



**University Senate
TRANSMITTAL FORM**

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Title:	Proposed Policy and Procedures for Part-Time Status of Tenured and Tenure-Track Faculty Due to Childrearing Responsibilities
Presenter:	Eric Kasischke, Chair
Date of SEC Review:	11/17/2009
Date of Senate Review:	12/10/2009
Voting (highlight one):	<ol style="list-style-type: none"> 1. On resolutions or recommendations one by one, or 2. In a single vote 3. To endorse entire report
Statement of Issue:	<p>This proposed policy reflects a growing trend in higher education to offer family friendly policies as a means of attracting and retaining highly talented faculty members (University of Michigan Center for the Education of Women, 2008). Recent studies reveal that many of the best and brightest women from top-ranked doctoral programs are not applying for academic positions in research universities because they do not believe they can balance the demands of work and family life (Mason, Goulden & Frasch, 2009). The intent of this proposal is to add temporary part-time appointments to the tool kit of formal work arrangements that are available to faculty at the University of Maryland.</p> <p>The University System of Maryland currently permits reduced (part-time) appointments and provides some general guidance for implementation of part-time tenure track and tenured appointments. The System policy stipulates that, "Each institution which employs part-time tenure-track and/or part-time tenured faculty shall develop written procedures for the appointment, promotion, and granting of tenure to such faculty" (USM II-1.10 UNIVERSITY OF MARYLAND PROCEDURES FOR PARTTIME TENURE-TRACK AND PART-TIME TENURED FACULTY). The University of Maryland has not developed its own procedures. Presently part-time arrangements at the university are handled by partial leaves without pay under a wide variety of arrangements and for a wide variety of reasons. Requests for part-time appointments are negotiated on a case-by-case basis without</p>

	guidelines for decisions about the legitimacy of the requests.
Relevant Policy # & URL:	N/A
Recommendation:	The Faculty Affairs Committee recommends the implementation of a new Policy and Procedures for Part-Time Status of Tenured and Tenure-Track Faculty Due to Childrearing Responsibilities.
Committee Work:	On 5/12/2009 the Faculty Affairs Committee voted unanimously to approve a policy that provides procedures allowing tenure and tenure track faculty to temporarily reduce their appointments to part-time status.
Alternatives:	To reject procedures and a policy allowing tenure and tenure-track faculty to temporarily reduce their appointments to part-time status.
Risks:	There is a risk of not remaining competitive with our peer institutions.
Financial Implications:	There are no financial implications.
Further Approvals Required: <i>(*Important for PCC Items)</i>	Senate, Presidential

**Approved by Faculty Affairs Committee-9/23/09
Amended 10/21/09**

**Proposed Policy and Procedures for Part-Time Status of Tenured and
Tenure-Track Faculty Due to Childrearing Responsibilities**

Background on Family-Friendly Policies

This proposed policy reflects a growing trend in higher education to offer family friendly policies as a means of attracting and retaining highly talented faculty members (University of Michigan Center for the Education of Women, 2008). Recent studies reveal that many of the best and brightest women from top-ranked doctoral programs are not applying for academic positions in research universities because they do not believe they can balance the demands of work and family life (Mason, Goulden & Frasch, 2009). For example, in one recent study of more than 8,300 doctoral students at University of California campuses, only 29% of women and 46% of men perceived academic positions in research institutions to be somewhat or very family friendly. Among doctoral students who were parents and supported by federal grants (e.g., NSF, NIH), views about the desirability of careers at research universities were even stronger---only 16% of women and 35% of men perceived careers at research-intensive institutions to be family friendly. The study also found that a significant percentage of doctoral students who sought to pursue academic careers with a research emphasis when they began their Ph.D. programs later shifted their career goals to positions outside academe (e.g., business, government, industry). The shift away from interest in academe was greatest among doctoral women in the sciences, a finding deemed “particularly troubling given the low numbers of women in doctoral programs in physical science, technology, engineering, and mathematics” (Mason et al., 2009, p. 2).

Studies using data from the national Survey of Doctorate Recipients (NSF 1995, 1999) further reveal that for women with Ph.D.s, the combination of marriage and childrearing dramatically decreases women’s likelihood of entering a tenure-track position (Goulden, Mason & Wolfinger, 2005). Moreover, for faculty in tenure track positions, men were 20% more likely to achieve tenure than women. Women who had babies early in their academic careers were less likely to obtain tenure than those who delayed childrearing. However, postponing pregnancy and childbirth until the receipt of tenure is biologically problematic for many women and is likely to become even more so in the future. The average age of obtaining tenure in the sciences and social sciences has increased from 36 in 1985 to more than 39 in 1999. The average age of a Ph.D. recipient has likewise increased from 31 to 33 in the last two decades. In many of the sciences, Ph.D. graduates typically complete 2-5 year post-doctoral appointments before accepting academic positions at research universities, further delaying entrance to the tenure track. Thus, the challenges of timing faculty careers and family formation are likely to intensify for future generations of Ph.D. students.

