



TAUP BULLETIN

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Temple Association of
University Professionals

President's Message from Art Hochner

Work-Family Balance at Temple: Survey Results



How do faculty and staff create a balance in our lives between our work and our families? Many of us find that we make choices and compromises that leave us feeling unbalanced and frazzled. We may short-change either work or our families. Or we may try to do everything and take on more stress. Seeking the right balance, however, is not just an

individual quest. It's also a function of the demands and working conditions we face at Temple.

TAUP has power to negotiate over professional working conditions. In our last contract negotiation, for instance, we proposed a full semester's paid parental leave for birth and adoption. We didn't achieve that.

But we did reach some agreements on work-family issues. Currently, female faculty are eligible for up to eight weeks fully-paid leave for pregnancy and childbirth, with more paid leave if medically necessary. Both male and female faculty can also take, as permitted by the Federal Family and Medical Leave Act (FMLA), up to twelve weeks unpaid to take care of a number of family needs. We also have mandatory stoppage of the tenure clock for such reasons.

Because work-family issues are complicated, and complexity is difficult to negotiate at the bargaining table, we decided to prepare early for some recommendations for the next contract. The administration and TAUP agreed to set up a joint committee to discuss issues. As a result of this discussion, the administration put together a list of family-friendly policies that Temple already practices (look at <http://www.temple.edu/hr/faculty> for "Family Friendly Policies for Full-Time Faculty"). The administration has also expressed strong interest in discussing the

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Policies That Work for You: What, Where, and How

Although there is flexibility, especially for faculty, in Temple's "Family-Friendly" policies, employees coping with a sick family member or child who may need day care or after school care still find themselves squeezed. It takes creativity and patience to manage both job and family. Liberal and adaptable policies allow employees to work better, which encourages good employees to stay at Temple.

One of the most desired benefits is a fully-paid semester's leave for the birth or adoption of a child, which TAUP supports. However, Temple does have other "family-friendly" policies. Among these are tuition remission for family members, domestic partner benefits, and an Employee Assistance Program that pro-

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(L to R) Maureen Whitsett, Ralph Young, Linn Washington, Carol Jenkins, Joan Wallach Scott, Art Hochner, and Jane Evans. Photos by Amanda Marlow

The November 2 "Dissent in America Teach-In," *Academic Freedom: Fact or Fiction*, featured Joan Wallach Scott, from the Institute of Advanced Studies in Princeton, as its principal speaker. An audience of about 60 people enjoyed a lively discussion of the issues the panel (pictured above) presented.



Joan Wallach Scott

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Better Family Leave, Better Faculty, Better University

By Miriam Solomon and Terry Kilpatrick

Many universities have generous family leave policies. Temple is not one of them.

University leaders generally understand that better benefits attract and keep a better faculty, which makes for a better university.

In the arena of family leave, however, Temple provides hardly anything more than the Federally-mandated basics.

While 170 countries offer paid maternity leave, the United States (along with Liberia, Papua New Guinea and Swaziland) does not. Federal law, under the Family and Medical Leave Act, requires only that large organizations or businesses offer twelve weeks of unpaid leave; the Pregnancy Discrimination Act of 1964 stipulates that pregnancy be treated no differently from "any other temporary disability" (sic). Many employers, especially in educational institutions, offer a great deal more paid and unpaid leave, such as a semester off, but Temple employees do not yet enjoy such progressive policies.

The TAUP – Temple University collective bargaining agreement allows eight weeks paid leave, which is more than what Federal law mandates. In practice this means that a woman can start her leave before her baby is born, if she so desires, and that she does not need to provide formal documentation of medical disability. If a faculty member who is a new mother has a documented medical problem after the eight weeks of paid leave, she may take more sick leave (up to sixteen additional weeks) but at half pay. *The paid leave runs concurrently with the leave allowed under*

FMLA, so that when the usual eight weeks of leave are up, a new mother has four weeks of unpaid leave left before she must return to work. In addition, the tenure clock is stopped for one year for anyone taking FMLA leave or disability leave. These benefits are all stated clearly in the 2004-2008 Collective Bargaining Agreement, Article 22, Item G (pp. 70-72).

Babies, however, do not respect the academic year calendar, so a faculty member may face inconvenient choices when fitting her leave into the semester's work demands.

