

Executive Summary

One of NSF ADVANCE *Connect@RIT* project's initiatives is to organize and support work/life balance efforts on campus. To this end, a benchmark review of the 25 listed RIT Benchmark Schools (ADVANCE institutions, schools referenced in the EFFORT report and *Connect* proposal, and the remaining RIT Benchmark Schools) was conducted to identify best practices in each of three areas: maternity leave, return to work, and emergency childcare. Seventeen schools were found to have online evidence of a Maternity Leave policy, nine were found to have online evidence of a Return to Work policy, and seven were found to have online evidence of Emergency Childcare services, and summaries of these findings are included below.

Maternity Leave: Each school's Maternity Leave policy was evaluated upon these criteria:

- Definition of the leave,
- Eligibility for leave,
- Length of leave,
- Requirements to receive leave,
- Process of obtaining leave,
- Salary and benefits provided during the leave,
- Leave in relation to tenure and evaluations, and
- Returning to work.

Most universities have similar policies for Maternity Leave, although additions and restrictions to the basic policy vary. Extent of leave can range from 10 days to a full year, and eligibility requirements for most employees include a full year of work at the institution. Leave generally commences within 12 months of childbirth, adoption, or placement, and documented proof of the child's new presence is required. Institutions vary on whether leave is paid in full, partially paid, or unpaid, and benefits provided also depend on the university. Some schools offer extensions for tenure appointments and evaluations, but all state that the employee's status will not be adversely affected by the leave. The seventeen universities with online evidence of a Maternity Leave policy are:

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| • Carnegie Mellon University (CMU) | • Northeastern University
(Maternity/Adoption Leave and Family Leave) |
| • Case Western Reserve University (CWRU) | • Pace University |
| • Cornell University | • Purdue University |
| • Gallaudet University | • Rensselaer Polytechnic Institute |
| • Lehigh University | • Syracuse University |
| • Massachusetts Institute of Technology (MIT) | • University of Wisconsin, Madison (UWM) |
| • Michigan State University (MSU) | • Virginia Polytechnic Institute and State University (VPI) |
| • New York University (NYU) | • Worcester Polytechnic University (WPI). |
| • North Dakota State University (NDSU) | |

Additional and more detailed information can be found in the Appendix A (Maternity Leave Policy Benchmarking), which is the complete benchmarking review.

Return to Work: For Return to Work policy, each school was evaluated upon its definition of the following:

- Modified workload,
- Eligibility for modified workload,
- Process of obtaining modified workload,
- Salary and benefits provided during the modified workload, and
- Requirements to receive a modified workload.

Only the four institutions listed below have online evidence of full Return to Work policies.

- Case Western Reserve University (CWRU)
- Michigan Institute of Technology (MIT)
- New York University (NYU)
- University of Wisconsin, Madison (UWM)

An additional five schools do not have explicit policies for returning to work, but rather have variations of Flexible Workload Assignments. These schools are:

- Cornell University
- Michigan State University (MSU), and
- Purdue University
- Syracuse University
- Virginia Polytechnic Institute and State University (VPI)

These assignments include such modifications as a compressed work week, Flextime, telecommuting, and job sharing. Additional and more detailed information can be found in Appendix B (Return to Work Policy Benchmarking), which is the complete benchmarking review.

Emergency Childcare: Information on Emergency Childcare services is scarce; hence this benchmarking exercise only documented the following:

- Whether a university offers on-campus or in-home services, and
- If referrals and consultations only are provided.

The six schools for which evidence of Emergency Babysitting services was found are

- Case Western Reserve University (CWRU)
- Drexel University,
- Harvard University,
- Michigan State University (MSU),
- University of Massachusetts, Amherst (UMA),
- University of Wisconsin, Madison (UWM),

Additional and more detailed information can be found in Appendix C (Emergency Childcare Benchmarking), which is the complete benchmarking review.

