



Managing the Demands of Work and Family for Women in Academic Medicine and Science

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What's on your mind about
work and family?



Why I Collapsed on the Job



DO BABIES MATTER?



GENDER AND FAMILY
IN THE IVORY TOWER

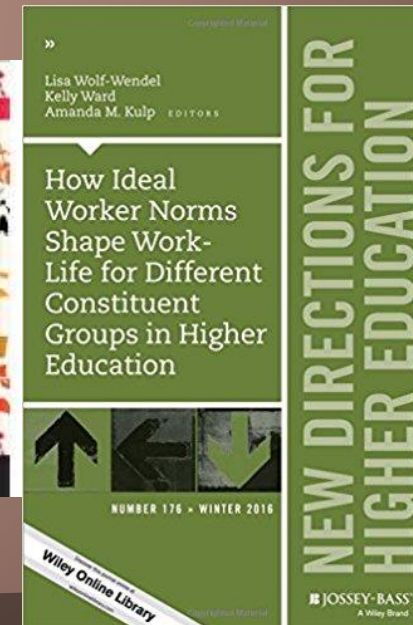
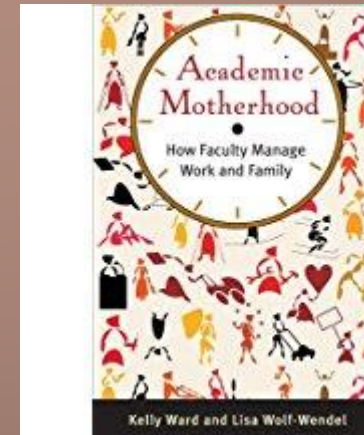
Mary Ann Mason • Nicholas H. Wolfinger
Marc Goulden

Problems in the Pipeline: Gender, Marriage, and Fertility in the Ivory Tower

Nicholas H. Wolfinger, Mary Ann Mason & Marc Goulden



A Bad Reputation





Work-life integration: What can be included?

- Dual Career couples
- Elder/ family care
- Parenthood/ child care
- Sick care (self and others)
- Same sex couples/families
- Birth and adoption
- Personal Health and well-being
- Civic engagement /hobbies
- Other?



Why Institutions are Becoming “Family Friendly”

- To recruit and retain quality faculty
- Concerns about (under)representation of women
- To have higher morale and greater productivity
- To create more equitable work places
- Pressure from external sources
 - AAUP Statement on Family and Academic Work
 - Funding Agencies(NSF)
 - Other institutions

Academic context

- Greedy workplaces
- Greedy jobs
- Bad reputation
- Ideal worker norms
- Work-life conflicts
- Culture of doing more with less
- Crisis orientation
- Historically not friendly to women





Personal contexts

- Choice
- Timing
 - Careers (e.g., wait to be full)
 - Family (e.g., when kids get older)
- Readiness
- Socialization
- Dual careers
- Family/personal needs
- Synergy between teaching, research, service, and clinical practice

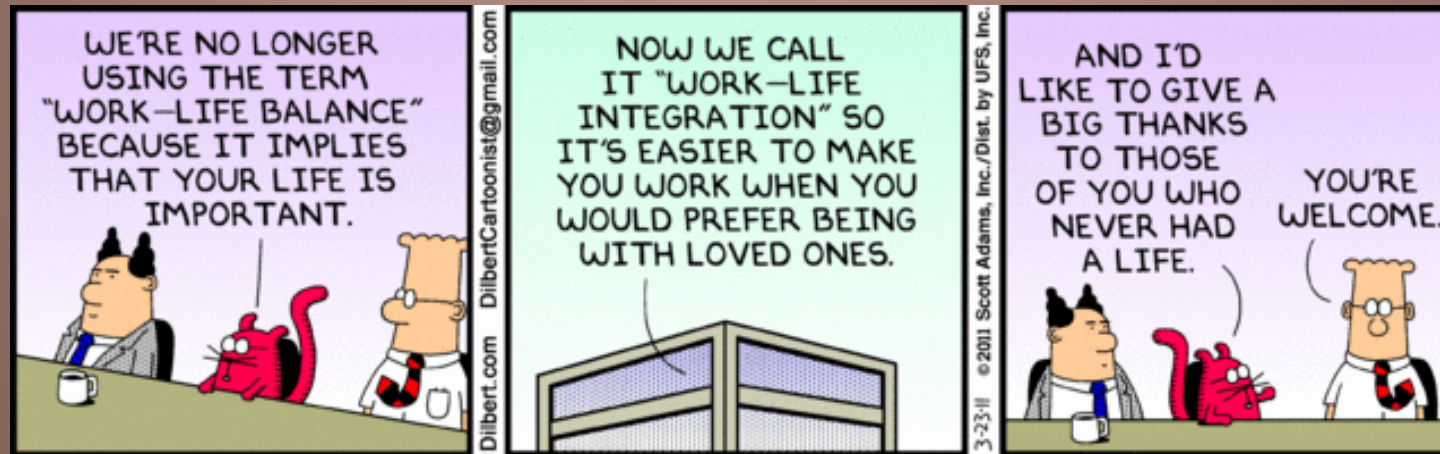
it's
Complicated



What is at stake?

