University of Rhode Island