

To: Molly Mulloy, Ruth Ann Atchley, Rick Hale, and Faculty Senate
From: Donna Ginther, Chair of Faculty Compensation Committee
RE:: Annual Report on the Committee's Activities and New Charges

April 26, 2007

In September, 2006 the Faculty Compensation Committee was given the following charges. The Committee held two meetings on September 8, 2006 and November 8, 2006. In addition, the committee corresponded by email regarding our charges. I will report on each charge and provide recommendations for additional charges for the 2007-2008 Academic Year.

Standing Charges

1. Continue working on the development of a University family leave policy. Review the results of the survey conducted during 2005-06 and include information about family leave policies at peer universities and relative costs of benefits. Make family leave policy recommendations to FacEx by 1/19/07.

This charge was the main focus of the Faculty Compensation Committee this year. We developed an active service/modified duties policy with input from Ola Faucher from HR/EO and Mary Lee Hummert, Vice Provost for Faculty Development. The policy was approved by the Faculty Compensation Committee and Faculty Senate in April 2007. The policy was forwarded by Faculty Senate to the Chancellor and Provost and awaits implementation. A copy of the policy and a report of a survey of department chairs and deans conducted by the Faculty Compensation Committee is attached to the end of this annual report.

2. Continue cooperative communication between the Chairs of the Planning and Resources and Faculty Compensation committees to facilitate coordination on issues of mutual concern.

No issues of mutual concern to both committees were raised this year..

3. Monitor the implementation and effectiveness of the Faculty Services Office.

The Faculty Services Office has been approved by the Faculty Senate, however, Provost Shullenberger declined to fund the position. We have held informal conversations with the Provost's office about the feasibility of creating a Faculty Service Office, and the administration has suggested that if these services could be provided by an existing office, such as Career Services, that additional funds for faculty support may be forthcoming. The Faculty Compensation Committee recommends that this charge be carried over to the 2007-2008 academic year.

4. Submit to FacEx (a) the approved minutes of each meeting: (b) recommendations approved by the committee, and (c) a final report by April 1, 2007. The final report should outline the committee's accomplishments and make recommendations for the following year.

This report fulfills this charge.

Additional Charges

5. "Consider the feasibility and then advisability of moving to a step system of faculty pay, and provide recommendations to FacEx regarding feasibility of this at KU.

The Faculty Compensation Committee considered this charge and declined to investigate the feasibility of a step system of pay. We recommend modifying this charge for next year as follows:

"Review peer institution methods of addressing salary compression and provide recommendations to FacEx regarding the feasibility of implementing policies to address salary compression at KU."

6. Review existing State and University policy regarding domestic partner benefits. Explore the different components that might be included in a set of domestic partner benefits. Consult with the Office of the Provost in considering the feasibility of establishing more wide-ranging domestic partner benefits.

A subcommittee has investigated domestic partner benefits at KU. We will finalize a report of these findings in the 2007-2008 academic year.

7. Consider the impact of tuition waivers for family members of KU employees, including assessing the extent to which peer universities have this benefit and the relative fairness to single faculty or faculty without children or those who are not in need of this benefit. How do other institutions that have this benefit deal with this issue? (Please invite a representative from Unclassified Senate and from the University Support Staff (USS) to participate in the discussion of this charge.)

A subcommittee was formed to investigate tuition waivers for family members. The committee has nothing to report at this time. We recommend carrying over this charge for the 2007-2008 academic year.

Summary of Recommended Charges for 2007-2008:

Standing Charges:

1. Continue cooperative communication between the Chairs of the Planning and Resources and Faculty Compensation committees to facilitate coordination on issues of mutual concern.
2. Monitor the implementation and effectiveness of the Faculty Services Office.
3. Submit to FacEx (a) the approved minutes of each meeting; (b) recommendations approved by the committee, and (c) a final report by April 1, 2007. The final report should outline the committee's accomplishments and make recommendations for the following year.

Additional and New Charges:

1. Review peer institution methods of addressing salary compression and provide recommendations to FacEx regarding the feasibility of implementing policies to address salary compression at KU.

Additional and New Charges (continued):

2. Review existing State and University policy regarding domestic partner benefits. Explore the different components that might be included in a set of domestic partner benefits. Consult with the Office of the Provost in considering the feasibility of establishing more wide-ranging domestic partner benefits.