In response to this research, institutions such as the University of California, Berkeley and the University of Michigan have taken leadership roles in establishing family accommodation policies for childbearing and childrearing, declaring them to be “fundamental to an equitable and productive academic environment” (UC Berkeley, APM-760-0). The intent of these policies is to provide a range of options for faculty with families. Initial policies to address this issue were aimed at delaying the tenure clock. Analyses of tenure delay requests revealed that both women and men took advantage of such policies, but women were more reluctant than men to request a delay out of

fear that colleagues and administrators would not consider them to be serious about their careers. Consequently, these policies were refined so that faculty members would not have to request the delay but would receive automatic entitlement to a delay in the tenure clock for childbearing and adoption. Policies further mandated that internal and external reviewers for tenure evaluate the totality of a faculty member's accomplishment, not the rate of accomplishment (e.g., UC Berkeley, APM 220 Appendix B). Following the lead of other research institutions, the University of Maryland adopted a policy in 2006 that allows for automatic delay of the tenure clock for the birth or adoption of a child.

Reduction of Faculty Appointments

While tenure delay policies relieve some pressures on junior faculty members engaged in significant family caregiving, they do not provide help in balancing professional careers and childrearing responsibilities. Consequently, universities have begun to institute a range of policies that provide flexible work arrangements, such as paid dependent care leaves, leaves in excess of the mandated Family Medical Leave, and modified duties and reduced appointments, to accommodate child-bearing and care of young children (Center for Education of Women, 2007). Women currently comprise more than half of all U.S. Ph.D.s and underrepresented minorities are an increasing percentage of all doctorates. Surveys indicate that both of these groups have a strong interest in family accommodations (Cockrell, 2006). Increasing numbers of male faculty members are involved in rearing young children and have also shown an interest in family accommodations.

The intent of this proposal is to add temporary part-time appointments to the tool kit of formal work arrangements that are available to faculty at the University of Maryland.¹ According to the Center for Education of Women (2007), family friendly policies such as temporary part-time appointments, are most prevalent at doctoral extensive institutions and these institutions also offer the greatest range of arrangements. Of those research universities that offer part-time appointments to tenure track/tenured faculty, 97% allow academic departments to retain the faculty member's budget line for when the faculty member returns to full-time status. Research universities that have adopted flexible work arrangements are positioning themselves to keep talented faculty, and particularly women, in the academic pipeline. These institutions also claim to be preparing themselves for a future hiring boom, as large numbers of faculty plan to retire during the next decade.

The University System of Maryland currently permits reduced (part-time) appointments and provides some general guidance for implementation of part-time tenure track and tenured appointments. The System policy stipulates that, "Each institution which employs part-time tenure-track and/or part-time tenured faculty shall develop written procedures for the appointment, promotion, and granting of tenure to such faculty" (USM II-1.10 UNIVERSITY OF MARYLAND PROCEDURES FOR PARTTIME TENURE-TRACK AND PART-TIME TENURED FACULTY). The University of Maryland has not developed its own procedures. Presently part-time arrangements at the university are handled by partial leaves without pay under a wide variety of arrangements and for a wide variety of reasons. Requests for part-time appointments are negotiated on a case-by-case basis without guidelines for decisions about the legitimacy of the requests.

¹ This policy does not preclude adopting other arrangements, such as Family Leave, instead of or in addition to partial appointments, as appropriate.

The proposed policy builds on the current USM policy but tailors it to the specific needs of the University of Maryland and to a specific set of issues, the care of young children. The new policy:

- Facilitates and legitimizes the use of part-time appointments for tenured/tenure track faculty members who wish to reduce their obligations for a limited time period because of the birth/adoption of a child or need to care for young children,
- Provides a set of uniform guidelines for negotiating and implementing these part-time arrangements, and
- Specifies how contractual and tenure/promotion reviews will be handled for faculty on limited term, part-time appointments.