- Health and well-being
- Productivity
- Making WSU a great place to work
- Mimetic isomorphism – keeping up with the Jone's
- Millennial faculty
- Shared parenting
- New models for families
- Other?

Work and life integration?



Really?



Methods

- Qualitative study
- Interviews with 120 women pre-tenure (1998-2000) (early career)
 - Research universities, comprehensive colleges, liberal arts, community colleges
 - All with young children, all tenure track
 - Variety of fields
- Follow up interviews with 87 post-tenure (2007-2009) (mid career)
- Follow up interviews 2014-2017 (n=82 mid mid-career)



Conceptual lenses

- Socialization
 - Linear (pipeline)
- Life Course Perspective
 - Synergistic/Integrative View of Life and Work
- Feminist Perspectives
 - Liberal
 - Post structural

Early career



*"I can only do so much in a day.
Having a family helps me be more
efficient with my time and also
gives me much needed perspective."*

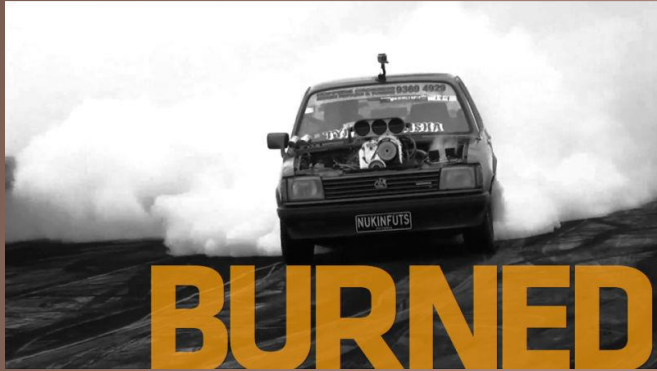
Mid-career



“You get tenure and you never hear anything about promotion.”

“I am not really interested in moving up at this time.”

Mid mid-career



“Going into administration isn’t really worth it. You have to work all the time and that doesn’t seem that appealing to me.”





The difference that difference makes...

- Race/ethnicity
- Sexual orientation
- Gender identity
- Socioeconomic status
- Dual careers
- Single moms
- Institutional type
- Rank and status
- Disciplinary differences



Women in STEM

- Not all STEM is the same
- Managing labs
- Field Work
- Grant funding
- Identity as a scientist
- Options beyond academe
- Collaboration (+/-)



In sum....

- Family life and academic careers evolve
- Both life long propositions
- Progress more than just leaning in
- Friction between structure and agency
- Tenure process—based on the male clock
- Getting stuck in the middle—Associate Professor/Associate Dean
 - Smile work (Tierney & Bensimon, 1986)
 - “good professor”/ “good mother”
- Women at the top – leadership not a priority



What's next...

Dealing with Dilemmas

Tenure and Biological Clocks: Can they Get along?

- Tenure is a normative academic structure fashioned on a male career trajectory
- Tenure is essential, but may need to be more flexible while maintaining integrity

What good is a policy, if people don't use it?

- Allow paid leave
- Flexibility
- Create environment that minimizes fear
- Policies need to focus on immediate needs of having babies and long term concerns (child care, coordinated semester schedules with local schools)



Work/Life Policies and Programs at WSU

- Tenure clock extension (faculty handbook III c.3.f)
- FMLA (faculty handbook III.d.6)
- Paid leave (faculty handbook III.d.13,14)
- Policies supporting a positive work and educational environment (faculty handbook III.a)
- Professional and Retraining Leave (Sabbaticals) (faculty handbook III.d.12)
- Phased retirement (faculty handbook III.f. 3)

Source: WSU Faculty Manual

- https://s3.wp.wsu.edu/uploads/sites/2135/2018/08/Faculty_Manual_2018-2019.pdf



Other policies at WSU

- Partner accommodations (<https://policies.wsu.edu/prf/index/manuals/60-00-personnel/60-15-partner-spouse-accommodation/>)
- Sitter city (in-home care givers): (<https://hrs.wsu.edu/employees/wellcoug/bright-horizons-sitter-city/>)
- Modified duties: (<https://hrs.wsu.edu/employees/disability-services/modified-duties/>)
- Part-time tenure track options
- Mentoring programs (multiple)
- Childcare subsidy program: (<https://spokane.wsu.edu/studentaffairs/successcenter/childcare-subsidy-program/>)
- ADVANCE Grant: (<https://advance.wsu.edu/>)

Dilemmas

How meet needs of women AND men as parents? Can we give women special treatment?

- Policies to integrate work and family need to be implemented for men and women
- Men need to be included in such policies, in part to minimize the effect of the “second shift” experienced by women
- Equitable families require equitable workplaces
- Yet recognize unique needs of women given history in higher education and given physical aspect of motherhood



Implications

- Update, monitor, publicize campus policies
- Leadership development programs
- Lead by example
- It's not just about women, but gendered
- It's not just about agency – it's structural
- Problem with pipeline metaphor



Questions?

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