3. Consider the impact of tuition waivers for family members of KU employees, including assessing the extent to which peer universities have this benefit and the relative fairness to single faculty or faculty without children or those who are not in need of this benefit. How do other institutions that have this benefit deal with this issue? (Please invite a representative from Unclassified Senate and from the University Support Staff (USS) to participate in the discussion of this charge.)

4. Work with Human Resources and the Vice Provost for Faculty Development to develop a web-resource of family-friendly policies for faculty and staff at KU.

5. Advise Human Resources and the Vice Provost for Faculty Development on training of deans and department chairs on the implementation of active service/modified duties policy.

To: Ruth Ann Atchley, Rick Hale
From: Elizabeth Asiedu, Donna Ginther, and Lisa Wolf-Wendel
RE:: Family Leave Policy Survey and Institutional Comparisons

March 27, 2007

This memo provides detailed information on the KU Family Leave Survey and Peer Institution Policies.

Background Information--2006 KU Family Leave Survey:

In 2006, the Faculty Compensation Committee fielded a survey of department chairs and deans about past accommodations for childbirth and family care-giving responsibilities. The survey had a response rate of 35 chairs and deans and provided the Committee with statistical and qualitative information about family leave at the University of Kansas. We discuss both aspects of the survey and provide recommendations for a consistent family leave policy.

The results of the survey indicate that family leave is handled on a case-by-case basis and accommodations vary from providing essentially nothing to paid parental leave for a semester. The chairs and deans reported an average of 4.60 male faculty having children (0 – 27 cases) compared with an average of 2.23 women faculty having children (0 – 11 cases). Only an average of .86 women faculty received some sort of accommodation for childbirth or adoption. However, tenure-track women were more likely receive accommodations than tenured women (.61 compared with .39). Accommodations for the birth or adoption of the child were almost always initiated by faculty members (67 percent of the time).

The survey of chairs and deans indicated that accommodations for men and women varied considerably across departments and schools. Provided a female faculty member received accommodation for the birth or adoption of a child, in four cases the faculty member took sick leave ranging from 2 to 14 weeks; in seven cases the faculty member took unpaid leave under the Family and Medical Leave Act (FMLA) for 1 to 12 weeks; and in seven cases the faculty member took additional unpaid leave ranging from 3 to 52 weeks. Male faculty members also received accommodations for children, however, in fewer cases and for shorter durations. In two cases male faculty members took eight weeks sick leave, and in four cases the faculty members took FMLA unpaid leave or additional unpaid leave ranging from 3 to 8 weeks.

Male and female faculty members were equally likely to seek accommodations for family care responsibilities (an average of 1.20 men compared with 1.23 women); tenured faculty were more likely to request these accommodations. Similar to the survey results for parental leave, family care accommodations varied considerably across departments and schools. In six cases faculty members took sick leave ranging from 2 to 15 weeks, and in four cases faculty members took FMLA or additional unpaid leave ranging from 3 to 10 weeks.

The numerical survey results indicate that the University of Kansas has a patch-work policy that is driven by the demands of the faculty and facilitated (or not) by the ingenuity of the chairs or deans. The survey also requested detailed qualitative responses from the chairs and deans regarding the existing policy and the shape of a future,

comprehensive family leave policy. There was strong agreement among the chairs that it is important to establish a clear and fair policy that recognizes the difficulty of balancing family life and academic life. As one chair noted, “happier faculty result in eventually greater productivity.... Keeping productive faculty and making the career more attractive is important for the university's needs.”

In constructing a policy, chairs made it clear that they would like some direction from the administration but that flexibility is important. While it is important for the university to be proactive, the KU administration should not be too prescriptive but should provide a variety of options to help both department chairs and faculty members figure out the best accommodation for each situation. Making those options known to those involved (faculty and administration) will help to ensure equity and protect both the faculty and the institution. In addition, several chairs noted that family leave is not only a faculty concern. Classified and unclassified staff members also have family leave needs.

