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Analysis of Parental Leave Policies for Staff at Big Ten Schools

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ANALYSIS OF PARENTAL LEAVE POLICIES FOR STAFF AT BIG TEN SCHOOLS

by

Rachel Zuckerman

A thesis submitted in partial fulfillment of the requirements
for graduation with Honors in the Political Science

Sara Mitchell
Thesis Mentor

Spring 2017

All requirements for graduation with Honors in the
Political Science have been completed.

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Political Science Honors Advisor

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BIG TEN SCHOOLS**

**A thesis presented to faculty of the Department of Political Science
The University of Iowa**

**Submitted in partial satisfaction of the requirements for Honors in
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Acknowledgments

The author would like to thank the University of Iowa's Council on the Status of Women for igniting a campus-wide dialogue about parental leave policy at the University of Iowa. Special recognition goes to Lauren Cameron who initiated the Council on the Status of Women's survey and Mary High, Co-Chair of the Council, who took over the project when Lauren's time at the university concluded. Many thanks also go to the campus leaders who fight tirelessly on a daily basis for gender equity in academia and beyond.

Abstract

This thesis uses a case study approach to develop an understanding of how the University of Iowa's parental leave policies and practices compare to those of its peers in the Big Ten Conference. This paper ultimately argues that the University of Iowa should modernize its staff parental leave policy for the well-being of its employees and to be competitive with other institutions. The first part of this thesis reviews my motivations for this research, which is the fact that evidence overwhelmingly supports paid parental leave policies. Next, I provide an overview of the University of Iowa's history and current status surrounding paid leave. This includes a discussion of the results of a recent parental leave survey conducted by the University of Iowa's Council on the Status of Women. Then, I describe the staff parental leave policies for the other 13 Big Ten Conference schools. This study aims to explore how the University of Iowa compares to these peer institutions. This paper concludes with recommendations for more inclusive parental leave policies and practices for academic institutions.

Keywords: parental leave, Big Ten Conference, academic staff, University of Iowa

Introduction

Higher education is widely considered a progressive industry. Yet, the industry is significantly behind on a popular progressive issue—paid parental leave. Like many Americans, most employees in academia rely on a patchwork of employer-provided benefits for paid time off after the birth of a child, such as sick leave, vacation, and disability insurance. There are also inequitable leave policies for mothers, fathers, adoptive parents, and same-sex couples. In the face of a changing academic environment and increasing professional pressure, there is significant evidence for why universities should invest in paid leave for their employees.

Leave policies promote retention, support the health of mothers and their babies, and advance gender equity in the workplace. Additionally, the American landscape is changing in a way that demands more progressive leave policies. There are an increasing number of women in the workforce, and the number of two-income households is on the rise. As the roles of mothers and fathers continue to modernize, men are taking on more household responsibilities than previously and more moms are working outside of the home. Yet, many fathers feel like they do not spend enough time with their children, and mothers still spend more time than fathers providing childcare and doing household work, which may inhibit their ability to stay in the workforce. In today's work environment, paid leave is a necessity.

This exploratory research study is intended to better understand the benefits of paid parental leave and the current parental leave policies for staff employees at Big Ten schools. While analyzing these policies, I aim to find commonalities and differences that can inform future reforms at the University of Iowa. I focus on parental leave policies for university staff members because, concerningly, universities often feel rigidly divided between faculty and staff. In this

paper, I will make the case for why administrators should bridge this divide between workers by creating competitive policies for both groups of employees.

Background

Most of the past research related to parental leave at academic institutions has focused on policies that affect faculty members. Less is understood about the experiences of other university stakeholders, such as staff, graduate and professional students, postdoctoral scholars/fellows, and undergraduate students. This is understandable, as faculty are often highly competitive employees who demand competitive, enticing benefits. Faculty members face unique stressors because of the pressure to obtain tenure, and require unique leave accommodations because of their unconventional teaching and research schedules. It has also been well-documented that women are disadvantaged in academia (Benjamin, 1999; Acker, 1992), which has created a desire to address the gender disparities among faculty through policies like paid leave.¹²

However, this over-emphasis on faculty has led to the neglect of another critically important academic employee base—staff. This deficit is especially pertinent now because, as college student enrollment has increased, institutions have had to hire more staff to keep pace with unprecedented demand. A national analysis from 2001 to 2009 found that the number of staff at public institutions across the country is increasing. Four-year institutions saw an increase of staff between 17% and 18% (Zaback, 2011).³ At the same time, full-time student enrollment at

¹ Benjamin, E. (1999). Disparities in the Salaries and Appointments of Academic Women and Men. *Academe*, 85(1), 60-62. Retrieved from <http://www.jstor.org/stable/40251726>

² Acker, S. (1992) New perspectives on an old problem: the position of women academics in British higher education. *Higher Education*, 24: 57. doi:10.1007/BF00138618. Retrieved from <https://link.springer.com/article/10.1007%2FBF00138618?LI=true>

³ Zaback, K. (2011, May 23). Staffing Trends in Public Colleges and Universities. Retrieved from http://www.shceo.org/sites/default/files/publications/Fall_Staffing-Final05-24-2011.pdf

these institutions increased between 19% and 22%, meaning proportionately less staff are being asked to serve more students. In addition to increased student enrollment, this growth in staff can also be partially attributed to the growth in amenities and non-teaching responsibilities that universities have adopted in recent years. As students become more diverse and have more needs, more support services are necessary, which requires increased professional, non-academic staff.

Parental Leave in America

Parental leave is a nearly universal topic that has implications for corporate America, the public sector, and academia alike. In recent years, the topic of paid parental leave has received significant national attention in American politics. Many candidates in the 2016 presidential election, for example, focused on the need for paid family leave. During the campaign, a hallmark of Democratic nominee Hillary Clinton's platform was a guaranteed 12 weeks of paid parental and sick leave.⁴ Democratic leaders have long called for more generous policies, but recently some Republicans have also taken ownership of the issue. Senator Marco Rubio, a 2016 GOP candidate for president, campaigned on the issue of paid family leave.⁵ Additionally, Donald Trump's daughter, Ivanka Trump, spoke about the issue in her speech at the Republican

⁴ Paid Family and Medical Leave. (2016, May 23). Hillary for America. Retrieved from <https://www.hillaryclinton.com/issues/paid-leave/>

⁵ Kopan, T. (2015, September 25). Marco Rubio unveiling paid family leave plan at Value Voters Summit. Cable News Network. Retrieved from <http://www.cnn.com/2015/09/25/politics/marco-rubio-paid-family-leave-value-voters/>

National Convention. She promised her dad would make “quality child care affordable and accessible for all.”⁶

Paid parental leave may be one potential opportunity for bipartisanship in an era of polarized national politics. In February 2016, President Donald Trump called for paid family leave in his first-ever address to Congress.⁷ Democrats, including Senate Democratic Leader Charles Schumer, New York Senator Kirsten Gillibrand, and Vermont Senator Bernie Sanders have called on Trump to support existing proposals like the FAMILY Act, sponsored by Senator Gillibrand and Representative Rosa DeLauro, which would guarantee qualified workers 12 weeks of paid leave at 66% (two-thirds) of their wages up to \$1,500 per week.⁸

Despite this momentum, little has been done to improve the status of parental leave in America on a national scale. The United States is the only Organization for Economic Cooperation and Development country, a group of highly developed economies, to not mandate paid maternity leave. In fact, most countries provide mothers with at least three months of paid maternity leave.⁹ Furthermore, only nine OECD countries lack mandated leave policies for fathers.¹⁰ While the recent political rhetoric suggests this may change in America in future years, there is a significant void to fill in the meantime. According to the Bureau of Labor Statistics,

⁶ Quotes From Donald Trump’s Convention. (2016, July 23). The New York Times. Retrieved from https://www.nytimes.com/2016/07/24/opinion/campaign-stops/quotes-from-donald-trumps-convention.html?_r=0

⁷ Long, H. (2017, March 6). Wait, did Trump endorse paid FAMILY leave? CNN Money. Retrieved from <http://money.cnn.com/2017/03/06/news/economy/donald-trump-paid-family-leave/>

⁸ Zillman, C. (2017, February 7). Kirsten Gillibrand Is Giving Her Paid Family Leave Proposal Its First Trump-Era Test. Fortune Magazine. Retrieved from <http://fortune.com/2017/02/07/trump-paid-family-leave-gillibrand/>

⁹ Key characteristics of parental leave systems. (2017, March 15). Organization for Economic Cooperation and Development. Retrieved from http://www.oecd.org/els/soc/PF2_1_Parental_leave_systems.pdf

¹⁰ Ibid.

only 13% of American workers had paid family leave in 2014.¹¹ Meanwhile, 67% of American adults reported supporting paid family leave in a 2015 AP-GfK poll.¹² A 2017 Pew Research Center survey found that 82% of Americans believe that mothers should receive paid leave following the birth or adoption of a child.¹³ In the same poll, 69% of respondents said fathers should get paid leave as well. In September 2015, more than 200 business school faculty members from across the country sent a letter to Congress urging them to adopt paid family and medical leave.¹⁴ In the absence of a federal policy, or state policy in most cases, individual institutions must act on their own to ensure they are providing leave opportunities that promote a family-friendly environment.