Here is how the benefit may play out in some typical cases:

Susan Brain gives birth to a child in October
Helen Bright gives birth to a child in June
Charles Smart's partner gives birth to a child in February
Annie Sharp, +/- partner(s), adopts a child in October

Susan Brain is entitled to up to eight weeks paid leave after she gives birth. She cannot afford to lose income and chooses not to take the additional four weeks of unpaid (FMLA) leave to which she is entitled. What is Susan Brain to do with her fall classes? Whenever she takes her eight weeks of paid leave, there will be another six or seven weeks of classes to teach: but how can a class be taught with eight weeks missing? There is no general policy accommodating the semester calendar. Faculty are left to negotiate individually their workload with their department chairs and deans. Some department chairs and deans are generous, and give semester releases from teaching (occasionally with increased service require-

ments which can be met before the baby is born or after the return from leave). Others are not generous, and make unreasonable demands (e.g. for videotaping classes and remote teaching), particularly on untenured faculty who are not in a strong position to negotiate.

Helen Bright does not need to take sick leave because her baby is born at the beginning of the summer vacation. But if she does not, her tenure clock is not stopped (she may or may not want

this). She needs to be advised about this consequence.

Charles Smart is not giving birth, so he is not entitled to any paid leave. He is entitled to take up to twelve weeks of FMLA unpaid leave, and if he does take any unpaid leave, his tenure clock is stopped for one year. As with the case of Susan Brain, there is no general policy for accommodating such leaves in the middle of a teaching semester, and faculty need to negotiate individually with

Stopping the Tenure Clock

A number of people have inquired about why Temple doesn't have a policy extending the tenure clock for situations like pregnancy, adoption, family leave, and the like. Well, the answer is hiding in plain sight in the TAUP-Temple contract. We already have such a policy: In Article 22 Benefits, Section G Sick Leave, paragraph 7, page 72 – "Credit towards tenure or the completion of the probationary period will not accrue during any paid or unpaid sick or University-approved personal leaves of absence." In practice, this means that maternity leave or any family leave (FMLA) taken for adoption will delay the tenure decision by an entire year.

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Better Family Leave

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 their chair and dean.

Annie Sharp is not giving birth, so she is not entitled to any paid leave. She is entitled to take up to twelve weeks of FMLA unpaid leave, and if she does take any unpaid leave, her tenure clock is stopped for one year. As with the case of Susan Brain, there is no general policy for accommodating such leaves in the middle of a teaching semester, and faculty need to negotiate individually with their chair and dean.

There are two main injustices in the current parental leave policy. First, negotiation of the details of leave from teaching is left up to the individual faculty member. The results have been very different for different faculty members, and untenured faculty are particularly vulnerable in the negotiations. Secondly, *paid* leave is granted only for childbirth, not for parenting. Adoptive parents and partners of those who give birth receive no salary during their leave. This is a consequence of providing only the minimum required by Federal law.

Compared to Temple, other universities offer far more progressive leave policies.

The University of Delaware, for example, which allows a semester free from teaching, begins its discussion of family leave by saying:

The University of Delaware recognizes the importance of having a maternity leave policy, which helps faculty balance the responsibilities of work and parenthood. The University of Delaware encourages faculty to develop a dialogue with their chairs/directors so that their career paths can be maintained while assuming the added responsibilities of parenthood.

Other major universities with such progressive leave policies are the University of California system, the University of Massachusetts, the University of Michigan, and University of Texas.

Private schools as well provide liberal leave policies. Carnegie Mellon offers one semester of complete leave with full pay for the primary caregiver. Duke, Stanford, University of Pennsylvania, Harvard, MIT, Princeton, Columbia and Yale all provide for a semes-

ter's release from teaching with full pay.

In the area nearby, Rutgers has a relatively flexible policy, at least compared to Temple. First, the school falls under New Jersey state policies which say:

*Family leave [twelve weeks without pay] granted under the [state] Family Leave Act is in addition to, and separate from, any rights granted under the state "Temporary Disability Benefits Law." Employees may also be eligible for **additional leave** [emphasis added] under the Federal Family and Medical Leave Act.*

This means that unlike Temple, for example, where Federal Family and Medical Leave runs concurrently with any sick leave, Rutgers faculty may take their leaves consecutively. In practice this allows a faculty member to ask for a semester's leave or longer, although much of it will be without pay. This time-off stops the probationary clock.