Chair Policy Suggestions:

There is wide degree of latitude that chairs currently have in making accommodations for faculty for work/family purposes. At one extreme, the department chairs offered nothing and the faculty member requested nothing. It seems to be the faculty member's responsibility to request some type of accommodation – which can be limiting because faculty members might not know what is possible and might be afraid to make such a request (especially if they are pre-tenure). At the other end of the spectrum, department chairs and faculty members have come up with some creative ways of accommodating the birth of a child. Accommodations for parental and family leave are applied unevenly across campus and many view this as a fairness problem.

Some chairs advocated for a policy that provided a full semester paid leave for parental reasons. However, barring that possibility, current chairs suggested an array of creative approaches to providing relief for faculty who have a child during an academic term. Among the more creative approaches include the following:

- Differential allocation of effort, which can take the form of decreased committee work and advising and/or the reduction of teaching loads. (In some cases chairs reported that classes were not offered, in other cases colleagues stepped in, and in one or two case GTA's took on added responsibilities for teaching a class). This accommodation was typically for the semester in which the faculty member had the child.
- Sometimes faculty taught during the semester in which they had a baby, but they perhaps taught the course in an alternative mode (on-line, short-course, reconfiguring class assignments or structure, etc.)
- Sometimes faculty members used sick leave – although no one seems clear how faculty should “count” their sick time.

Chair Advice for Mothers:

Some department heads feel very comfortable recommending that faculty stop the tenure clock (the norm and now the policy) although a few department chairs felt that there could be negative consequences for adding time to the tenure clock. Several chairs expressed fears that other faculty members may negatively interpret stopping the tenure clock.

In general, department chairs were supportive. Here is a typical comment: “She should take every option available and we will find a way to adjust. Not only is it important for her to do so, we have the ability to support the choices.”

Chair Advice for Fathers:

Most department chairs said that they would make the same accommodation to fathers as to mothers. Many noted that no fathers had asked for accommodations and one department chair stated, “I will generally be less solicitous about a differential load in this case. If he asks for it, I will support it, but I would not initiate the conversation.”

Chair Advice to Family Caregivers:

Department chairs noted that this was “uncharted terrain.” The chairs noted that they would help in whatever ways possible, and many of the suggested accommodations looked similar to the accommodations made for parents. The general sentiment was as follows: “I would accommodate the needs as best possible. The department faculty has always been very willing to cover for colleagues who need to be absent for family emergencies.”

Background Information--Peer Institution Policies:

The University of Kansas is not alone in having an amalgam of family leave policies. The Faculty Compensation Committee conducted a web survey of family leave policies at Big XII and other Research I public institutions. Table 1 lists parental leave policies at Big XII institutions. Most of the Big XII schools have policies that closely follow the FMLA. The University of Colorado has the most generous policy providing one semester of paid leave and a tenure clock-stop. The University of Texas provides for modified duties arranged at the department level. The majority of Big XII institutions stop the tenure clock for one year. However, the process involved in stopping the tenure clock and whether both parents are eligible is unclear at these peer institutions.

Table 2 lists parental leave policies for peer Research I institutions. With the exception of the University of Oregon, peer Research I institutions provide some kind of paid parental leave. All institutions with the exception of Iowa stop the tenure clock. The policy at the University of Iowa varies across different colleges. The University of Iowa has proposed paid leave without stopping the tenure clock, but the policy has yet to be enacted. The University of Wisconsin is the only peer institution that allows for an automatic tenure clock stop in the event of childbirth for either parent. The faculty member must apply to the provost for this benefit.