Proposed Policy and Procedures

II-1.10(A) UNIVERSITY OF MARYLAND POLICY AND PROCEDURES FOR PART-TIME STATUS OF TENURED AND TENURE-TRACK FACULTY DUE TO CHILDREARING RESPONSIBILITIES

(Approved by the President _____)

1. Units may employ tenured or tenure-track faculty members on a part-time appointment on a temporary basis. A part-time appointment shall be a minimum of a fifty percent (50%) appointment. Part-time appointments shall be approved for a minimum period of a full academic semester (e.g., fall semester, spring semester) up to a maximum of two years. These appointments may be renewed for tenured faculty (in maximum blocks of two years). For faculty on an academic year contract, the starting date of the appointment must coincide with the start date of an academic semester and the end date must coincide with the end of an academic semester. For faculty on a fiscal year contract, the starting date must correspond to the beginning (7/1) or the midpoint (1/8) of the year, and must last a minimum period of a full academic semester and maximum of two years.
2. Eligibility. This policy applies only to tenured or tenure-track faculty who request a temporary reduction to part-time status in order to prepare for a newborn child and/or to care for a child under the age of five years, including children placed in the home as a result of adoption or foster care. This policy shall be extended to the children of domestic partners at such time as the Board of Regents recognizes domestic partners as immediate family members. Faculty making the request must attest that they are responsible for 50% or more of the care of a child.
3. Length of appointment reduction.
 - (a) Tenure-track faculty. The length of a tenure-track faculty member's initial contract and probationary period for tenure consideration is based upon the number of full-time equivalent years accrued by the faculty member at the institution in a tenure-track rank. For tenure-track faculty, part-time status may be granted for a maximum period of two full academic year or fiscal year appointments during the pre-tenure probationary period. These partial appointments result in a one year maximum delay in the tenure clock regardless of the year in which they were initiated and the decision about how the reduction is allocated (e.g. two separated one-year-reductions). If the first of the fractional appointments begins during the initial three-year contract period, the contract review is delayed a year and the

faculty member should receive a one-year contract extension of the initial contract. If the first partial appointment begins after the initial three-year contract review, the faculty member receives contracts covering the subsequent four years and is reviewed for tenure by the end of seventh year.² These periods of reduced appointment may be contiguous or noncontiguous, and they may result from a single event or multiple events. Eligibility for consideration for a part-time appointment shall extend from three months prior to five years following the birth or placement of a child. Faculty eligible for part-time status related to childbearing/ childrearing responsibilities are also entitled to extensions of time for consideration for tenure review under the same terms and conditions as full-time tenure track faculty as set forth in II-1.00(D) University of Maryland Policy on Extension of Time for Tenure Review Due to Personal and Professional Circumstances.³

(b) Tenured faculty. The conditions of eligibility for tenured faculty are the same as for tenure-track faculty. Temporary reductions from a full-time appointment shall be for a minimum period of an academic semester and a maximum period of two years. These part-time appointments are renewable with appropriate approvals. Each renewal may be requested for a period lasting a minimum of a semester to a maximum period of two (2) years. The Memorandum of Understanding (MOU) governing these temporary part-time appointments for tenured faculty must specify changes in obligations and the conditions under which the appointee may return to a full-time position or request a renewal of the temporary part-time appointment at the same or a different percentage for another period of a minimum of one academic semester and maximum of two (2) years.

4. Procedures. Any faculty member who meets the eligibility requirements for this policy may request a temporary reduction of duties. Under ordinary circumstances, this request will be granted. The faculty member shall make a formal written request to the department chair or unit head, stating the basis of his/her need for a temporary part-time appointment. The notice should include an attestation by the faculty member of eligibility. The faculty member's request must be submitted by the end of the semester before the appointment is slated to begin. The proposed reduction in appointment and duties should then be discussed and negotiated with the chair/unit head to arrive at a mutually acceptable MOU. Then the chair/unit head must prepare (a) a MOU and (b) a letter supporting or opposing the request. The MOU should specify the reason for the request, the length of the part-time status, expectations for faculty duties, and, where applicable, revised schedules for contract, promotion, and other reviews, and provisions for ending the proposed fractional appointment and return to full-time status. The unit head/chair's letter must include a rationale for supporting or opposing the request, and a description of the financial and staffing implications. The formal letter of request, chair's response and MOU must first be forwarded to the Dean (where appropriate) and then to the Provost for approval or denial. Upon approval of the part-time appointment and accompanying arrangements, the

² Thus a faculty member on a 50% appointment for the maximum period of two years would be reviewed in the 7th rather than the 6th year. Partial appointments (regardless of length) under this policy delay the mandatory tenure review by one year and partial appointments which are initiated in the first three years of appointment extend the contract review by a year.

³ A faculty member on a 50% appointment for the maximum period of two years would be reviewed in the 7th year. If the faculty member is also approved for a two year delay in the tenure clock, the review would occur in the 9th year. A faculty member on a 100% appointment with a two year delay in the tenure clock would be reviewed in the 8th year.

MOU shall be co-signed by the faculty member, chair/unit head, Dean, and Provost.