Details of Maternity Leave Policies

Definition of the Leave

- All institutions have similar conceptual definitions of maternity leave: that it is a relief of normal duties and responsibilities at work in order for a mother to bond with a newborn or newly placed child, and to provide reasonable time and recovery after childbirth. The leave should take place within 12 months following the birth/adoption/placement of the child.
- Multiple institutions, such as Pace, include Maternity Leave under their Short Term Disability policy. Others, such as Lehigh, run the leave concurrently with that provided by the Family Medical Leave Act (FMLA) or, like Purdue, allow leave to be taken in conjunction with multiple other accruals.
- Leave may be paid or unpaid, and this determination varies by institution.
- Time allowed for leave may include restrictions such as the following (details can be found in another section of this document):
 - Up to 10 days of family leave at VPI
 - 3 weeks after childbirth at Gallaudet
 - 6 weeks after childbirth at MSU and NYU (which can be extended)
 - 6 to 8 weeks of medical disability at Syracuse Maternity Leave
 - 8 weeks of paid leave (Female) or unpaid leave (Male) at WPI
 - 12 weeks at MIT, Northeastern, and Lehigh
 - One semester at Cornell
- Options for faculty on Maternity Leave may include:
 - Employees may elect to take an additional semester off at Rensselaer with half pay
 - Some employees are eligible for intermittent/part time leave at UWM
 - Syracuse Parental Leave offers the option of either a 50% workload for a whole semester or a 0% workload for half a semester
 - Duties cannot be moved to another semester against the faculty member's wishes in CMU's Parental Leave
 - Northeastern extends Parental Leave to all adoptions under the age of 18, or the age of 23 for those with disabilities
- Some institutions have additional restrictions:
 - Rensselaer permits teaching relief, but faculty is still responsible for other duties and assignments
 - Maternity leave is not to be confused with ongoing childcare in MSU's Parental Leave option
 - Leave is deducted from a total of 26 weeks of allowances at Pace
 - Salary during leave is at the discretion of the faculty member's dean at NYU

Eligibility

- All institutions state definitions of being a parent, guardian, or "primary care-giver," which comply with standard views
- All institutions require the faculty/staff member to be eligible for FMLA
- Faculty Status:
 - Full-time appointments - Rensselaer, Case, Syracuse, MSU (for short term disability), NYU, males at WPI

- Tenure or Tenure-track faculty - Rensselaer, Syracuse
- All other institutions are either open to any benefits-eligible faculty/staff status or do not specify status requirements.
- Length of Employment:
 - Cornell requires employees to have worked at least 12 months for the university and at least 1,000 paid hours in the 12-months before leave
 - Northeastern requires six consecutive months of employment for Maternity/Adoption Leave, and a minimum of 12 month employment and 1,250 hours in the past twelve months for Family Leave
 - Purdue require at least 12 continuous months of employment at the University
 - MSU requires only 9 months of employment to be eligible for Parental Leave
 - MIT requires a faculty member to work at least 50% of the work week and to have completed their probationary period.
 - WPI differs between female and male employees
 - 1. Female employees must have completed their “introductory” period
 - 2. Male employees must have either completed their “introductory” period or have been employed full-time by WPI for 3 consecutive months
- Syracuse requires females to receive a declaration of medical disability from their doctor due to childbirth to receive Maternity Leave
- Information on eligibility for maternity leave was not given for Pace and Lehigh

Length of Leave

- 10 days
 - VPI paid Family Leave
- 3 weeks
 - Case (secondary caregivers)
 - Gallaudet Parental Leave
 - Purdue non-mothers
- 6 weeks
 - NDSU Childbearing Leave
 - MSU Parental Leave and Short Term Disability
 - Purdue birth mother
 - UWM Sick Leave
 - NYU
- 6-8 weeks
 - Syracuse Maternity Leave
 - Pace
- 8 weeks
 - WPI
- 12 weeks
 - Lehigh
 - Northeastern Family Leave
 - MIT

- 3 months
 - Northeastern Maternity/Adoption
- 16 weeks
 - Case (primary caregivers)
 - Cornell
 - One semester
 - NDSU Modified Duties
 - CMU Parental Leave
 - Rensselaer
 - Syracuse Parental Leave
- 19 Weeks
 - Case (if both parents are faculty members)
- One year
 - CMU Family Leave

Requirements to Receive Leave

- Proof (usually documentation) of the child's birth, adoption, or placement, is required at Case, Cornell, Purdue, Rensselaer, Syracuse Maternity Leave, MSU, and NYU
- The leave must commence within 12 months of the birth, adoption, or placement at Case, Syracuse Parental Leave, NDSU, CMU, and Gallaudet
- Anomalies:
 - Cornell requires the employee to clarify and prepare programmatic and appointment matters surrounding the leave
 - Rensselaer requires the leave coincide with the beginning or end of a semester
 - UWM requires that Family Leave begin within 16 weeks of birth or adoption
 - WPI requires their male employees to file a two weeks' notice that includes the date of departure and intent to return
- Information on requirements to receive maternity leave was not given for Lehigh, Northeastern, VPI, and NDSU Childbearing Leave