Federal and State Laws

The Family and Medical Leave Act (FMLA) of 1993 is the one major piece of legislation that addresses parental leave in the United States. Prior to the FMLA, the Pregnancy Discrimination Act was passed in 1978 to amend the Civil Rights Act of 1964 to prevent discrimination against pregnant employees as a provision of Title VII regarding sex discrimination. The Family and Medical Leave Act (FMLA) was signed into law by President Bill Clinton in 1993, and it remains the primary federal family leave law. This gives eligible

¹¹ Employee Benefits Survey, Leave Benefits: Access. (2014, March). U.S. Bureau of Labor Statistics. Retrieved from <https://www.bls.gov/ncs/ebs/benefits/2014/ownership/civilian/table32a.htm>

¹² A survey of the American general population (ages 18+). (2015, January). GfK Public Affairs & Corporate Communications and the Associated Press. Retrieved from http://surveys.ap.org/data/GfK/AP-GfK_Poll_January_2015_Topline_workplace.pdf

¹³ Horowitz, J., Parker, K., Graf, N., & Livingston, G. (2017, March 23). Americans Widely Support Paid Family and Medical Leave, but Differ Over Specific Policies. Pew Research Center. Retrieved from <http://www.pewsocialtrends.org/2017/03/23/americans-widely-support-paid-family-and-medical-leave-but-differ-over-specific-policies/>

¹⁴ Business School Professors Letter to Congress in Support of the FAMILY Act. (2015, September 15). Retrieved from <http://worklife.wharton.upenn.edu/wp-content/uploads/2012/11/Final-Business-School-Professors-Letter-to-Congress-in-Support-of-the-FAMILY-Act-September-15-2015.pdf>

employees up to 12 weeks of unpaid leave to care for and bond with a new child, among other specified family and medical leave reasons. The law defines “child” as biological, legally-adopted, foster child, stepchild, legal ward, or child of a person standing *in loco parentis*—one who is acting in the place of a parent. Under President Obama’s administration, the Department of Labor clarified that *in loco parentis* can include an LGBTQ parent who is raising a child but has no biological or legal relationship to the child.¹⁵ FMLA leave is job-protected, which means the law guarantees the rights of employees to return to their pre-leave job or an equivalent position upon completion of leave. A workplace must have at least 50 employees to be covered by the FMLA. Additionally, FMLA must be taken in the year after the birth or adoption of a child. According to the Department of Labor, only about 60% of employees meet all criteria for coverage and eligibility under the FMLA.¹⁶

There is widespread agreement that the FMLA is not enough. Many American workers cannot afford to take unpaid leave, and 40% of American workers do not qualify for FMLA. In 2015, President Obama called on Congress to pass legislation to give federal employees an additional six weeks of paid parental leave. In the announcement of his request, the administration said, “While Federal workers already have access to paid sick leave and vacation time, the government has fallen behind industry-leading companies and offers no paid time off specifically for family or parental leave.” This legislation is “to recruit and retain the

¹⁵ Wage and Hour Division Administrator’s Interpretation No. 2010-3. (2010, June). U.S. Department of Labor. Retrieved from

https://www.dol.gov/WHD/opinion/adminIntrprtn/FMLA/2010/FMLAAI2010_3.htm

¹⁶ FMLA is Working. (2013). U.S. Department of Labor. Retrieved from

https://www.dol.gov/whd/fmla/survey/FMLA_Survey_factsheet.pdf

best possible workforce.”¹⁷ President Obama’s 2016 budget proposal also included billions of dollars in grants to support states that wanted to create their own paid leave programs.¹⁸

Despite the lack of a federal paid leave law, some states have taken it upon themselves to start requiring paid family and medical leave. In 2002, California became the first state to pass a paid family leave policy. Following California, New Jersey passed a law in 2009, Rhode Island in 2013, and New York in 2016. Additionally, voters in Arizona and Washington passed ballot measures in November 2016 that will require employers to offer paid leave. Multiple states, including Maine, Wisconsin, D.C., and others, have family and medical leave laws that cover more than FMLA, but do not go to the extent of requiring paid leave.¹⁹

Workplace Benefits

Research from around the world has shown that work-related stress at higher education institutions is on the rise among both academic and non-academic staff (Tytherleigh, Webb, Cooper, & Ricketts, 2007).²⁰ The rapidly-changing academic environment has made staff responsibilities more demanding. Again, less research has been conducted regarding perceptions of work-life balance for higher education staff compared to faculty, and staff are often overlooked in studies regarding burnout and stress. However, some research has suggested that

¹⁷ Fact Sheet: White House Unveils New Steps to Strengthen Working Families Across America [press release]. (2015, January 14). White House Office of the Press Secretary. Retrieved from <https://obamawhitehouse.archives.gov/the-press-office/2015/01/14/fact-sheet-white-house-unveils-new-steps-strengthen-working-families-acr>

¹⁸ Ibid.

¹⁹ State and Family Medical Leave Laws. (2014, December). National Conference of State Legislatures. Retrieved from <http://www.ncsl.org/research/labor-and-employment/state-family-and-medical-leave-laws.aspx>

²⁰ M. Y. Tytherleigh, C. Webb, C. L. Cooper & C. Ricketts (2007) Occupational stress in UK higher education institutions: a comparative study of all staff categories. *Higher Education Research & Development*, 24:1, 41-61, DOI: 10.1080/0729436052000318569. Retrieved from <http://www.tandfonline.com/doi/full/10.1080/0729436052000318569>

university staff experience occupational stress that negatively impacts their physical and psychological health, quality of work, and workplace morale (Gillespie, Walsh, Winefield, Dua, & Stough, 2001). These employees experience stress that is caused by many factors, including a perceived lack of job security, limited promotional opportunities, diminished resources, long work hours, and high student to staff ratios.²¹ As stress levels increase, staff are signaling less commitment to their higher education jobs (Barkhuizen & Rothmann, 2008).²² High-quality staff members are essential for a holistic student experience from the classroom to the financial aid office to the university counseling center. To retain the best staff, these employees must feel like valued individuals at the institutions where they work.

Additionally, there are economic incentives for organizations to invest in family-friendly practices. Women who report taking paid leave are more likely to be working nine to 12 months after they give birth than those who take no leave (Houser & Vartanian, 2012).²³ Other studies have echoed this finding. A longitudinal Census report with data from 1961-2008 found that women who received paid leave had greater odds of returning to work within three to five months than women who had unpaid leave (Laughlin, 2011).²⁴ Research following the implementation of California's paid family leave program found that paid leave increased the

²¹ Gillespie, N.A., Walsh, M., Winefield, A.H., Dua, J. and Stough, C. (2001). Occupational stress in universities: Staff perceptions of the causes, consequences and moderators of stress. *Work and Stress*, 15(1): 53–72. Retrieved from <http://www.tandfonline.com/doi/abs/10.1080/02678370117944>

²² Barkhuizen, N., & Rothmann, S. (2008). Occupational Stress of Academic Staff in South African Higher Education Institutions. *South African Journal of Psychology*, 38(2), 321-336. doi: 10.1177/008124630803800205. Retrieved from <http://journals.sagepub.com/doi/abs/10.1177/008124630803800205>

²³ Houser, L., & Vartanian, T. (2012, January). Pay Matters: The Positive Economic Impact of Paid Family Leave for Families, Businesses and the Public. Center for Women and Work at Rutgers. Retrieved from http://go.nationalpartnership.org/site/DocServer/Pay_Matters_Positive_Economic_Impacts_of_Paid_Family_L.pdf?docID=9681

²⁴ Laughlin, L. (2011, October). Maternity Leave and Employment: Patterns of First-Time Mothers 1961-2008. U.S. Census Bureau. Retrieved from <http://www.census.gov/prod/2011pubs/p70-128.pdf>

usual weekly work hours of mothers of one-to-three year-old children by 10 to 17% (Rossin-Slater, Ruhm, & Waldfogel, 2011).²⁵ Moreover, research confirms that workers who have paid leave feel greater loyalty to their organization. This supports employee retention and decreases the costs employers incur to train new employees. Universities could save money from reducing employee turnover, as it costs employers about one-fifth of a worker's salary to replace a typical worker (Boushey & Glynn, 2012).²⁶ The accounting firm KPMG estimates that recruiting and training new employees to replace women who do not stay in the workforce after having a baby costs global businesses \$47 billion each year.²⁷ After California's paid leave law went into effect, the majority of employers surveyed said the law had either a "positive effect" or "no noticeable effect" on productivity, profitability/performance, turnover, and employee morale at their workplace (Appelbaum & Milkman, 2011).²⁸

Furthermore, paid family leave is an important benefit for recruiting and retaining workers—both men and women. Most fathers agree that organizations should offer some form of paid paternity leave. A study of working fathers found that 99% of those surveyed said companies should offer paid paternity leave. The same study found that 86% of respondents said they would need at least 70% of their salaries to be paid to take leave (Harrington, Van Deusen, Fraone,

²⁵ Rossin-Slater, M., Ruhm, C., & Waldfogel, J. (2013). The Effects of California's Paid Family Leave Program on Mothers' Leave-Taking and Subsequent Labor Market Outcomes. *Journal of Policy Analysis and Management: the Journal of the Association for Public Policy Analysis and Management*, 32(2), 224–245. Retrieved from <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC3701456/>

²⁶ Boushey, H., & Glynn, S. (2012, November 16). There Are Significant Business Costs to Replacing Employees. Center for American Progress Publication. Retrieved from <http://www.americanprogress.org/wp-content/uploads/2012/11/CostofTurnover.pdf>

²⁷ Vodafone pioneers global maternity policy across 30 countries [press release]. (2015, March 6). Retrieved from <http://www.vodafone.com/content/index/media/vodafone-group-releases/2015/global-maternity-policy.html>

²⁸ Appelbaum, E., & Milkman, R. (2011). Leaves That Pay: Employer and Worker Experiences with Paid Family Leave in California. Center for Economic and Policy Research Publication. Retrieved from <http://www.cepr.net/index.php/publications/reports/leaves-that-pay>

Eddy, & Haas, 2014).²⁹ In Rhode Island, during the first year that paid time off for caregiving was available, nearly one-third of all leave takers were men.³⁰

Generational differences between employees provide even further reason for institutions to consider paid leave policies. Many studies have found that young employees have an increasing desire to balance work and personal life (Smola & Sutton, 2002).³¹ Many changing family and workplace dynamics support this shift. The fast-paced, connected, 21st century work environment has put more pressure on working professionals than ever before. A 2015 Ernst & Young survey found that “millennials” are almost twice as likely as the Baby Boomers to work full time and have a partner who also works full time.³² The same survey found that 69% of full-time employees see paid parental leave as an extremely or very important. Further, millennials are the most likely generation (74%) to cite paid parental leave as an important job benefit when determining whether to have children. Millennials say the existence of paid leave would affect their likelihood to join a company, stay with a company, recommend the company to others, be engaged and happy employees, and work longer hours.³³ As this generation grows in the workforce, there will be increasing pressure to adopt family-friendly workplace policies.

