Results of the
2010 Campus Work-Life Climate Survey

The Commission for Women
The University of Tennessee
August 2010

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Executive Summary: 2010 Campus Work-Life Climate Survey

In 2009, the UT Commission for Women (CFW) formed a taskforce to generate recommendations that might help transform UT into a family-friendly research university. As part of that commitment, the CFW developed and sent out a web-based survey to all faculty and staff to assess their knowledge and usage of existing policies, their perceptions of the institution and department climate with respect to family-friendly issues, and their desires for additional policies. We received a total of 1787 usable responses from faculty and staff. In these four pages, we highlight the relevant results from the survey and offer a blueprint for action. In the pages that follow, we provide more information containing the results from the survey.

Knowledge and Use of Existing Family-Friendly Resources
UT already provides a significant number of resources for faculty and staff use. However, as the survey results suggest, not all faculty and staff are taking advantage of them.
- Female faculty members are using available work/life policies (stopping the tenure clock, paid leave/release from teaching duties for one semester, unpaid leave for up to a year) at twice the rate of their male colleagues. However, no more than 10% of faculty members (male or female) have accessed any of the policies (Table 1)
- Faculty and staff were queried on their use of the following existing UT programs and policies: up to 12 weeks unpaid leave for major life events, fee and tuition waiver, flexible work schedules, onsite childcare center, and reduced membership fee to TRECS. 48% of staff respondents reported using the tuition and fee waiver. Other popular policies for staff were flexible work schedules (40.1% of respondents had used them at some point) and reduced membership fee to TRECS (31% of respondents). The most popular policy in this list among faculty was reduced membership fee to TRECS (38.1% of respondents). (Table 3)
- For information on reasons why faculty and staff did not use existing policies, please see Tables 2 and 4. While many indicated that the policies simply did not apply to them, a significant percentage indicated that they were not aware that the policies existed.

Perceptions of Family-Friendly Climate
The second section of the report (Tables 5-12) describes faculty and staff perceptions of the institutional and department climate with respect to family-friendly issues.
- About 40% of all faculty and staff agree or strongly agree that UT encourages employees to balance their work and home lives. Staff were slightly more positive than faculty with 44% of staff compared with 33% of faculty agreeing with the statement. (Table 5)
- Non-exempt staff were slightly more positive than exempt staff in their perceptions of UT's actions to encourage employees to balance work and home responsibilities. 45.7% of non-exempt staff compared with 42.8% of exempt staff agreed that UT encourages them to balance their work and home lives. (Table 6)
- Shifting the unit of analysis from the institution to the department, respondents were slightly more positive about the degree to which their department encourages employees to balance their work and home lives. As at the institutional level, staff were slightly more positive than faculty. 57.5% of staff and 46.3% agreed that their department encourages employees to balance their competing responsibilities. (Table 7)

- At the department/unit level, non-exempt staff remain slightly more satisfied than exempt staff with 59% of non-exempt and 56% of exempt staff agreeing that the department encourages employees to balance their competing responsibilities. (Table 8)
- About one third of faculty and staff respondents reported that they feel that they have to choose between their work and home lives. The pull between competing responsibilities appears to be greater for faculty; 45.6% of faculty respondents versus 29.3% of staff respondents feel that they have to choose between their work and home lives. (Table 9)
- Exempt staff are more likely than non-exempt staff to report that they have to choose between their work and home lives; 34.7% of exempt staff reported a conflict between responsibilities compared with 22.8% of non-exempt staff.
- We compared responses to the above three items on a variety of demographics. There was a statistically significant difference between responses of exempt and non-exempt staff as to whether UT encourages a work/life balance and the degree to which employees felt a divide between their work and home lives. (Table 11). In addition, there was a statistically significant difference on the response to choosing between work and home lives for faculty with kids and those faculty without kids. Faculty with kids felt more conflicted than those without kids. (Table 12)
- A variety of other demographic variables were not relevant. There were no statistically significant differences in responses on these three items between male and female faculty, pre-tenure and tenured faculty, or tenure-line and clinical faculty members.