Process of Obtaining Leave

- Not Specified: UWM, NDSU Childbearing Leave, CMU Parental Leave, NYU, WPI
- All institutions require employees to consult with their supervisor or department head before officially requesting leave through appropriate forms
 - Case and Northeastern Family Leave request that all needs of the School or department can be met before leave is officially requested
- The employee should provide intent to return - MIT
- During the consultation meeting, review the employee's options for benefit coverage and compensation - Northeastern Maternity/Adoption
- The employee must inform their supervisor if the child's other parent will also be taking the same parental leave - MSU
- The employee completes and submits the appropriate leave form.
 - MIT requests at least two-weeks' notice before commencement of leave

- Some institutions request that the form be submitted at least 30 days in advance of leave - CWRU, Purdue, Rensselaer
- Syracuse requests that forms be submitted at least 5 months in advance of leave
- CMU requests that applications for leave be submitted at least one semester in advance
- Lehigh also requests that the FMLA Accommodation Form be submitted
- Medical documentation may be required when applying for the leave before approval – Northeastern Family Leave, Syracuse Maternity Leave
- The department checks to see if the employee is eligible for FMLA, and proceeds with FMLA notice requirements if applicable - Purdue
- Departments must be sure to change the faculty member's job status, as well as calculating and supplying supplemental leave to the employee - Cornell
- The faculty member should keep in touch with his/her department in case any changes occur – CWRU
- Information on process of obtaining leave for maternity leave was not given for UWM, NDSU Childbearing Leave, CMU Parental Leave, NYU, WPI

Salary and Benefits Provided During the Leave

- Full salary and benefits are provided to the employee at Case, Lehigh, Purdue, CMU Parental Leave, and Pace faculty who have been employed for over 12 months
- Full Salary is provided for the duration of the leave, but benefits were non specified for VPI, MSU, Gallaudet, and Syracuse Parental Leave:
 - The first six weeks of leave are covered by NDSU and NYU
 - The first sixteen weeks of leave are covered by Syracuse Maternity Leave
 - Female employees receive full pay and unspecified benefits from WPI
 - The first semester of leave is covered by Rensselaer
- Partially Paid Leave:
 - Cornell provides half pay for up to four consecutive weeks, as well as an additional two weeks of half pay for an adoptive family. Cornell allows for the continuation of benefit programs, depending on whether or not you receive a paycheck during leave. The employee will receive holiday pay when on paid leave
 - Pace provides full salary and benefits for up to two months of leave, and four additional months of pay at half-salary, for Pace employees of 3-12 months
- Unpaid Leave (excluding disability, sick time, vacation time, etc.):
 - Male employees receive unpaid leave and unspecified benefits from WPI
 - No salary or compensation is provided to Pace employees of under three months
 - Employees on CMU Family Leave who are taking full leave will receive no compensation
 - Cornell provides no salary replacement for foster parents
 - Northeastern Maternity Leave and Family Leave allow employees with unpaid status to continue their health, dental, and life insurance benefits. Sick Leave and Vacation, as well as other benefits, will cease once an employee has had unpaid status for over 30 days.

- MIT does not provide salary during leave. Most benefits can continue through the leave if prior arrangements are made.
- Northeastern Maternity Leave considers two weeks prior to the birth and six weeks after the birth as the employee's period of disability. This is changed to eight weeks after the birth if the employee has a cesarean section birth.
- Information on salary and benefits provided during maternity leave was not provided for UWM.

Leave in Relation to Tenure and Evaluations

- No adverse impact: Case, Purdue, Cornell, MIT, Lehigh,
- Pre-tenure extensions:
 - All institutions allow a one-year (up to two semesters) extension on pre-tenure
 - There is a limit of two one-year extensions of the probationary period for Lehigh, Syracuse, and MSU
 - Lehigh limits their probationary period to a maximum of eight years
 - Syracuse limits their probationary period to a maximum of six years
 - Extension Requests:
 - Must be filed within the first six months of birth/adoption - Syracuse
 - Must be filed within two years of birth/adoption - MSU
 - Must be filed no later than the final day of eligibility for Family Leave - CMU
- Information on maternity leave in relation to tenure and evaluations was not provided for Northeastern, Gallaudet, Pace, WPI and NDSU