²⁹ Harrington, B., Van Deusen, F., Fraone, J. S., Eddy, S., & Haas, L. (2014). The New Dad: Take Your Leave. Boston College Center for Work and Family. Retrieved from http://www.thenewdad.org/yahoo_site_admin/assets/docs/BCCWF_The_New_Dad_2014_FINAL.157170735.pdf

³⁰ Rhode Island Department of Labor and Training TDI Annual Update January-December 2014. Retrieved from <http://www.dlt.ri.gov/lmi/pdf/tdi/2014.pdf>

³¹ Wey Smola, K. and Sutton, C. D. (2002). Generational differences: revisiting generational work values for the new millennium. *Journal of Organizational Behavior*, 23: 363–382. doi:10.1002/job.147. Retrieved from <http://onlinelibrary.wiley.com/doi/10.1002/job.147/abstract>

³² Global generations: A global study on work-life challenges across generations. (2015). Harris Poll on behalf of EY. Retrieved from <http://www.ey.com/Publication/vwLUAssets/EY-global-generations-a-global-study-on-work-life-challenges-across-generations/%24FILE/EY-global-generations-a-global-study-on-work-life-challenges-across-generations.pdf>

³³ Ibid.

Lastly, from a competitive perspective, academia must be cognizant of the strides corporate America is making to accommodate parenting employees. Updating parental leave policies would make academia more competitive with some companies in the private sector. The technology sector has been particularly responsive to the need for paid family leave. In response to an attrition rate for new mothers that was double that of the rest of the company's workforce, Google increased its maternity to leave from three months to five in 2007.³⁴ In 2015, Netflix gave all employees unlimited time off during the first year after a birth or adoption. That same year, Spotify updated its policy to allow employees to take up to six months of paid leave.³⁵ Facebook famously expanded paid leave from four weeks to four months for both women and men. The CEO of Facebook, Mark Zuckerberg, took off two months himself for the birth of his daughter.³⁶ Another social media giant, Twitter, increased paid leave from 10 weeks to 20. Microsoft moved from four weeks to 12—four paid and eight unpaid.³⁷

Keeping Women in the Workforce

Diversity and inclusion is widely accepted as a priority for institutions of higher education. However, few universities have made strides to make their own policies and practices more progressive regarding diversity in the workplace. There are still policies, like a lack of paid

³⁴ Wojcicki, S. (2014, December 16). Paid Maternity Leave Is Good for Business. The Wall Street Journal. Retrieved from <https://www.wsj.com/articles/susan-wojcicki-paid-maternity-leave-is-good-for-business-1418773756>

³⁵ Work/Family Balance at Spotify [press release]. (2015, November 19). Retrieved from <https://news.spotify.com/us/2015/11/19/worklife-balance-at-spotify/>

³⁶ Passariello, C. (2015, November 27). Facebook Expands Parental Leave After Mark Zuckerberg's Plans. The Wall Street Journal. Retrieved from <http://blogs.wsj.com/digits/2015/11/27/facebook-expands-parental-leave-to-match-zuckerberg-plans/>

³⁷ The employee experience at Microsoft: Aligning benefits to our culture [press release]. (2015, August 5). Retrieved from <https://blogs.microsoft.com/blog/2015/08/05/the-employee-experience-at-microsoft-aligning-benefits-to-our-culture/#sm.0001bmk5msfprdp911b812809hczk>

parental leave, that perpetuate inequity at higher education institutions. According to the American Council on Education, women only held 27% of presidencies at all institutions of higher education in 2011. The same study found that fewer female postsecondary presidents and Chief Academic Officers are married and have children than their males who hold the same positions (Johnson, 2016).³⁸ Social pressures, stereotypes, and traditions also have negative effects. A 2016 study conducted by McKinsey & Company called “Women in the Workplace” found that women do more housework and child care than men at every stage in their careers.³⁹ This is concerning because there seems to be a link between the amount of work people do at home and their ambition to pursue leadership roles.

Gender-neutral paid leave could help make the workplace more equitable for women by allowing both parents to play an active role in parenting their new child. Almost half of fathers say they are not spending enough time with their children. Again, they spend less time than mothers on childcare, with fathers averaging seven hours per week compared to fourteen hours per week for mothers (Parker & Wang, 2016).⁴⁰ There is evidence that suggests that paid leave for all parents could help fathers take on more responsibility for child rearing, which mitigates the professional declines many women experience after giving birth. For example, six years after the passage of California’s Paid Family Leave, researchers surveyed California’s employers and

³⁸ Johnson, H. L. (2016). Pipelines, Pathways, and Institutional Leadership: An Update on the Status of Women in Higher Education. American Council on Education. Retrieved from <http://www.acenet.edu/news-room/Documents/Higher-Ed-Spotlight-Pipelines-Pathways-and-Institutional-Leadership-Status-of-Women.pdf>

³⁹ Yee, L., Thomas, R., Krivkovich, A., Finch, A., Kutcher, E., Cooper, M., Epstein, B. Konar, E. (2016). Women in the Workplace. McKinsey & Company on behalf of Lean In. <https://womenintheworkplace.com/>

⁴⁰ Parker, K., & Wang, W. (2016, March 14). Modern Parenthood: Roles of Moms and Dads Converge as They Balance Work and Family. Pew Research Center. Retrieved from <http://www.pewsocialtrends.org/2013/03/14/modern-parenthood-roles-of-moms-and-dads-converge-as-they-balance-work-and-family/>

employees to learn more about the effects of the nation's first state leave policy. Many of the employers said that more fathers were taking paid parental leave to spend more time bonding with their new child (Appelbaum & Milkman, 2011).⁴¹ Other research has found that fathers who take two or more weeks of leave are more involved with childcare responsibilities nine months later (Huerta, Adema, Baxter, Han, Lausten, Lee, & Waldfogel, 2013).⁴² Fathers who take parental leave also report higher satisfaction with parenting. It is important that paid leave policies at universities not require parents to share the leave when both parents are employed by the same institution. Where systems like this already exist, women tend to utilize most of the leave, which negates the positive effects of fathers taking leave that have been outlined.

It is worth noting that while 89% of fathers report taking some time off after the birth of their child, most fathers take just one week or less (Nepomnyaschy & Waldfogel, 2007).⁴³ Sometimes, even when men have access to paid leave, they may not fully take advantage of it. A survey of fathers who had access to paid parental leave found that a substantial portion took less than the full amount of leave available, citing workplace pressures as a reason to return to work earlier (Harrington et al., 2014).⁴⁴

⁴¹ Appelbaum, E., & Milkman, R. (2011). *Leaves That Pay: Employer and Worker Experiences with Paid Family Leave in California*. Center for Economic and Policy Research Publication. Retrieved from <http://www.cepr.net/index.php/publications/reports/leaves-that-pay>

⁴² Huerta, M., Adema, W., Baxter, J., Han, W., Lausten, M., Lee, R., & Waldfogel, J. (2013). *Fathers' Leave, Fathers' Involvement and Child Development: Are They Related? Evidence from Four OECD Countries*. OECD Social, Employment and Migration Working Papers, No. 140. Retrieved from http://www.oecd-ilibrary.org/social-issues-migration-health/fathers-leave-fathers-involvement-and-child-development_5k4dlw9w6czq-en

⁴³ Nepomnyaschy, L., & Waldfogel, J. (2007). *Paternity Leave And Fathers' Involvement With Their Young Children*. *Community, Work & Family*, 10(4), 427-453. doi:10.1080/13668800701575077. Retrieved from <http://www.tandfonline.com/doi/abs/10.1080/13668800701575077?scroll=top&needAccess=true&journalCode=ccwf20>

⁴⁴ Harrington, B., Van Deusen, F., Fraone, J. S., Eddy, S., & Haas, L. (2014). *The New Dad: Take Your Leave*. Boston College Center for Work and Family. Retrieved from http://www.thenewdad.org/yahoo_site_admin/assets/docs/BCCWF_The_New_Dad_2014_FINAL.157170735.pdf

Health Benefits of Paid Leave for Parents and Child

In addition to the benefits organizations experience from paid leave, as outlined above, there are also benefits to individuals and families. Paid leave has been found to improve child health outcomes because children are more likely to receive medical checkups and vaccinations (Berger, Hill, & Waldfogel, 2005).⁴⁵ Research conducted in California following the passage of paid parental leave found that most employees said that paid leave improved their ability to care for their new child. Researchers found that paid family leave doubled the median duration of breastfeeding for all new mothers who used it. At least half of the employees surveyed also said paid leave helped them make child care arrangements for when they went back to work (Appelbaum & Milkman, 2011).⁴⁶ Other studies have drawn similar conclusions, finding that mothers who return to work sooner than 12 weeks after birth see reductions in breastfeeding and an increase in child behavior problems. These results are even stronger for women who return full-time (Berger et al., 2005).⁴⁷ Foster children also benefit from paid leave because of the added time to transition to a new placement and bond with their foster parents, which improves the mental health of the parents and the child.