Another peer institution, the University of Pittsburgh, starts its Family Leave policies with this overarching statement of intent:

This policy establishes leaves of absence for faculty for medical, parental, and other family care purposes. Its goals are to assist faculty members in balancing the demands of the workplace with family obligations, and to establish equitable practices across the diverse departments, schools, and campuses of the University. This policy is ultimately intended to maximize the professional productivity of faculty women and men, while strengthening the University as a collegial and supportive work environment.

WHAT THE NUMBERS SAY Maternity Leave at Temple			
Academic Year	No. of Faculty	No. of Leaves	% of Faculty
04-05	1087	7	0.6%
05-06	1117	10	0.9%
06-07	1154	17	1.5%

Those covered at Pitt include full-time faculty and faculty librarians; part-time tenure-stream faculty and part-time faculty librarians, who are employed at least half-time.

All in all, at Pitt faculty and librarians may combine sick leave, vacation pay, and FMLA leave and take up to one year off to care for a newborn or adopted child. The university continues to pay for health and other benefits as it would for any employee during this time.

Upon return from leave Pitt faculty are assured of the same or equivalent position. The Faculty handbook adds that "a family leave shall not, in itself, adversely affect decisions regarding the faculty member's salary, benefits, tenure, or promotion."

In preparation for contract negotiations, TAUP is developing a new proposal for family leave. The union believes that a wise and thoughtful administration will find that a flexible

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Better Family Leave

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and generous family leave policy will make the best use of the professional productivity of faculty women and men, while improving Temple's ability to provide a collegial and supportive work environment. Reaching the standard of one semester's leave from teaching with pay, and some additional leave without pay, for caring for a newborn or adopted child would put Temple in league with the best institutions in the country.

Faculty members of the Work-Family Balance Committee have indicated willingness to advise faculty members who are thinking about negotiating parental leave. Please contact the TAUP office for a confidential referral.

Miriam Solomon is Professor of Philosophy. She specializes in philosophy of science, philosophy of medicine, and medical ethics.

Terry Kilpatrick is the TAUP Member Services Coordinator.

Policies That Work for You

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vides confidential counseling, advice, or other services to faculty and other employees.

Many employees use the tuition remission program, although there is sentiment to broaden it to provide an equal allotment for tuition at other universities. When the current collective bargaining agreement went into effect in 2004, employees with domestic partners were able to sign then up for most benefits that are extended to spouses. The Employee Assistance Program is a private counseling service engaged by Temple to provide confidential help to employees with a wide variety of personal issues.

If you would like more information regarding any of the resources available through the EAP Program, you can visit the LifeWorks website at www.lifeworks.com or call them at 1-888-267-8126 anytime. For tuition benefits call the Bursar's office at 1-7345. For information about other "family-friendly policies," call Benefits at 1-1321.

Thinking of Joining TAUP?

Only TAUP members may vote on the contract that will be negotiated in 2008.

Call the office today (215-763-2287 or 1-7641) and a representative will meet with you.

Questions about your job, or the contract? The TAUP office is here to serve you.

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A Faculty Mother's Story By Cynthia Folio

I want to share my experiences as a tenured faculty member with a disabled child. It has been an emotionally mixed experience. My daughter has had seizures almost every day since she was one and one-half years old (1994). She has a genetic disease (evidently as a mutation) called tuberous sclerosis. This causes tubers (usually benign tumors) to form in and on any surface or any organ of her body as she develops. Multiple tests have determined that she has 26 tubers in her brain, one or more of which might be causing her seizures. Unfortunately, after dozens of tests (including experimental tests conducted by the NIH), we cannot locate the exact tuber or tubers that might be causing these seizures, so we have to consider therapies not relating to brain surgery.



(L to R) Lydia's father, Temple Associate Professor of Music History Aleck Brinkman, Lydia, her mother, Cynthia Folio, all after a dance concert of Lydia's

The main treatment now is the Atkins diet (a diet high in fats with very few carbohydrates) for seizures, which seems to be having a positive effect.

www.atkinsforseizures.com

We have been on this diet for seven months and it's working so well that her neurologist agreed with my suggestion that we decrease her seizure medications, which we all know inhibits Lydia's learning capacity. This decrease has to be very slow, because we don't want to go back to previous seizure emergencies. But as we continue cautiously, I hope to see Lydia at some time in a drug-free state. I think I will see a new Lydia.