Major Life Issues for Employees

The third section of the report contains information about issues that had been of concern for faculty and staff employees over the previous three years and the degree to which they felt supported by their department or unit in navigating such an event.
- A significant percentage of faculty and staff reported that they had had to contend with one of the following four events in the previous three years: childbirth or taking time off for the birth of a child, eldercare, their own major illness, or the illness of a child. Faculty and staff were most likely to report contending with elder care issues; 24.3% of faculty and 32% of staff reported such a concern. Also of significance, one quarter of staff reported contending with their own major illness in the previous three years. (Table 13)
- For the most part, faculty and staff respondents reported feeling supported in navigating the previous event. Across groups, 56% of faculty and staff reported feeling somewhat or highly supported during the event. Echoing other responses, staff were slightly more positive, with 58.9% of staff and 46.9% of faculty reported feeling supported. (Table 14)

Desires for Additional Policies

The four tables in this section focus on the degree to which different constituencies would like to see various programs and policies offered on campus.
- Respondents were queried about the degree to which they would find a list of ten initiatives useful. By far the most popular response for staff was the availability of flexible work arrangements; 96.3% of staff respondents indicated that they would find such a policy somewhat or highly useful. For faculty, spousal or partner hiring assistance

programs proved to be most popular with 56% of respondents indicating that such an initiative would be highly useful. Other initiatives that garnered wide support from both groups included providing elder care referral and resources, wellness programs, guaranteed on-campus childcare, discounts for off-campus childcare, and emergency back-up childcare services. (Table 15)

- On all items except for on-campus childcare and discounts for off-campus childcare, there were statistically significant differences between initiatives that most interested faculty and staff. Faculty were slightly more interested than staff in the campus providing emergency back-up childcare, part-time tenure-line options, lactation rooms, loans to faculty and executive level staff for housing purchases, and spousal/partner hiring assistance programs. In contrast, staff reported a higher interest than faculty in wellness programs, flexible work arrangements, and eldercare referrals and resources. (Table 16)
- Exempt and non-exempt staff responses were similar with the exception of desire for two items. Non-exempt staff were slightly more likely than exempt staff to want the university to offer wellness programs and to provide eldercare referral and resources. (Table 17)
- Women were more likely than men to find nearly all of the policies and programs to be useful. The sole exceptions in which there was no statistically significant difference in responses were on loans for housing and spousal/partner hiring assistance. (Table 18)

The final page of the report contains information on the demographics of survey respondents.

Timeline for Action

Based on the results of the survey, we offer the following suggestions for the institution as a way to continue its transformation into a campus that encourages work/life balance for all its employees. Many of the listed items require very limited, if any, monetary resources, needing only the will to engage.

Year	Action Item	Projected Cost
2010-2011	Encourage campus leaders to actively espouse work-life balance principles in speeches, writings, and campus plans	Free
	Secure institutional membership in CUWFA (the College and University Work-Family Association	$250
	Partner with Media Relations to create a website for information on work-life balance policies, procedures, discounts, upcoming community events on campus and in the greater Knoxville community. Create link directly from UT homepage	Free (minus employee time)
	Send out regular (semi-annual) e-mails to faculty and staff about existing policies and programs	Free
	Coordinate with Linda Francisco and others in HR to provide comprehensive information about work-life balance opportunities to newly hired faculty and staff via new employee orientation.	Printed materials: $300 per year
	Coordinate with HR and/or the Office of Equity and Diversity to implement training for deans, directors, and department heads regarding work-life balance policies. Include trainings in the UT Leadership Institute and HR 128 and the leadership track for rising UT managers.	Free (minus employee time)
	Partner with EAP to host a series of 'how-to' workshops about creating a family-friendly campus	Free (minus employee time)
	Partner with campus offices and individual faculty to conduct brown-bag lunches and/or a lecture series highlighting work-life balance issues (for example: gerontology issues or lactation)	Free
	Develop formalized spousal/partner hiring assistance programs	Free

	Partner with Betsey Creekmore in Finance and Administration to designate lactation rooms for nursing mothers	$350 per room, to provide room that locks, an outlet for breast pump, and a comfortable chair
	Provide recognition awards to encourage departments to continue to improve work-life balance best practices. Publicize awardees on UT website.	$500 per year in incentives
	Provide research opportunities on work-life balance issues for faculty and graduate assistants	$1000 per year in small research grants
	Partner with UT Library's TRACE system to create a repository of work-life research materials	Free
2011-2012	Create a FTE position specifically dedicated to promoting work-life balance	Approximately $40,000 in salary, depending on scope of position, plus office expenses
	Form partnerships with Knoxville businesses to extend elder care and childcare services to UT faculty, staff, and students	$500 per year in publicity costs
	Develop emergency childcare options, potentially in partnership with external agencies	Free, if partner with external agencies
	Implement family medical leave policies for graduate assistants	Free to low cost, depending on the provisions of the policy
	Implement academic leave policies for undergraduate and graduate students	Free
	Partner with University Outreach and Continuing Education, among other agencies, to provide wellness initiatives such as incentives for smoking cessation, weight loss, and participation in exercise programs	Free, if tap into programs currently in the works
	Implement a bereavement policy that is inclusive of partners and significant others	Free
	Create a campus policy to offer flexible work arrangements for faculty and staff across departments and units	Free
2012-2013	Create a database to be monitored and maintained by the FTE that tracks the usage of policies by different campus constituents	Free
	Develop and implement tools to assess the outcomes of work-life balance programs and policies	Free
		Free