⁴⁵ Berger, L., Hill, J., & Waldfogel, J. (2005). Maternity Leave, Early Maternal Employment and Child Health and Development in the US. *The Economic Journal*, 115(501), F44. Retrieved from https://www.researchgate.net/publication/4894764_Maternity_Leave_Early_Maternal_Employment_and_Child_Outcomes_in_the_US

⁴⁶ Appelbaum, E., & Milkman, R. (2011). Leaves That Pay: Employer and Worker Experiences with Paid Family Leave in California. Center for Economic and Policy Research Publication. Retrieved from <http://www.cepr.net/index.php/publications/reports/leaves-that-pay>

⁴⁷ Berger, L., Hill, J., & Waldfogel, J. (2005). Maternity Leave, Early Maternal Employment and Child Health and Development in the US. *The Economic Journal*, 115(501), F44. Retrieved from https://www.researchgate.net/publication/4894764_Maternity_Leave_Early_Maternal_Employment_and_Child_Outcomes_in_the_US

Parental leave can mitigate the health impacts of stress, sleep deprivation, and physical exhaustion that most parents face when welcoming a new child. New mothers also experience better health outcomes if they are given paid time off. Studies have found that sufficient leave decrease the likelihood of postpartum depression in birth mothers and overall improvement of mental health (Chatterji & Markowitz, 2012; Hyde, Klein, Essex, & Clark, 1995).^{48 49}

University of Iowa

There are clear benefits of paid parental leave. Yet, the higher education field has failed to support its employees by consistently providing these important benefits. The University of Iowa is no exception. The next portion of this paper is a case study on the University of Iowa's status on paid parental leave for staff employees.

Parental leave policy is part of the University of Iowa's Operations Manual, but it is also subject to the extent of state law. Unlike some states, Iowa does not have a significant legislative history regarding paid family leave. Families in Iowa are not guaranteed any paid leave, but people employed in Iowa who do not qualify for FMLA may be entitled to up to 8 weeks of pregnancy disability—unpaid time off under Chapter 216 of the Iowa Code. Additionally, pursuant to the Iowa Civil Rights Act of 1965, employers cannot have written or unwritten policies that allow for pregnancy discrimination. Furthermore, an employer cannot fire an employee because of a pregnancy-related disability. Finally, while many states protect workplace

⁴⁸ Chatterji, P., Markowitz, S. (2012, June). Family Leave after Childbirth and the Health of New Mothers. *Journal of Mental Health Policy and Economics*, 15:2 (June 2012) 61 – 76.

doi:10.3386/w14156. Retrieved from <http://www.nber.org/papers/w14156>

⁴⁹ Hyde, J., Klein, M., Essex, M., & Clark, R. (2016). Maternity Leave And Women's Mental Health. *Psychology of Women Quarterly*, 19(2), 257-285. doi:10.1111/j.1471-6402.1995.tb00291. Retrieved from <http://journals.sagepub.com/doi/10.1111/j.1471-6402.1995.tb00291.x>

breastfeeding rights, in Iowa only federal protections for workers apply.⁵⁰ This is the extent of Iowa law related to supporting working parents.

The University of Iowa's parental leave policy's stated purpose is "To permit parents who have care giving responsibilities to have time off to spend with a child newly added to the family and, to the extent permitted by state law, to be paid during such leave." At Iowa, birth mothers can take utilize sick leave for any period of pregnancy-related disability and then use vacation leave for any additional time. If paid leave is insufficient, they can take unpaid leave. Adoptive parents and domestic partners can take five days of paid leave using accrued sick leave. The policy encourages departments to work with staff to modify duties and schedules to assist new parents.

Like other schools, the University of Iowa adheres to the Family and Medical Leave Act. In congruence with the FMLA, parents must share the 12 weeks of combined leave if they both work for the university. To be FMLA-eligible, an employee must have worked for the university for at least 12 months and worked at least 1,250 hours in the 12-month period. Pursuant to the FMLA, the university must hold the employee's position open until they return from the job-protected absence. In sum, the UI requires staff to use accrued sick and vacation leave to have paid time off after the birth of a child. The University of Iowa last updated its leave policy in October 2014. Previously, it had been amended in 1999, 2000, 2006, and 2007.⁵¹

The University of Iowa has faced a significant lawsuit because of its parental leave policy. In June 2003, a University of Iowa employee, David Johnson, filed a complaint related to parental leave against the university in federal court. In the case, *David Johnson v. University of*

⁵⁰ Employment Protections for Workers Who Are Pregnant or Nursing. (2016, July). U.S. Department of Labor. Retrieved from <https://www.dol.gov/wb/maps/>

⁵¹ Parental Leave Policy (22.8). University of Iowa Operations Manual. Retrieved from <https://opsmanual.uiowa.edu/human-resources/paid-absences/parental-leave-policy>

Iowa, Johnson claimed sex discrimination because biological fathers are the only category of parent at the university who cannot use any accrued sick leave toward parental leave. He sued the university and the Iowa Board of Regents for sex discrimination in violation of Title VII of the Civil Rights Act of 1964, the Equal Protection Clause of the U.S. Constitution, and Iowa state laws. The court granted Johnson's initial motion for a class-action suit, but dismissed the case in December 2004. Johnson appealed to the U.S. Court of Appeals for the 8th Circuit. After hearing oral arguments, the Appeals Court ruled in favor of the university on December 16, 2005.⁵²

A 2016 survey conducted by the University of Iowa Council on the Status of Women identified dissatisfaction with the UI's policies and practice. The survey aimed to obtain information about the experiences and perceptions of parental leave among faculty and staff at the University of Iowa.⁵³ Over 80% of the survey respondents identified themselves as staff and the rest were faculty. Many key findings emerged. Only 65% of staff members reported being satisfied with the leave they received. Similarly, 62% of staff report satisfaction with their return to work than after leave. Another important finding was that only 55% of non-white birth mothers expressed satisfaction with their experience on the job while pregnant, whereas 74% of white mothers said the same. Minorities, women, and parents who responded to the survey perceived more influence of leave policies on their likelihood to be recruited and retained by the UI.

⁵² Kearl, H. (n.d.). Court Case: David Johnson v. University of Iowa, et al. American Association of University Women. Retrieved from <http://www.aauw.org/resource/david-johnson-v-university-of-iowa-et-al/>

⁵³ Bruch, S., Munasinghe, H., & Lyu, Y. (2017, March). University of Iowa Parental Leave Survey Report. The University of Iowa Public Policy Center. Retrieved from http://ppc.uiowa.edu/sites/default/files/parental_leave_perceptions_report_-_online.pdf

The most highly reported reason for being dissatisfied with leave was that the amount of time was not adequate. A lack of paid leave was especially problematic among responders from single-income households. People reported being driven back to work early because they could not afford unpaid time off. Young staff members said they had not accrued enough paid time off to take a satisfactory leave. Other people reported feeling pressure from colleagues to return to work early because they were getting calls from work while at home. Other top reasons for dissatisfaction included inflexible work schedules, information about policy was not clear or consistent, pressure from work and other people, and unfair treatment for different groups like fathers and families who adopt.

Some of the qualitative data captured by the survey reflected themes such as the fact that people felt like they were being asked to choose work over family and that many co-workers do not understand how taxing pregnancy and family responsibilities are for new parents. University of Iowa employees also reported issues with perceived lack of fairness. For example, that they feel like practices are inconsistent and that you get different treatment depending on your supervisor. Additionally, many claim that groups including fathers, adoptive families, single parents, and the new and young staff receive less favorable treatment by the university. It is also important to note that non-parents feel like leave policies allow extra work to be dumped on them without additional support or compensation.

A few of the most relevant quotes captured by the survey are below:

“I would have liked to have more time with my baby, especially given the extra issues, but I had only been here 18 months and hadn’t accrued enough sick/vacation to cover a longer leave, and

unfortunately unpaid leave wasn't an option due to my sole family income. It's time I'll never get back with my baby, let alone the stress of it all, and working with lack of sleep."

"I had to use all of my accrued sick and vacation time for my maternity leave and then still had to take some of the time unpaid. Using up all of my paid time off meant that I then had to take unpaid time off for follow up doctor appointments for myself and my child as well as any time she was sick."

"I returned too early, felt pressured not to talk about the baby, felt I needed to work twice as hard as everyone else to "catch up".... Like I had been on a vacation or something. Was still pumping, not adequate protections for lactation, was still recovering from surgery. It was just too early. I thought we were better than that."

"It sucks to come back because you can't afford to stay home anymore and are weighed down by the bills coming in and a smaller check. I only took 7 weeks, 1 unpaid."

"The college needs a more competitive leave policy for mothers and fathers. The current policies are not supportive of new parents, and are not in line with policies at many other Big 10 universities."

These stories of dissatisfaction led me to want to better understand the parental leave policies of the Big Ten peer group to find where the University of Iowa could improve.