I have always received support from my colleagues in the music theory department whenever my daughter had to be hospitalized (usually for a week at a time). Everyone in the theory department was willing to teach for me. I have always felt guilty about this; I continue to feel confident in their continued support, but I am reluctant to

ask for it. I have never asked for anything from the administration, although I was tempted to ask the chair of my department to change my 8:40 class to a later hour. I now teach 8:40 classes on MWF. My husband and I have to prepare all of Lydia's special meals and watch for her usual early morning seizures. I've solved the issue by hiring babysitters to come to the house each MWF morning at 6:30 to help make her special diet breakfast, pack her special diet lunch, help her get ready for school, catch her if she has a seizure, and get on the bus by 7:30 so we can leave before that time. We pay the babysitters \$25 for that hour of intense preparation, but it helps us get to class on time.

Aside from the morning issue, taking care of Lydia is time-intensive all day, every day, and this will probably continue into her adulthood. Although she is now 15 years old, she is far from independent. I still have to help her with most of her life skills, including washing hair, cutting nails, tying shoes, etc. In addition, she cannot be left alone or go anywhere alone because of the danger that she might have a seizure, or worse, get stuck in a seizure. When she has seizures at school (which used to happen often), we had to drop everything and pick her up. Then there are all the doctor visits, hospitalizations, battles with insurance companies, and applications for special services and for medical assistance. While this sometimes affects my teaching, it is my creative and research activity that suffers the most, since it must sometimes take a back seat to Lydia's needs.

Cynthia Folio is an Associate Professor in the Department of Music Theory.

A Case of the Best Plans: Another Faculty Story

Temple's flexible leave policies have helped one faculty member cope with what could be an overwhelming situation. This case demonstrates that the unforeseen can derail well thought-out intentions. A faculty member had made plans years in advance to retire. When the time approached, however, he found himself in the position of having an elderly relative to care for. This meant that he could not retire, because of the needs of his elderly relative. Then the faculty member encountered health problems. First he took his sick leave, but still was not able to return. Since the FMLA leave runs concurrently with sick leave, he had no further guaranteed time off. He was granted a year's leave without pay, but still could not return. The university fortunately gave another year's leave, a real help to this professor.

Survey Results

results of the online survey on work-family issues that TAUP conducted last spring.

TAUP sent a request to answer the survey in May 2007 to 1187 individuals covered by the TAUP contract in our 13 schools and colleges. We got back 248 surveys, a 23.4% response rate. That is good enough for us to get some idea of what conditions faculty and staff have to face and what you think about some ways to deal with them.

It's not a random sample, so it may not be totally representative. But it seems to be a pretty good cross-section of the bargaining unit. We got 50% men and 50% women, which is a larger proportion of women than in our overall population – 61% men and 39% women. Still, the large number of male respondents gives confidence that work-family balance is not seen just as a women's issue. The respondents were, however, almost identical to the larger population in the proportions of tenured, tenure-track and nontenure-track faculty, as well as of librarians and academic professionals. Similarly, the age profile of respondents was very representative.

Care-giving Responsibilities

As of May, 51% of all respondents were involved in at least one care-giving responsibility to a family member, such as school-age children (29%), spouses or partners (16%), elderly parents or relatives (14%), infants or toddlers (12%), ill or special-needs children (7%), ill or special-needs adults (6%) or new adoptees (1%). Some had more than one such responsibility. Over 89% reported ever having had at least one such responsibility: 65% with school-age children, 65% with infants, 51% with elders, 36% with spouses or partners, 21% with ill or special-needs children, 17% with ill or special-needs adults, and 12% with new adoptees. One might expect that women take on these responsibilities more than men, but the gender difference is slight for current responsibilities and nonexistent overall.

Time demands

Of those with care-giving responsibilities over the past year, about half spent 20 hours or less and half more than 21 hours per week. School-age children presented the highest time burden, on average 21-30 hours per week, followed by infants and toddlers – on average 11-20 hours per week. Men reported less time spent than women. This was particularly pronounced with the most common responsibility, taking care of school-age children during nonschool hours, with only 7% of men reporting 31+ hours, but 24% of women doing so.

