

# Diversity best practices

It may seem obvious but...

- Departments should have written policies and procedures.
- Grievance procedures should be in place with resources outside the department available.
- Family-friendly policies should be available.
- Improve mentoring
- 90% of what we need to do should be being done by our Universities & Colleges and not by us.
- UMC policy may help prod our institutions.

# Family Friendly Guidelines

- General strategy:
  - Minimize stigmas
  - Automatic triggers?
  - Gender neutrality
  - Flexibility in scheduling
- Counterforces
  - Drive faculty achievement
  - Practical staffing needs
  - Society gender schemas
- Known events:
  - Traveling stars are managed to permit travel.
  - Faculty with health emergencies are not penalized.
  - Sabbaticals
- We can do the same for family care.

# Family Friendly Guidelines

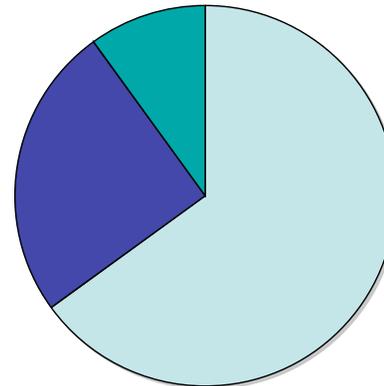
- Assistance, not welfare
  - Policies should be designed to facilitate success not provide charity
- On-site care
  - Common request is that child/elder care facilities be available on campus.
  - Desire to keep working and still provide care.
  - Claimable child and elder care expenses while traveling.

# Family Friendly Guidelines

- Modified duties process:
  - Not extension of tenure clock.
  - Prefer college or campus wide policies administered by committees with broad representation.
  - If necessary do it ourselves.
- Specifics:
  - Substitution of time-flexible responsibilities for fixed commitments so level of perceived effort remains high.
  - Extended part-time appointments possible.
  - Compensation appropriate to level of effort.
  - Requirement for level of effort toward family responsibility (avoids “free sabbatical” perception)

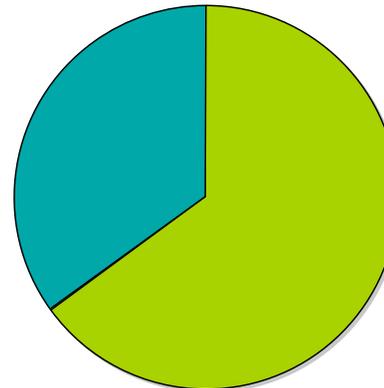
# Modified Duties

- A set of institution-appropriate structures should be developed for modified duties.
- Semester/quarter teaching load swaps could help but research expectation should be reduced.
- Assign courses with flexible contact hours if possible.



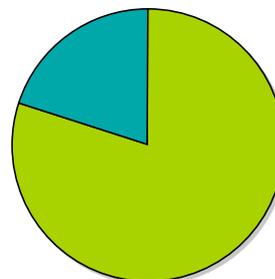
## Normal plan

- Research
- Teaching
- Service



## Modified duties

- Teaching/Research
- Service



## Part time

- Teaching/Research
- Service

# Leave without pay & part time

- Maybe more practical to implement.
- Tenure clock extension rules needed.
- Transition to part time (MIT: up to 5 years with possible renewal for family issues).
  - Required demonstration of level of responsibility?
- Family-related “sabbaticals”? (need institution buy-in).

# UMC Role

- How do we move forward to define specific guidelines
  - P&T like document?
  - Institution variability?
  - Small vs. large schools?