Returning to Work

- All institutions hold the employee's position or an equivalent position with equivalent pay until the faculty member returns to work
- Receiving Medical Clearance
 - Northeastern and Purdue require a statement from the employee's physician stating that they are able to resume work
 - Cornell explicitly does not require this statement
 - Case, MIT, and WPI to not clarify whether a statement is required
- When Positions Are Not Held
 - When the employee does not return to work at the designated time, this is considered a resignation by Purdue and WPI
 - Case notifies their Employee Relations Office if a faculty member fails to return to work
 - Cornell does not hold a position for more than 26 weeks
 - Northeastern holds a position for a maximum 12 weeks, if the employee has taken Family Leave
 - MIT may decide to reduce the employee to a part-time schedule if this is mutually agreed upon.
- Information on Returning to Work after Maternity Leave was not provided for Lehigh, Rensselaer, Syracuse, VPI, MSU, NDSU, UWM, CMU, Gallaudet, NYU and Pace

No information on Maternity Leave policies was found for the following institutions:

- University of Buffalo, SUNY
- University of Wisconsin, Madison
 - Sick Leave
- Clarkson University
- Drexel University
- Illinois Institute of Technology
- Kettering University
- Polytechnic Institute of New York University
- Rose-Hulman Institute of Technology
- Stevens Institute of Technology
- University of Massachusetts, Amherst
- Harvard University

Details of Return Workload Policy

Definition of Modified Workload

- All institutions define a Modified Workload as at least one semester of full pay that releases a faculty member from teaching and administrative duties within one year of the birth or adoption of a child.
- Case specifies a reduction of appointment by 50% to 75%. Case also allows the Modified Workload Period to range from one semester to up to two years. It is possible that the agreement be extended.
- UWM specifies that the employee will return either on a part-time basis or will be assigned a different schedule. These new schedules must be consistent with standard work obligations
- MIT and NYU state that faculty members are expected to continue thesis-advising, research programs, and student consultation responsibilities.
- NYU also allows an option of two semesters of half relief

Flexible Workload Assignments

- Compressed Work Week: An agreement that allows an employee to work a 40 hour workweek in less than five days.
 - Syracuse typically offers a four-day, 10-hour schedule.
 - MSU suggests that the employee works fewer than 10 workdays in a biweekly schedule, while still maintaining a 40-hour workweek.
- Job Sharing: A part-time work position that breaks a divides a single employees time and workload between two separate employees.
 - Cornell describes the position as two people sharing the responsibilities of one regular full-time position. The positions must involve at least a 50% commitment.
 - MSU divides the workweek between two employees, who each work part of the week.
- Telecommuting: An employee who works at home or at another off-site location.
 - Cornell requires a specified number of hours per week and a pre-set duration.

- Syracuse allows telecommuting for either full-time or part-time positions.
- MSU only allows an employee to work a portion of normal hours in another location.
- Flextime: Flexibility in an employee's schedule that can loosen arrival, departure, and even lunch times.
 - Cornell and MSU specify that the Flextime will not alter the total number of "core hours" worked in a week.
- None: Purdue, VPI

Eligibility

- The faculty member must be employed on a full-time basis - Case, NYU
- The faculty member must be the primary caregiver for the child - Case, NYU
- The child must be a newborn to the family or newly adopted or placed in foster care
- NYU has special guidelines for the definition of a "primary caregiver"
- Only one parent may be considered the primary caregiver at a time
 - If both parents are considered primary caregivers, they are only eligible for a half semester of this policy
 - If both parents, then each will receive qualify for half semester
- Information on Eligibility for Modified Workload was not provided for UWM

Flexible Workload Assignments

- Purdue allows any faculty member who encounters "qualifying circumstances" in their personal life, including the arrival of a new child to a family and assuming responsibility for care of a relative.
- Syracuse limits access to employees who are benefits eligible.
- VPI allows only tenured and tenure-track faculty.
- Information on Eligibility for Flexible Workload Assignments was not provided for Cornell and MSU

Process of Obtaining Modified Workload

- A written request for a modified workload is to be submitted to the faculty member's supervisor or department head at all institutions.
- MIT requires the faculty member to state that they will be spending the academic portion of their leave on caring for their child
- This request is reviewed by the employee's Dean for approval - Case, UWM, NYU
- When to submit the request for modified workload"
 - MIT requires one semester's notification
 - NYU requires at least five months' notice in cases of childbirth, and as much notice as possible in adoption or child placement.

Flexible Workload Assignments

- The employee will identify the need for a change in assignment, or the employee's supervisor will advocate for a change when appropriate – Cornell Telecommuting and Purdue.