Table 1: Big XII Parental Leave Policies

Institution	Length of Leave	Paid by	Tenure Clock Stop	Number of uses	Notes
Baylor	12 weeks unpaid	Sick leave and vacation	No Stop		If both parents employees, the leave is a combined 12 weeks
University of Colorado	1 semester, paid	Sick leave, if leave is exhausted, U pays 1/2 of salary	One year	Twice	Can negotiate with department chairs alternative leaves (e.g. course banking)
Iowa State University	12-14 weeks, depending	Sick leave and vacation	One year	Twice	Modified work contract between faculty member and department
University of Kansas	12 weeks	Paid by sick leave if available	One year	Once in 12 months	Modified duties negotiated with chairs.
Kansas State University	12 weeks	Sick leave, vacation, supplemented by shared leave	One year	Not Specified	Tenure clock stop requires formal request to department
University of Missouri	12 weeks	Sick leave, vacation	One year	Twice, at discretion of Chancellor	Tenure clock stopped with permission of Chancellor
University of Nebraska	Up to 12 weeks	Unclear	Can be granted	Details unclear	Each parent is eligible for up to 12 weeks
University of Oklahoma	12 weeks	Sick leave, vacation*	One year	Unknown	Dean, Senior V.P. and Provost must approve
Oklahoma State University	Up to 12 weeks	Annual leave, sick leave and vacation	Unknown	Unknown	Length is determined by doctor not to exceed 6 months
University of Texas	12 weeks	Sick leave and vacation	One year	Once, in rare cases, twice	Modified work schedule started at Department level
Texas A & M	12 weeks	Sick leave and vacation	One year	Unclear	Tenure clock can be stopped for longer for compelling circumstances
Texas Tech	12 weeks	Sick leave and vacation	No Stop		

Table 2: Research I Peer Institutions Parental Leave Policies

Institution	Length of Leave	Paid by	Tenure Clock Stop	Number of uses	Notes
University of California Berkeley	6 weeks, paid, up to 1 semester modified duties	Sick leave, modified duties with no pay reduction	Max of 2 years	Multiple Uses	Unpaid leave or paid leave, can stop clock. ASMD cannot stop clock
University of Illinois	2 weeks, paid, up to 12 weeks. If over 3 yrs employed, ½ appoint year, paid	active service, modified duties without reduction in pay If over 3 yrs employment, paid by disability	One year	Unclear	Salary adjustments and benefits continue to accrue.
University of Iowa	6 weeks paid + 6 weeks	Sick leave and vacation	One year	Twice	Its been proposed, but not approved
U Mass, Amherst	10 days, paid, up to 26 weeks	30 days sick leave, rest by vacation and personal leave	One year	Multiple uses at discretion of department chair	Leave and tenure clock require request to department (Suggested, but unclear if implemented)
University of Michigan	1 semester, paid	Sick leave & modified duties with no pay reduction	One year	Once	
University of North Carolina	1 semester, paid	paid leave to primary care giver	One year	Twice(Couldn't prove)	Approved by Dept. Chair, Dean and Chancellor
University of Oregon	12 weeks+ an additional 12 in extreme cases	Can use sick leave and vacation	As long as needed	No Limit	Generally not granted in last year
University of Washington	6 weeks paid disability, then Up to 4 months	Sick Leave, Annual leave, Vacation for the rest	One year	Unclear	Automatic if taking over 6 mo leave
University of Wisconsin	6 weeks paid disability	Sick leave and vacation for the rest	One year	For each birth	Modified duties coordinated with chair. Automatic clock stop for either parent with request to Provost

To: Ruth Ann Atchley, Rick Hale, Molly Mulloy, Faculty Senate
From: Faculty Compensation Committee
RE: Modified Duties Policy

April 16, 2007

This memo describes the modified duties policy in cases of parental or family and medical leave that was approved by the Faculty Compensation Committee and Faculty Senate.

Active Service / Modified Duties Policy

A faculty member who becomes a parent, through birth or adoption or who is caring for a sick or disabled family member and has primary care responsibilities is entitled, upon request, to a period of modified duties without a reduction in salary for one academic term (one semester). This period is designed to permit the faculty member a period of adjustment to the parenting needs of a newborn baby or adopted child or to accommodate the needs of family member. "Modified duties" include relief from direct teaching responsibilities for an academic term or adjustment of service or research responsibilities that are mutually agreed upon by the department chair and faculty member. The faculty member is normally expected to fulfill his or her other responsibilities and to maintain research activity (provided teaching responsibilities are modified). The precise responsibilities that are relieved may differ for faculty with a different mix of duties. Faculty who face other care-giving demands may also request arrangements for temporary modifications of duties that make such care-giving possible, without a reduction in salary.