Study: Big Ten Comparisons

Purpose: The results of the aforementioned University of Iowa survey prompted the following study to understand how Iowa's policies compare to those of its peers in the Big Ten Conference. The Big Ten Conference institutions are a reputable peer-group because they are comparable in size and reputation. They also all share membership in the Big Ten Academic Alliance.⁵⁴ As described previously, staff members are the focus of this study because they have not received significant attention from researchers in the past.

Defining Staff: It is difficult to determine a singular definition for staff, as each institution classifies staff differently. Many universities group staff into several categories based on their role, required level of education, benefits, and other factors. Staff are typically distinguished by those who are paid hourly and must follow the Fair Labor Standards Act and those who do not. Furthermore, I will focus on staff who have primarily professional, scientific, or administrative duties—though these positions may go by different names at each institution, they hold similar job responsibilities across universities. This paper will not evaluate policies for organized staff who work under collective bargaining agreements. For the purposes of this paper, staff are distinctly distinguished from faculty, graduate students, and post-doctoral fellows. Examples of non-academic staff roles at universities include: librarians, student-development officers, study abroad coordinators, career counselors, diversity trainers, academic advisers, financial counselors, and many more.

Methodology: Data in this study was obtained from university human resource websites, employee handbooks, news articles, and other online university policy resources. The data collected includes: paid versus unpaid leave policy, length of leave, use of accrued sick leave,

⁵⁴ Big Ten Academic Alliance Member Universities. Retrieved from <https://www.btaa.org/about/member-universities>

maximum sick leave, use of accrued vacation leave, maximum vacation leave, policies for birth versus adoptive parents, and current events around staff parental leave at each university.

Comparative analysis of the policies among schools was difficult because of the significant variance between institutions.

Findings: The first finding is that parental leave policies vary greatly across the Big Ten Conference. At most universities, the policies are different for faculty and staff. While every school complies with the FMLA, many schools also go beyond the requirements of the FMLA to provide some form of paid parental leave. It is most common for universities to provide six weeks of paid parental leave for the birth or adoption of a child. However, some provide less and some provide more, ranging from two to eight weeks of guaranteed paid leave. Additionally, some schools claim to have paid leave policies, while, in fact, they merely allow parents to utilize other paid leave options to finance leave. Institutions often have policies that allow staff to use accrued time of because staff accrued paid leave time while faculty do not. Most Big Ten schools except Ohio State, the University of Iowa, the University of Nebraska, the University of Michigan, and University of Minnesota—offer birth and adoptive parents the same amount of paid leave.

There has been momentum at many institutions in recent years to improve parental leave benefits at multiple Big Ten schools. While progress has been historically slow, trends are emerging that show some institutions are developing more generous, inclusive leave policies. For example, in 2017, Indiana University expanded paid leave to all staff employees, not just faculty. In late 2016, Michigan State University revised its leave policy so parents who both work at the university have six weeks of paid parental leave that they do not have to share.

Table 1: Big Ten Policy Comparisons				
University	Leave Policy Paid by the Institution (Not based on accrued leave)	Different Amount of Leave for Men and Women	Different Leave for Birth and Adoptive Parents	School Has Updated Leave Policy Since 2015
University of Illinois	X <i>2 weeks</i>			
Indiana University	X <i>6 weeks</i>			X
University of Iowa		X	X	
University of Maryland	X <i>8 weeks</i>			
University of Michigan		X	X	
Michigan State University	X <i>6 weeks</i>			X
University of Minnesota	X <i>Birth mothers: 6 weeks Male or adoptive parent: 2 weeks</i>	X	X	
University of Nebraska		X	X	
Northwestern University	X <i>4 weeks</i>			X
Ohio State University	X <i>Birth mothers: 6 weeks Male or adoptive parent: 3 weeks</i>	X	X	
Pennsylvania State University				
Purdue University	X <i>6 weeks</i>			X
Rutgers University	X <i>New Jersey Paid Family Leave</i>			
University of Wisconsin				

Details of each institution: A summary of the policies from each school can be found below. There may be requirements to utilize benefits (e.g. minimum length of employment or full-time status) that are not mentioned. This study is intended to capture the average policy for a full-time staff member who has worked at the institution for at least one year. I have also included information about campus activities that are underway related to reforming parental leave policies.

University of Illinois: Employees receive up to two weeks of paid leave for the birth or adoption of a child. This policy was created in 1997.⁵⁵ Regarding same-sex partners, the university says, “Although registered same-sex domestic partners are not directly referenced in the policies, the University has made the decision to extend many of these benefits to employees and their registered same-sex domestic partners.”⁵⁶

Indiana University: Prior to April 2017, the policy at Indiana University was that staff employees had to take all accrued paid time off, including sick and vacation leave, before going into unpaid status. However, as a testament to the fact that the tides may be turning in the Big Ten, Indiana announced on April 14, 2017 that the policy was being updated. IU announced that it would begin offering paid parental leave for all staff employees at the university. The school’s Board of Trustees endorsed the proposal the same day, and it will go into effect on July 1, 2017. The policy provides up to six weeks of paid leave for parents after birth or adoption, regardless of marital status. If both parents work for IU, each of them are entitled to take six weeks of paid leave. IU’s President Michael McRobbie made the announcement saying, “This major new policy underscores the value Indiana University places on the well-being of its employees, and it

⁵⁵ Parental Leave—Staff Employees. (1997, October). University of Illinois at Urbana- Champaign. Retrieved from <http://humanresources.illinois.edu/assets/docs/SHR/parlvqa.pdf>

⁵⁶ Parental Leave. University of Illinois System Human Resource Services. Retrieved from <https://www.hr.uillinois.edu/cms/One.aspx?portalId=4292&pageId=5628>

is one that will help IU continue to attract and retain outstanding staff employees as the university prepares to enter its third century of service to the state, nation and world.”⁵⁷ He also said, “The addition of IU’s new paid parental leave policy for staff members places IU well ahead of most of the state’s employers in this regard and further solidifies IU’s position as an employer of choice.” The new policy replaces one that was dependent on accrued sick and vacation leave. Alongside the announcement, the school started a social media campaign that included the hashtag #LeadOnLeave. Paid leave was already a benefit for full-time faculty members at IU.

University of Maryland: Of the Big Ten schools, Maryland is notable for having the longest parental leave policy, which guarantees employees eight weeks of paid parental leave for birth or adoption. The employee must use all accrued sick and personal leave. If and when this leave is exhausted, the institution will supplement the additional paid leave to attain the eight-week assurance.⁵⁸ The University of Maryland updated its leave policy on January 1, 2013 after it was approved by the Board of Regents on June 22, 2012. University Human Resources made the announcement of the new “UMD Policy on Parental Leave and Other Family Support for Staff.” The announcement included a statement saying, “This new family-friendly policy is intended to help staff balance the demands of work and family following the birth or adoption of a child, and it complements a similar policy recently implemented for UMD faculty. Both policies are the

⁵⁷ Indiana University to provide paid parental leave for staff [press release]. (2017, April 14). Indiana University. Retrieved from <https://news.iu.edu/stories/2017/04/iu/releases/14-parental-leave.html>

⁵⁸ University of Maryland Policy on Staff Parental Leave and Other Family Supports. (2013, January 1). University of Maryland. Retrieved from <https://www.president.umd.edu/sites/president.umd.edu/files/documents/policies/VII-749A.pdf>

result of a tremendous collaborative effort within the US, and at the campus level with the Senate, and AFSCME.”⁵⁹

University of Michigan: The University of Michigan explicitly clarifies that it has no leave called “maternity.”⁶⁰ Rather, maternity benefits fall under the university’s sick leave policy. Staff can use extended sick time pay for prenatal doctor’s appointments and then six to eight weeks of recovery time after birth of the child. Birth mothers may use sick and vacation days for paid leave after extended sick time ends. “Short term sick time pay,” including sick and vacation days, can be used by fathers and adoptive parents to care for a new child.⁶¹

Michigan State University: Staff may take up to six weeks of paid leave for birth or adoption. When both parents are employed by Michigan State, both parents can take six weeks of paid parental leave, but it wasn’t always this way. Michigan State University revised its parental leave policy, which was made effective on January 1, 2017, so parents who both work at MSU do not have to share six weeks of paid parental leave. The MSU leave policy, originally adopted in 2000, provided six weeks of paid leave for the birth or adoption of a child. However, if both parents were faculty or academic staff at MSU, they had to share the six weeks. The announcement of the revised policy came from June Pierce Youatt, Provost and Executive Vice President for Academic Affairs on December 8, 2016.⁶² She said, “Given the passage of time,

⁵⁹ Staff Parental Leave Policy (New). (2013, March). University of Maryland. Retrieved from <https://uhr.umd.edu/2013/03/new-parental-leave-policy/>

⁶⁰ Leaves of Absence Associated with Pregnancy and Maternity. University of Michigan Human Resources. Retrieved from <https://hr.umich.edu/working-u-m/my-employment/leaves-absence/leaves-absence-associated-pregnancy-maternity>

⁶¹ Sick Time Pay. Standard Practice Guide Policies, University of Michigan. Retrieved from <http://spg.umich.edu/policy/201.11-0>

⁶² Revised Parental Leave Policy, Effective January 1, 2017 [memorandum]. (2016, December 8). Michigan State University. Retrieved from <https://worklife.msu.edu/sites/default/files/sites/default/files/content/final%20parental%20leave%20policy%20DDC%20communication%20dec%208%202016.pdf>

this policy seemed to be not in the best interest of our faculty and academic staff and worthy of review... While our policy of providing six weeks of paid parental leave for the birth or adoption of a child is still in the mainstream, we were not surprised to learn that many of our peers no longer require a sharing of this leave.” Additional comments included, “We are proud to provide practices, programs and policies that contribute to MSU’s ability to recruit and retain the best faculty and academic staff, and see this revision as supporting that commitment.”⁶³

University of Minnesota: Birth mothers may take up to six weeks of paid maternity leave at Minnesota. A male employee or adoptive parent may take up to two weeks of paid leave and four weeks of unpaid leave.⁶⁴ In April 2017, the University Academic Professionals and Administrators Senate unanimously passed a resolution requesting the University provide equal amounts of paid leave to adoptive and birth parents.⁶⁵ The UM’s Council of Graduate Students (COGS) has also advocated that the policy should be modified to remove gendered language to accommodate LGBTQ parents.⁶⁶ The University of Minnesota is one of few Big Ten schools that offer different amounts of paid leave to men and women.