Concerns

A majority of those with opinions (i.e., excluding answers of "don't know or not applicable") said that seven out of

eight care-giving problems are "very important": quality of care (94%); flexible work schedule (84%); support from Temple administrators (63%); support from colleagues (62%); financial constraints (61%); care facilities near home (61%); and information about other resources (54%). Having care facilities near work was desired by only 27%. Women were even more likely than men to report most of these problems as very important, though there was no difference on care near home, care near work or on cost considerations.

The impact of care-giving on aspects of one's work can be considerable. Research and creative activity seem to take the biggest hit, with 60% reporting a "moderate" or "great deal" of impact. Likewise, merit, promotion, or tenure were affected for 44%; service activities for 43%; and teaching for 23% of the respondents. Men and women hardly differed on these reported impacts.

Impacts on oneself are even heavier than on one's work. Some 79% reported moderate or a great deal of impact on their stress levels, even more so for women (85%) than for men (73%). Family relations receive some heat, too, with 59% saying moderate or great impact; this time no difference by gender. But women are more likely to report their health as suffering moderate or great impact from care-giving, 61% versus 36% for men.

Impacts

Despite concerns and impacts, respondents tended to be quite satisfied with their current care arrangements. They reported being satisfied or highly satisfied with location (84%), quality (82%), and cost (71%). This satisfaction did not differ between men and women.

Role of Temple Administration & Colleagues

What sources of information at Temple are "very important" to us? Department chairs had the highest level, at 31%, trailed by Temple administrators (23%) and colleagues (19%). Surprisingly, respondents didn't seem to rely on these internal sources all that much. Women, however, found them more important than did men. Despite the relatively low reliance placed on them, respondents were satisfied or very satisfied with all of these levels: department colleagues (90%), chairperson (84%) and administration (62%). Men tended to be more satisfied (69%) than women (56%) with administrative support.

Colleagues not only support us, but also may affect us in

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Survey results

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adverse ways because of their own care-giving responsibilities. The most common such effect was time constraints placed on scheduling meetings (37% reported this). Next came increased service/committee work (29%); and increased advising (22%). Increased teaching loads, awkward teaching schedules, part-semester substituting and courses being cancelled were each cited by fewer than one out of six respondents.

What kinds of support from Temple did they receive when they needed it? By far, the most common adjustment was a more flexible teaching schedule, reported 37% of the respondents, slightly more women than men. None of the twelve other forms of support (various lengths of paid and unpaid leave, reduced teaching, adjusted tenure clock, online teaching and the like) was obtained by more than 7% of the those responding. All of the recipients of paid leave were women, though they were few in number too.

Room for Improvement

So, what do the respondents think needs to be improved to make Temple a more family-friendly workplace? All nine ideas received at least majority support. The most desired were: paid leave for pregnancy and childbirth (86% said it needs improvement); paid leave for adoption (85%); hiring more full- and part-time faculty (81%); adjusting the tenure clock (79%); and adjusting teaching loads (70%). Two of these ideas showed considerable differences by gender, such as: favoring tenure clock adjustment (88% of women to 69% of men); and favoring paid leave for adoption (94% to 70%). Many of these ideas

Clearly,
work-family
balance is
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most of us
engage in.

have budget implications and may need to be explored at the bargaining table.

What about childcare help from Temple? Most respondents said they would be likely or very likely to use quality childcare that was close to home (59%). Much less support was shown for childcare on campus (43%), in the neighborhood close to campus (28%) or in Center City Philadelphia. However, for people in their 30s and 40s, those most likely to have childcare needs, though many favor care close to home, a majority (70% of the 30-somethings and 52% of the 40-somethings) would be likely or very likely to choose on-campus childcare.

Conclusion

Clearly, work-family balance is complex, but the juggling act is one most of us engage in. It's not just confined to women, but they tend to spend more time in care-giving and feeling the stresses and strains of trying to cope. While colleagues and chairs usually accommodate faculty needs as best they can, they are not required to do so, and they are not given resources (such as additional teaching staff) to do so.

Faculty and staff bear the burden of expensive childcare and, often, extra commutes to childcare because there is none available on campus. A competitive set of policies would be a good step toward best recruiting and retaining faculty and staff, and keep them maximally productive during the years in which they have the most family obligations. The first issue to bring to the bargaining table is paid parental leave, which TAUP proposed in 2004. Sensitivity to work-family issues needs to be widespread, among colleagues, chairs, and the administration. We do many things right, but we can also do better. Our balancing acts shouldn't be treated just as individual lifestyle choices, but as work-life problems that we collectively work to ease.