Terms/eligibility: Modified duties are available to a member of the faculty (tenure-track or tenured) who becomes a parent and has at least co-equal care-giving responsibilities for an infant or adopted child or has a sick or disabled family member. For the purposes of this policy, family is defined in accordance with the University of Kansas' non-discrimination policy (http://www.hreo.ku.edu/policies_procedures/eo_aa_policies/non-discrimination_policy.shtml). The period of modified duties must be taken within 12 months of a child joining the family, whether by birth or adoption, or within 12 months of the onset of a family member's serious illness as defined by the Family and Medical Leave Act. Modified duties are available immediately upon employment at the University. If both parents are employed by the University as tenure-track faculty, a total of one term of modified duties may be taken for a particular child either for the primary caregiver or split between co-equal care-giving parents. A faculty member may take one term of modified duty for each child added to the family. Eligibility for modified duties is not affected by a faculty member's use of sick leave for health circumstances associated with pregnancy or childbirth. Modified duties outlined here are a minimum requirement. Academic units may define modified duties more broadly as appropriate to their needs. This modified duties policy is designed to be used, where applicable, in conjunction with the Family and Medical Leave Act (FMLA) and the tenure stop clock policy.

Suggested Implementation:

- A. Faculty with 256 or more hours of sick leave with leave covered by the Family and Medical Leave Act: relief from teaching for one semester. Individuals request modified duties (40% research, 20% service). Remainder of salary (40%) paid by sick leave.¹ Faculty members are required to request Family and Medical Leave as part of modified duties. The proportion of sick leave used by the faculty member shall be agreed upon in writing by faculty member and their department chair.²
- B. Faculty with between 71 and 256 hours of sick leave and more than one year of service with leave covered by the Family and Medical Leave Act: relief from teaching for one semester. Faculty members are required to request Family and Medical Leave as part of modified duties. Individuals request differential allocation of duties (40% research, 20% service). Remainder of salary (40%) paid by sick leave.² When sick leave is exhausted, appointment would be reconfigured to 100% for the remainder of the semester to include modified duties described below.
- C. For new tenure-track faculty with less than one year of service or where the definition of family is not covered by the Family and Medical Leave Act: relief from teaching for one semester. Modified duties shall be negotiated with chair. Teaching reduced to zero while research and service would be increased to total 100%.

Modified duties may take on many forms and must be agreed to by the faculty member and department chair in writing. Some examples are listed below:

- a. Bank courses: teach an overload of courses prior to birth.
- b. New course development: teach new course after parental leave.
- c. Additional advising duties: increase advising load for undergraduate and graduate students.
- d. Additional service commitments: writing accreditation reports, updating departmental protocols.
- e. Scholarly research: grant proposals, manuscript submission.

Modified duties for non-teaching faculty may take the following form:

- f. Professional Performance would be reduced from 80% to a lower percentage whereas Service and Research would be increased to total 100%.

Application Procedure: The faculty member must submit a written request for a modification of instructional responsibilities to the appropriate department chair. The request must include the following information:

¹ 40% sick leave calculated as taking 4 hours of sick leave per day, 4 days per week.

² Actual sick leave used depends upon how teaching time is allocated. For example, courses could count 30% and 10% of teaching time could be allocated to advising students. In this case, the faculty member would take only 30% of time as sick leave under FMLA.

1. A statement validating that the faculty member is the primary or co-equal caregiver of a child or family member.
2. A statement explaining the need for modified instructional responsibilities
3. A proposal describing the work to be done under modified duties instead of the faculty member's teaching responsibilities such as scholarly research, course development, or university service.
4. For individuals with more than one year of service, the FMLA application.

Policy Costs

The FCC recommends that Provost's office create a fund for replacement lecturers for modified duties. In the event that a department is too small to cancel classes or does not have sufficient funds to hire GTAs or adjunct faculty, the department may apply to the Provost's office to cover the costs associated with a faculty member's modified duties. Using numbers from the Provost's office for the cost of lecturers, it will cost the university approximately \$5722 per person to replace a faculty member's two-course teaching duties in CLAS. Replacing faculty teaching slots in other schools such as Law, Business, and Engineering would be more costly. If 10 CLAS faculty members request modified duties in the academic year, the total cost to the university would be approximately \$60,000 per year. Most likely, once the benefit is established, many more faculty members will request these accommodations, adding to the costs over time. We recommend that the Provost set aside approximately \$100,000 per year to cover the costs associated with replacing the teaching of faculty members on modified duties.