University of Nebraska: Birth mothers may take paid leave from accrued sick and/or vacation leave. Eight weeks is considered normal, but the university listens to the advice of medical providers. Fathers can take up to five days of paid leave using accrued sick and/or vacation days. An adoptive parent deemed the primary caregiver can take eight weeks of

⁶³ Revised Parental Leave Policy, Effective January 1, 2017 (2016, December 8). Michigan State University. Retrieved from <https://worklife.msu.edu/news/revised-parental-leave-policy-effective-january-1-2017>

⁶⁴ Parental Leave for Academic Employees. University Policy Library, University of Minnesota. Retrieved from <https://policy.umn.edu/hr/parentalleave>

⁶⁵ Eischens, R. (2017, April 10). UMN groups push for equality in parental leave. Minnesota Daily. Retrieved from <http://www.mndaily.com/article/2017/04/umn-groups-push-for-equality-in-parental-leave>

⁶⁶ Eischens, R. (2016, November 3). Some say the University’s parental leave policy is exclusionary. Minnesota Daily. Retrieved from <http://www.mndaily.com/article/2016/11/parental-leave-policy-excludes-lgbt-parents>

Adoption Leave, while the other parent can take up to five days of leave.⁶⁷ Almost 10 years ago, the Chancellor's Commission on the Status of Women identified that the university was not clear on parental leave policies and needed to do a better job communicating them.⁶⁸

Northwestern University: Birth mothers are eligible for extended sick time benefits to cover six to eight weeks of paid recovery time after childbirth. Additionally, mothers and fathers—birth, adoptive, or foster—may take four weeks of paid leave. If both parents are employed by Northwestern, they both can take 4 weeks of paid leave. Mothers can take this time after the “disability period” for maternity leave, which is covered by extended sick time.⁶⁹ Northwestern expanded its leave benefits in January 2015 to include adoptive parents and the partners of people who have recently given birth. Prior to this policy change, only mothers who had given birth could take leave.⁷⁰ This brought the staff policy in line with the existing faculty policy. Additionally, an adoption benefit was created that allows for a \$5,000 reimbursement for adoption costs.

Ohio State University: Birth mothers may receive up to six weeks of paid leave, and can use up to six weeks of accrued sick or vacation time to achieve 12 weeks of paid leave. Fathers, adoptive parents, and domestic partners can take three weeks of paid leave.⁷¹ These employees may also use accumulated vacation or compensatory time to take nine more weeks to achieve 12

⁶⁷ Parental Leave. University of Nebraska—Lincoln Human Resources. Retrieved from <http://hr.unl.edu/policies/parental-leave/>

⁶⁸ Selyukh, A. (2007, December 11). UNL's parental policy not always clear-cut. The Daily Nebraskan. Retrieved from http://www.dailynebraskan.com/unl-s-parental-policy-not-always-clear-cut/article_20b67b05-cad8-5c4d-b96f-f1fd2232261e.html

⁶⁹ Birth/Adoption Parental Leave. Northwestern University Human Resources. Retrieved from <http://www.northwestern.edu/hr/policies-forms/policies-procedures/absence-from-work/leave-of-absence/birthadoption-parental-leave.html>

⁷⁰ Exstrum, O. (2015, January 30). Northwestern expands parental leave benefits for staff members. The Daily Northwestern. Retrieved from <https://dailynorthwestern.com/2015/01/29/campus/northwestern-expands-parental-leave-benefits-for-staff-members/>

⁷¹ Paid Leave Programs. (2017, March). Office of Human Resources, Ohio State University. Retrieved from <https://hr.osu.edu/public/documents/policy/policy627.pdf>

weeks of paid leave. Ohio State also has an adoption assistance program where the institution reimburses eligible employees up to \$5,000 for the costs associated with adopting a child.⁷²

Additionally, the university produces a “Parental Care Guidebook” to communicate policies and answer frequently asked questions about leave.⁷³

Pennsylvania State University: The employee or partner of an employee who has a child through birth or adoption may elect to use or not use all or part of accumulated vacation, personal holiday, service days, or compensatory time off prior to commencement of unpaid leave.⁷⁴ Staff, regardless of gender or biological/adoptive status, are eligible for at least one year of unpaid leave. Penn State also recently announced that the university is going to introduce an optional short-term disability plan in 2018. This will allow employees who purchase the plan to get paid time off even after they have used all their sick time, which can also be applied in the case of child birth.⁷⁵ Penn State also has a child care center on the University Park Campus that operates with a mission of “providing high-quality child care and educational programs for the children of Penn State faculty and staff.”⁷⁶

Purdue University: Compared to Big Ten peers, Purdue was on the cutting-edge with paid leave for employees. Purdue updated its policy in July 2015 so that birth and adoptive parents can receive up to six weeks (240 hours) of paid parental leave. If both parents work for Purdue,

⁷² Adoption Assistance. The Ohio State University Human Resources. Retrieved from <https://hr.osu.edu/benefits/adoption-assistance/>

⁷³ Parental Care Guidebook. (2013, July 1). The Ohio State University Human Resources. Retrieved from <https://hr.osu.edu/wp-content/uploads/parental-care-guidebook.pdf>

⁷⁴ Guideline 11 Family and Medical Leave. (2011, July 15). Penn State Human Resources. Retrieved from <http://guru.psu.edu/policies/OHR/hrg11.html>

⁷⁵ <http://news.psu.edu/story/460771/2017/04/05/administration/town-hall-covers-range-human-resources-related-topics>

⁷⁶ Danahay, A. (2017, April 12). Town Hall covers range of human resources-related topics. Penn State News. <http://news.psu.edu/story/418704/2016/07/27/administration/summer-woods-highlights-child-care-center%E2%80%99s-five-years>

each parent receives up to six weeks.⁷⁷ Purdue also outlines an explicitly inclusive definition of “parent,” as: “A male or female faculty or staff member, graduate student employee, or postdoc who is a birth mother; a father of the birth child; a same-sex domestic partner of the birth mother; a same-sex domestic partner of the birth father; an adoptive mother or father; a same-sex domestic partner of an adoptive mother or father.”⁷⁸ Beyond the six weeks, employees can use paid time off including sick and vacation leave for parental leave.

Rutgers University: Rutgers University is a notable outlier amongst the Big Ten because in 2009 the state of New Jersey passed a law requiring paid leave through Family Leave Insurance. This ensures six weeks of pay at two-thirds of the salary, which applies to the university, to care for newborns and adopted children.⁷⁹ Per university policy, employees must use accrued sick and vacation leave before moving to unpaid leave.⁸⁰ The university provides employees with an “FAQ” website related to Family Leave Insurance to communicate the details of the policy.⁸¹

University of Wisconsin: Accumulated sick and vacation leave can be used for birth or adoption in three circumstances: 1) When medical condition of a birth mother precludes work. 2) When the condition of a child or spouse requires your direct care. 3) Six weeks can be used for a birth or adoption.⁸² A 2015 Faculty Senate report at the University of Wisconsin—Madison did a

⁷⁷ Updates to paid parental leave, bereavement leave benefits became effective as of July 1. (2016, July 6). Purdue Today. Retrieved from <http://www.purdue.edu/newsroom/purduetoday/releases/2015/Q3/updates-to-paid-parental-leave,-bereavement-leave-benefits-became-effective-as-of-july-1.html>

⁷⁸ Ibid.

⁷⁹ Your Guide to Family Leave Insurance in New Jersey. (2016, January). Department of Labor and Workforce Development, State of New Jersey. Retrieved from [http://lwd.dol.state.nj.us/labor/forms_pdfs/tdi/WPR-119%20\(1-16\).pdf](http://lwd.dol.state.nj.us/labor/forms_pdfs/tdi/WPR-119%20(1-16).pdf)

⁸⁰ Medical/Family Medical Leave Act/Leave of Absence/New Jersey Paid Leave. (2013, October). Rutgers University. Retrieved from <http://policies.rutgers.edu/sites/policies/files/60.9.20%20-%20current.pdf>

⁸¹ FAQ- Family Leave Insurance. Rutgers University Human Resources. Retrieved from <https://uhr.rutgers.edu/policies-resources/faqs-2/faq-family-leave-insurance>

⁸² Balancing Family and Work. (2009, November). University of Wisconsin Office of the Provost. Retrieved from <https://www.ohr.wisc.edu/polproced/fambroch.pdf>

similar study to this one, analyzing the family leave policies at UW's peer institutions. While this study was specifically about faculty policies, there are some similarities that can be found related to staff policies. The Faculty Senate committee concluded that the university does not offer competitive benefits compared to peer institutions.⁸³ With a reliance on sick and vacation leave, employees without enough accumulated time must take unpaid time or go back to work early. This also creates problems when they return to work because employees are unlikely to have remaining time off for medical situations and other family emergencies. The committee recommends a parental leave policy that includes "paid leave without the use of sick leave or vacation days... for an enhanced work environment for the UW-Madison faculty and for the well-being of their children." In Wisconsin, the university must also follow the state's Wisconsin Family and Medical Leave Act, which requires up to six weeks of leave for the birth or adoption of a child.⁸⁴ While employees must have worked at least 1,250 hours to be eligible for FMLA, they only have to have worked 1,000 hours to qualify for the Wisconsin's leave law.⁸⁵