5. Departments/units shall be able to use the unused portion of the salary of a tenure track/tenured faculty member on a temporary part-time appointment due to childrearing responsibilities to fund coverage of the faculty member's teaching, advising, service and related duties.
6. Performance, Tenure, and Promotion Reviews. No person shall be discriminated against in any promotion and tenure proceedings or merit review as a result of seeking or being granted part-time status in accordance with these procedures. Personnel reviews shall be conducted in the same manner as those conducted for full-time faculty. Internal and external reviewers of faculty performance should be apprised that faculty members who have been granted part-time appointments should be judged by the quality and quantity of their accomplishments, but not by the rate of their accomplishments.
7. A faculty member who believes that her or his request for part-time status has been unfairly or improperly denied may bring the matter to the attention of the Faculty Ombuds Officer and seek a review in accordance with the procedures of the University of Maryland Policy governing faculty grievances (University of Maryland Policy II-4.00(A)).

References

Cockrell, C. (2006, April 13). Family-friendly policies for faculty are now "an entitlement." *Berkeleyan*, University of California, Berkeley.

Goulden, M., Mason, M.A., & Wolfinger, N. (2005). Do babies matter: Refining gender equity in the academy. In *Mentoring for Academic Careers in Engineering: Proceedings of the PAESMEM/Stanford School of Engineering Workshop* (pages 89-105). Santa Barbara, CA: Graphics Publishing.

Mason, M.A., Goulden, M., & Frasch, K. (2009). Why graduate students reject the fast track. *Academe*, 95(1), 1-8.

University of Michigan Center for the Education of Women. (2007). *Family friendly policies in higher education: A five-year report*. Ann Arbor: Author. <http://www.cew.umich.edu/PDFs/Redux%20Brief%20Final%205-1.pdf>

Frequently Asked Questions

Proposed Policy and Procedures for Part-Time Status of Tenured and Tenure-Track Faculty Due to Childrearing Responsibilities

1. Is it required that a new parent take part-time status?

No. This is an option that we expect will be infrequently taken, since it involves a commensurate (and significant) reduction in salary. It is an available option that can be used if needed.

2. Must the appointment be reduced to 50%.

No. 50% is the maximum reduction.

3. How does this impact tenure clock delays?

The following table summarizes some of the possible scenarios and delays. *Note that higher percentages of appointment (e.g., 66%) have the same impact on year of review as a 50% appointment because the timing of the review is based on completion of a whole academic year.*

Option for Pre-Tenure Faculty	Tenure Review Year
Regular schedule: no tenure clock delay, no part-time appointment	Year 6
One semester of 50% or more part-time	Year 7
One year of 50% or more part-time	Year 7
Two years of 50% or more part-time	Year 7
One semester of 50% or more part-time, 2 years later another semester	Year 7
One year of tenure clock delay and 1 year of 50% or more part-time	Year 8
Two years of tenure clock delay and 2 years of 50% or more part-time	Year 9

By itself, the partial reduction in appointment permitted in this policy, regardless of the length of the reduction and the fraction of reduction, produces a one-year delay. The university also allows a maximum of two years of delay of the tenure clock. If the two kinds of delay were combined (two years of tenure clock delay and also, two years of part-time appointment) it would result in a maximum of 3 years of delay. The faculty member would come up for tenure in year 9, instead of year 6.

4. Why is there a limit of two full academic years of part-time appointment for pre-tenure faculty?

Because it was felt that the tenure process should not be delayed further than the ninth year.

5. How will expectations for productivity for tenure change if taken a part-time appointment?

Internal and external reviewers of faculty performance should be apprised that faculty members who have been granted part-time appointments should be judged by the *quality and quantity* of their accomplishments, but *not by the rate* of their accomplishments.

6. Are there any limits for post-tenure faculty?

Part-time status after tenure is left to the faculty member and the unit head to negotiate as mutually agreeable. Agreements to reduce an appointment for two-years are renewable.

7. Why is there a requirement for at least a 50% appointment?

Because benefits (retirement, health, etc.) are lost below 50% appointment.

8. Does a 50% appointment mean that you need to work 50% every day?

No. The exact arrangements are to be negotiated between the person taking the part-time appointment and the unit head, and can be worked out as mutually agreeable.

9. Does this policy place an upper limit on what can be taken or offered?

No. Unit heads and faculty are free to arrange additional, or entirely different, accommodations. For example, the unit head may offer modified teaching duties instead, or in addition to, tenure clock delays or part-time status.

10. What if faculty members are pressured into accepting a part-time appointment they don't want to take to save the department money?

Any inappropriate action by the unit head, including this one, should be reported to the Faculty Ombuds Officer.

11. Can the unit head deny the request?

Yes, but only under unusual circumstances. The denial must be approved by the Dean (where appropriate) and the Provost.

There is no financial incentive for the unit head to deny the request, since the salary that is saved can be used to pay for covering the faculty member's teaching, advising, etc.