- Employees at MSU are asked to seek advice from other employees with a flexible workload assignment to determine if they should pursue this avenue.
- All institutions require the employee to consult with their department head or supervisor about taking actions to apply for and acquire leave.
- Purdue asks the employee to request the leave as early as possible in order to begin a smooth leave process.
- The specifics of the leave and the application should be in writing - Cornell Compressed Work Week and Job Sharing, Purdue, and Syracuse.
- The employee's supervisor will review the application and discuss the specifics with the employee at all institutions.
- Flexible workload arrangements should be made on a trial basis so the effectiveness of the alternate schedule can be evaluated at Syracuse, MSU, and Cornell's Compressed Work Week.
- Cornell Job Sharing requires that the total time commitment of each employee be at least twenty hours per week.
- Cornell Telecommuting has specific and applicable requirements:
 - The off-site location must be suitable for the work being done
 - Lines of communication must be kept open with both co-workers and supervisors.
 - Continuation of the arrangement must be discussed periodically, with notice.
- **None Specified: VPI**

Salary and Benefits Provided During the Modified Workload

- Case institutes a corresponding reduction in compensation, and benefits that are not affected by this reduction will be continued.
- UWM encourages faculty members to discuss their benefits with their supervisor, as they may be required to pay portions of premiums themselves.
- Full salary will be provided, but benefits are not specified - MIT, NYU

Flexible Workload Assignments

- There is no reduction in salary at either Cornell or VPI
- Cornell deducts the number of hours scheduled to work on days that leave is taken, if they are granted paid leave time. Staff members will receive 1/5 of regular pay on university holidays.
- **Benefits:**
 - Cornell Job Sharing: Same as regular part-time staff
 - Cornell Flexplace/Telecommute: If the workplace is in the USA, benefits are not affected
 - VPI: not specified.
- **None Specified: Purdue, Syracuse, MSU**

Requirements to Receive a Modified Workload

- Case requires the faculty member to define expectations for the modified workload prior to commencement. This includes an expected return date and what the employee expects to achieve in the duration of the modified workload. The faculty member may be required to

submit supporting documentation, as well as appropriate documentation if the pre-tenure period is extended.

- MIT enforces all institute rules pertaining to non-professional activities for faculty with modified workloads.
- None Specified: NYU, UWM

Flexible Workload Assignments

- Cornell's Flexplace/Telecommute option requires the faculty member to have a satisfactory history of independent work, as well as an appropriate off-site workplace.
- Syracuse requires the employee to abide by all University policies when working off-site with a list of included policies, as well as abiding by any other rules that would normally apply.
- Information about Requirements to Receive Modified Workload for Flexible Workload Assignments was not provided for Cornell (Flex/Alternative Work Schedule and Compressed Work Week), Purdue and MSU

No information on Maternity Leave policies was found for the following institutions:

- Lehigh University
- Northeastern University
- Rensselaer
- University of Buffalo, SUNY
- North Dakota State University
- Carnegie Mellon University
- Clarkson University
- Drexel University
- Gallaudet University
- Illinois Institute of Technology
- Kettering University
- Pace University
- Polytechnic Institute of New York University
- Rose-Hulman Institute of Technology
- Stevens Institute of Technology
- Worcester Polytechnic Institute
- University of Massachusetts, Amherst
- Harvard University

Details of Emergency Babysitting Policies

- Three options appear to be made available to the faculty, staff, and students of the benchmark schools:
 - Emergency/Back-up babysitting services **on-campus**
 - Emergency/Back-up babysitting services **in-home**
 - Emergency/Back-up babysitting services **referrals and consultations**
- Breakdown of options by university:
 - MSU and UWM provide only on-campus emergency services

- MIT and Harvard provide only in-home emergency services
- Drexel, UMA, and CWRU provide only referral services
- Cornell provides on-campus emergency and referral services
- NDSU has a drop-off care service that is available to only students, while the universities above have services for faculty and staff.

There is no evidence of emergency or back-up childcare services for the following institutions:

- Lehigh University
- Northeastern University
- Purdue University
- Rensselaer Polytechnic Institute
- University of Buffalo, SUNY
- Syracuse University
- Virginia Polytechnic Institute and State University
- Carnegie Mellon University
- Clarkson University
- Drexel University
- Gallaudet University
- Illinois University
- Kettering University
- New York University
- Pace University
- Polytechnic Institute of New York University
- Rose-Hulman Institute of Technology
- Stevens Institute of Technology
- Worcester Polytechnic Institute
- University of Massachusetts, Amherst