Use of Accrued Leave

As described, many Big Ten policies either rely on accrued sick and/or vacation leave. Other schools allow parents to use this leave for additional paid time off after the birth of a child. For an accurate comparison of policies, I wanted to better understand the rates of leave accrual at

⁸³ Report of the Commission on Faculty Compensation and Economic Benefits (2015, April). University of Wisconsin—Madison. Retrieved from

<https://www.secfac.wisc.edu/documents/2594ParentalLeaveReccos.pdf>

⁸⁴ Wisconsin Family and Medical Leave Act. Department of Workforce Development, State of Wisconsin. Retrieved from https://dwd.wisconsin.gov/er/family_and_medical_leave/

⁸⁵ Comparison of Federal and Wisconsin Family and Medical Leave Laws. Department of Workforce Development, State of Wisconsin. Retrieved from https://dwd.wisconsin.gov/er/family_and_medical_leave/publication_erd_9680_p.htm#Amount_of_Leave

each institution because this could significantly impact how long an employee is able to take paid leave. It is also important to know if there is a cap on the amount of leave that can be accrued and saved for the birth of a child. Again, data in this component of the study was obtained from university human resource websites, employee handbooks, and other online university policy resources. The data reflects the leave accrual rates for an employee who was at the institution for a minimum of one year prior to taking leave.

Table 2: Vacation and Sick Leave Accrual				
University	Rate of Vacation Accrual for Staff with 1+ Year of Service	Maximum Vacation Accrual Allowed	Rate of Sick Leave Accrual for Staff with 1+ Year of Service	Maximum Sick Accrual Allowed
University of Illinois	24 days/year ⁸⁶	May accumulate leave equal to that earned in two service years.	12 days/year ⁸⁷	Unlimited accrual
Indiana University ⁸⁸	Employees get 30 days of paid time off each year (vacation, sick, funeral, etc.)	Can carry over unused PTO to the next calendar year. No more than what is earned in one year can be carried over.	Employees get 30 days of paid time off each year (vacation, sick, funeral, etc.)	Can carry over unused PTO to the next calendar year. No more than what is earned in one year can be carried over.
University of Iowa ⁸⁹	24 days/year	May not accumulate beyond twice the current annual rate of accrual.	18 days/year	Unlimited accrual
University of Maryland	22 days/year	Unknown	15 days/year	Unlimited accrual

⁸⁶ Leave. University of Illinois System Human Resources. Retrieved from <https://www.hr.uillinois.edu/cms/One.aspx?portalId=4292&pageId=5636#accruals>

⁸⁷ Sick Leave Policy for Academic Staff Members. (2003, October). University of Illinois Campus Administrative Manual. Retrieved from <http://www.cam.illinois.edu/ix/ix-c/ix-c-39.htm>

⁸⁸ Paid Time Off Program for Professional Staff. (2008, September). Indiana University Human Resources. Retrieved from http://hr.iu.edu/benefits/pto_exempt.html

⁸⁹ Vacation and Sick Leave Accrual and Usage Policies and Procedures. University of Iowa Human Resources. <https://hr.uiowa.edu/benefits/vacation-sick>

University of Michigan	2 days/month ⁹⁰	May accumulate unused vacation up to a maximum of twice the staff member's annual accrual rate	15 days/year ⁹¹	The 15 days do not accrue but are renewed annually.
Michigan State University	22 days/year ⁹²	Vacation leave may not exceed 22 days in the fiscal year. However, with supervisor approval, an employee may continue to accrue up to the "Special Maximum Accrual."	104 hours/year ⁹³	Unknown
University of Minnesota	22 days/year ⁹⁴	Vacation days will not accumulate beyond a total of 22 days.	Up to 3 consecutive calendar months of paid leave per illness/injury if taking it for one's own illness. ⁹⁵	Unknown
University of Nebraska	12 days/year ⁹⁶	Can accrue 280 hours.	1 day/month ⁹⁷	Unknown

⁹⁰ Vacation. University of Michigan Standard Practice Guide Policies. Retrieved from <http://spg.umich.edu/policy/201.64-0>

⁹¹ Sick Time Pay. University of Michigan Standard Practice Guide Policies. Retrieved from <http://spg.umich.edu/policy/201.11-0>

⁹² Administrative Handbook. Michigan State Human Resources. Retrieved from http://www.canr.msu.edu/od/uploads/files/Human_Resources/Administrative_Handbook/Administrative_Handbook.pdf

⁹³ Support Staff Policies and Procedures. (2017, January). Michigan State Human Resources. Retrieved from https://www.hr.msu.edu/policies-procedures/support-staff/support-staff-policies-procedures/sick_leave.html

⁹⁴ Accruing and Using Vacation Leave. University Policy Library, University of Minnesota. Retrieved from <https://policy.umn.edu/hr/academicvacation-proc01>

⁹⁵ Administrative Policy: Paid Medical Leave and Disability Benefits for Faculty and P&A Employees. (2015, April 10). University of Minnesota Human Resources. Retrieved from https://policy.umn.edu/sites/policy.umn.edu/files/appendix/medicaldisability_appa.pdf

⁹⁶ Vacation Leave. University of Nebraska Human Resources. Retrieved from <http://hr.unl.edu/policies/vacation-leave/>

⁹⁷ Sick Leave. University of Nebraska Human Resources. Retrieved from <http://hr.unl.edu/policies/sick-leave/>

Northwestern University	3 weeks/year ⁹⁸	Accrual cannot exceed one and one-half times the annual accrual.	15 days/year ⁹⁹	The 15 days do not accrue but are renewed annually.
Ohio State University ¹⁰⁰	120 hours/year	Unknown	120 hours/year	Unknown
Pennsylvania State University ¹⁰¹	2 day/month	Accrual cannot exceed 240 hours.	1 day/month	Unlimited accrual
Purdue University ¹⁰²	22 days/year	Unknown	22 days/year	Unlimited accrual
Rutgers University	1.25 days/month ¹⁰³	Can carry over up to one year allotment of vacation time.	1 day/month ¹⁰⁴	Unknown
University of Wisconsin ¹⁰⁵	22 days/year	Vacation hours not used in the fiscal year earned may be carried over into the following fiscal year. If the carryover time has not been used by the end of the second fiscal year, the hours are lost.	22 days/year	May not accrue more than 96 hours annually.

⁹⁸ Vacation Time. Northwestern University Human Resources. Retrieved from <http://www.northwestern.edu/hr/policies-forms/policies-procedures/absence-from-work/vacation.html>

⁹⁹ Incidental Sick Time and Extended Sick Time. Northwestern University Human Resources. Retrieved from <http://www.northwestern.edu/hr/policies-forms/policies-procedures/absence-from-work/ist-est-policy.html>

¹⁰⁰ Vacation and Sick Leave Accrual. Ohio State University Human Resources. Retrieved from <https://hr.osu.edu/benefits/leave/accrual/>

¹⁰¹ Vacation: Staff and Administrators. Penn State Human Resources. Retrieved from <http://ohr.psu.edu/benefits/time-off/vacation>

¹⁰² Leaves of Absence. Purdue University Faculty and Staff Handbook. Retrieved from https://www.purdue.edu/faculty_staff_handbook/benefits/leaves.html

¹⁰³ Vacation for Staff in FOP Units. Rutgers University. Retrieved from http://policies.rutgers.edu/sites/policies/files/60.3.20%20-%20current_0.pdf

¹⁰⁴ Sick Time—Staff Employees. Rutgers University Human Resources. Retrieved from <https://uhr.rutgers.edu/benefits/paid-time/sick-time-staff-employees>

¹⁰⁵ Chapter 16- Leaves of Absence and Leave Benefits. University of Wisconsin Human Resources. Retrieved from <http://www.ohr.wisc.edu/polproced/UPPP/1602.htm>

University of Iowa Analysis

I will now move into a deeper discussion about how the University of Iowa compares to its Big Ten peers. In line with national trends, the University of Iowa has seen an increase in staff in recent years. In March 2007, the UI employed 4,518 Professional and Scientific staff members. Ten years later, in March 2017, the university employed 6,847 P&S staff.¹⁰⁶ At the same time, faculty numbers decreased from 1,638 tenure track faculty in 2007 to 1,514 in 2017. Staff are becoming a more crucial stakeholder for the university to support, and the university must make changes that improve parental leave policy for this cohort of employees. Change is desired by the university community. In addition to the results uncovered by the Council on the Status of Women survey, in 2016, the UI Faculty Senate and Staff Councils both included paid parental leave as one of their “Top 10” issues that their constituents would like to see addressed.¹⁰⁷

The University of Iowa has two primary staff categories. Merit staff includes five employee groups: Clerical, Technical, Blue Collar, Security, and Supervisory.¹⁰⁸ Most other university staff is designated as Professional and Scientific (P&S). P&S staff are required to perform tasks above and beyond those classified as Merit.¹⁰⁹ This does not include health care professionals at the University of Iowa Hospitals and Clinics who are part of the Service Employees International Union. This paper focuses on P&S, and comparable staff at other institutions, who are not covered by collective bargaining agreements. Both Merit and P&S employees accrue sick leave

¹⁰⁶ This data was obtained from University of Iowa Human Resources through a public records request.

¹⁰⁷ Path Forward Top 10 Issues Fall 2016. (2016). University of Iowa. Retrieved from <https://pathforward.uiowa.edu/sites/pathforward.uiowa.edu/files/top10issuesfall16.pdf>

¹⁰⁸ Merit Employment. University of Iowa Humans Resources. Retrieved from <https://hr.uiowa.edu/careers/merit>

¹⁰⁹ Merit to P&S Classification Review. University of Iowa Humans Resources. Retrieved from <https://hr.uiowa.edu/careers/merit/merit-ps>

at a rate of 12 hours per month, but Merit staff accrue vacation at a different rate than P&S. Professional staff are considered exempt from the Fair Labor Standards Act.

The UI's parental leave policy can be summarized by the following paragraph: A birth mother can use accrued sick leave credits for "medically related disability," in the case of a pregnancy-related disability that prevents her from working. The policy suggests that, "based on current medical practice," a leave of less than six weeks would not require documentation of disability. If the employee does not have enough accrued sick leave, they may use paid vacation time, compensatory time, or an unpaid leave of absence. The UI also has an "adoption leave" policy, which allows newly adoptive parents to take time off to care for newly adopted children.¹¹⁰ Newly adoptive parents, are entitled to five days of paid leave to be charged against accrued sick leave. If sick leave is not sufficient, the adoptive parent can be charged to accrued vacation or taken as leave without pay.

The University of Iowa has some strengths relative to the Big Ten. For example, Iowa defines "immediate family" in a way that is inclusive of common law and domestic partners in addition to traditional spouses. The policy is also inclusive of couples of both the same and opposite gender. The definition of family includes foster children, legal wards, stepchildren, in-laws, and relatives of the employee's partner.¹¹¹ In addition, complimentary to Human Resources, the University of Iowa has an office of Faculty and Staff Disability Services to provide additional support for health conditions, which includes pregnancy leave. Following complaints that information about policy was inconsistent and unclear, UI Family Services and UI Faculty and Staff Disability Services worked together to create the Parental Leave Policies &

¹¹⁰ Paid Absences- Chapter 22. University of Iowa Operations Manual. Retrieved from <https://opsmanual.uiowa.edu/human-resources/paid-absences>

¹¹¹ Ibid.

Best Practices webpage.¹¹² Beyond leave, the UI creates options for flexible work arrangements, such as telecommuting to work from home. There are also lactation rooms in 43 buildings on campus.¹¹³

The people who took the University of Iowa Council on the Status of Women survey offered suggestions for improvement based on their experiences and perceptions. The most popular suggestions were policy improvements, such as offering paid leave, short-term disability, and 12-week parental leave for each person rather than each family. Other suggestions included providing easy access to accurate information and inform interpretation of leave policies. Other ideas were to support parents after childbirth like having more options for flexible work schedules, providing on-site day care, additional lactation rooms, and modified parking options for pregnancy employees.¹¹⁴

The University of Iowa is governed by the Iowa Board of Regents. Pursuant to the Board's human resources policy, "employees of Regent institutions [must] be given family medical leave in accordance with the federal Family Medical Leave Act (FMLA)."¹¹⁵ According to an interview with Joni Troester, Assistant Vice President of Benefits, Health and Productivity at the University of Iowa, the university would consult the Board before making any changes to current leave policy. The Board has a history of trying to keep policies congruent among their three institutions, so this might explain why the policies of each Regent university are identical.

¹¹² Parental Leave Policies and Best Practices. University of Iowa Human Resources. Retrieved from <https://hr.uiowa.edu/fsds/parental-leave-resources>

¹¹³ Lactation Room Locations. University of Iowa Human Resources. Retrieved from <https://hr.uiowa.edu/family-services/lactation-room-locations>

¹¹⁴ Bruch, S., Munasinghe, H., & Lyu, Y. (2017, March). University of Iowa Parental Leave Survey Report. The University of Iowa Public Policy Center. Retrieved from http://ppc.uiowa.edu/sites/default/files/parental_leave_perceptions_report_-_online.pdf

¹¹⁵ Human Resources (2.1). Iowa Board of Regents. Retrieved from <http://www.iowaregents.edu/plans-and-policies/board-policy-manual/21-human-resources/>

Like at the University of Iowa, new parents at the University of Northern Iowa and Iowa State University are reliant on accrued sick and vacation leave to take paid time off.¹¹⁶ Similarly, adoptive parents at each institution are only entitled to five days of paid leave by using accrued sick leave.¹¹⁷ This policy was approved by the Board of Regents in 1992.¹¹⁸

Recommendations to Improve Policy and Practice

This paper suggests that all universities should be engaged in a consistent practice of re-evaluating their parental leave policies to look for areas of improvement. Based on what seems to be the current market-average, I recommend all Big Ten universities adopt a minimum of six weeks paid parental leave for all staff employees. However, as this issue progresses and becomes more mainstream, the amount of recommended paid leave could increase. Human resource professionals should remain aptly tuned into this issue to monitor market shifts—keeping in mind that the private sector could be advancing at a more rapid rate than other colleges and universities. As described above, leave policies in academia must be at least somewhat competitive with the nonacademic workforce to recruit and retain employees in a highly competitive marketplace. Funding for parental leave should come from a central source. Some universities require individual departments to secure funding for paid parental leave, which is often time-consuming and leads to inconsistency.

¹¹⁶ Paid and Unpaid FMLA Leave. University of Northern Iowa Human Resource Services. Retrieved from <https://hrs.uni.edu/mybenefits/fmla-paid-unpaid>

¹¹⁷ When I adopt a child. University of Northern Iowa Human Resource Services. Retrieved from <https://hrs.uni.edu/mybenefits/when-adopt>

¹¹⁸ Sick Leave. Iowa State University Policy Library. Retrieved from <http://www.policy.iastate.edu/policy/leave/sick/#adoption>

All 21st century leave policies should include equal coverage for adoptive parents, domestic partners, and fathers. New dads are more likely to take leave paternity leave when it is not discretionary for either parent. Therefore, leave policies should guarantee paid time off for each parent, not leave shared by family. Additionally, when institutional culture is supportive, parents are more likely to take their full leave. Efforts to create a family-friendly environment might include flexible work schedules, on-site or subsidized child care, lactation rooms, and the ability to work from home. It is also valuable to hire temporary workers to provide job coverage while employees are on leave to prevent co-worker frustration for having to do extra work.

Policies that depend on accrued sick or vacation leave discriminate against young employees who are generally the most likely to be at prime child-bearing age but have not yet accrued adequate leave. These policies may encourage employees to take little to no time off prior to the birth of their child or come to work sick to avoid taking unpaid time off. Returning to work earlier than medically or psychologically appropriate can increase physical and mental exhaustion for new parents—potentially causing women to change jobs or leave the workforce all together. Policies that rely on accrued sick leave are also problematic because of the likelihood that parents or their new child may become sick following their parental leave, and then are left with no sick leave left to take time off to recover or go to doctor's appointments.

Many employees cannot afford to take unpaid leave. Therefore, despite the fact that federal law requires 12 weeks of job-protected leave, few employees actually get to take advantage of this full benefit. Once institutions adopt paid leave, it is still valuable to allow accrued sick and vacation leave to be utilized for child-related caregiving needs. For example, imagine an employee getting an automatic six weeks of paid leave after the birth of their child, and then

being able to use sick time when their child needs to go to the doctor to get vaccinations. This is an ideal compromise, given the current market and circumstances.

While interested stakeholders often suggest temporary disability as an alternative to paid leave, it is not recommended that temporary disability be a central part of any leave program. Temporary disability allows mothers who give birth a few weeks to recover with partial pay. However, this is not an alternative to parental leave packages. Temporary disability is limited because it does not cover fathers or adoptive parents. Additionally, most policies cover only 60 to 75% of pay for either six or eight weeks. According to a 2016 nationally representative survey by the Society for Human Resource Management and the Families and Work Institute, 78% of the employers providing some paid leave offer it through temporary disability insurance.¹¹⁹

It is also crucial for institutions to invest time and resources in tools for information dissemination. Regardless of the details of the policy, parental leave policies are notoriously complicated and pregnancy is a stressful time. Employees will appreciate clear, easy to access, accurate information. Human resource offices should consider offering information sessions for parents and creating online parental leave resource guides. It is also valuable to consider how human resource professionals can train supervisors and managers, not just parents, because these people are often responsible for overseeing the executives of their employees' leave.

¹¹⁹ Matos, K., Galisky, E., Bond, J. (2016). National Study of Employers. Society for Human Resource Management. Retrieved from <https://www.shrm.org/hr-today/trends-and-forecasting/research-and-surveys/Pages/National-Study-of-Employers.aspx>

Conclusion

This study makes it clear that the UI lags behind its peers when it comes to providing adequate paid parental leave to all types of parents. Rather than continuing to wait for a government mandate, institutions of higher education like the University of Iowa should act proactively to provide paid parental leave to their employees. Providing leave for both men and women will help alleviate gender inequality in the workforce by reducing the burden on women to be the primary caregiver of a new child. As the millennial generation joins the workforce, this issue will only become more salient because employees will demand greater work-life balance from their employers.

As the UI strives to be a competitive, national research institution, it must actively recruit and retain the best staff employees to support the university's research, teaching, and service missions. As the number one employer in the state of Iowa, the UI should adopt a minimum of six weeks of paid parental leave to contribute to the well-being of the state. Lastly, the Iowa Board of Regents should be supportive of a policy to expand paid leave policies to staff at all three Regent institutions.

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