	Monitor progress toward work-life balance best practices	
	Re-establish dedicated undergraduate and graduate student family housing	Free
	Provide subsidized childcare for faculty, staff, and students	$150,000 per year
	Commence research to offer a bona fide short term disability program	Free
2013-2014	Begin planning for additional on-campus childcare facilities	Free

Work-life balance activities will provide value-added benefits to our university through the recruitment of outstanding faculty who find our community attractive to families; the retention of meritorious faculty and staff who might be lured away to settings more supportive of their families; the recruitment, admission, enrollment, and retention of students who find this campus to be a campus of choice for themselves and their families; and finally by retaining healthy and committed faculty and staff who are able to sustain their enthusiasm for the mission and values of the University of Tennessee.

Results of the 2010 Campus Work-Life Climate Survey

PART I: Knowledge and Use of Existing Family-Friendly Resources

The first set of tables present faculty and staff members' knowledge and use of existing family-friendly resources.

Table 1: Percentage of Faculty Respondents Using the Current Policies

	All	Male	Female
Stopping the tenure clock	7.9%	4.7%	9.5%
Paid leave for one semester for major life events	8.1%	5.3%	9.1%
Release from teaching duties for one semester	8.6%	7.1%	9.5%
Unpaid leave for up to a year	4.3%	3.5%	3.6%

*Note that "all" includes respondents who identified as male, female, other, or declined to state.

As Table 1 indicates, less than 10% of faculty respondents used any of the policies available for faculty use. The most popular policy was a release from teaching duties for one semester (8.6% of respondents reported using the policy). The fewest number of respondents used the unpaid leave for up to a year—only 4.3% of respondents used this policy. With the exception of taking unpaid leave for up to a year, male and female faculty reported different rates of policy usage. On average, women tended to use various policies, including stopping the tenure clock and paid leave for one semester for major life events, at twice the rate as their male counterparts.

Table 2: Reasons Faculty Did Not Use The Policies Listed Above

	Not Aware Policy Existed	No Need/Did Not Apply	Department Head Told Me Not To	Was Concerned Colleagues Would Think Less of Me	Policy Did Not Exist When I Needed It	Not Eligible to Use
Stopping the tenure clock	5.1%	73.5%	0.5%	1.1%	4.3%	13.4%
Paid leave for one semester for major life events	8.1%	65.3%	0.3%	1.4%	10%	12.5%
Release from teaching duties	10.1%	74.1%	0.8%	1.1%	2.5%	10.6%
Unpaid leave for up a year	7.7%	77.8%	0.5%	0	2.1%	9.5%

Results indicate an array of reasons that faculty did not use some of the available policies. The most popular reason was that respondents did not need them or that they did not apply to their situation. Responses in this category ranged from 65% of responses to taking a paid leave for one semester to 78% for unpaid leave for a year. Other faculty commented that they were ineligible to use the policy. Of particular concern for the campus, between 5 and 10% of respondents reported that they were not aware that particular policies existed. Five percent of respondents were not aware that faculty were eligible to stop the tenure clock while 10% of respondents did not know that they were eligible for a release from teaching duties. A very small percentage of respondents reported that they were directly advised against using policies by their department head or were concerned about the way using the policies would be perceived by their colleagues. While less than 2% of respondents reported that this was a concern, it still points to an issue of concern in pockets on campus.

Table 3: Percentage of Faculty and Staff Respondents Using the Current Policies, Disaggregated by Gender

	Faculty Use			Staff Use		
	All	Male	Female	All	Male	Female
Up to twelve weeks unpaid leave for major life events	3.5%	1.8%	4.1%	21.2%	11.8%	23.9%
Fee and tuition waiver	16.1%	12.4%	19.1%	48.3%	43.9%	49.3%
Flexible work schedules	21%	21.6%	20.5%	40.1%	39.9%	39.9%
Onsite childcare center	13.4%	12.9%	12.7%	6.8%	7%	6.2%
Reduced membership fee to TRECS	38.1%	42.9%	34.5%	32%	31%	32.3%

As Table 3 indicates, faculty and staff use various policies at different rates. For example, while only 3.5% of faculty have used unpaid leave for major life events, 21.2% of staff respondents reported doing so. Whereas only 16% of faculty reporting using the tuition and fee waiver, 48% of staff respondents reported using it. Twenty one percent of faculty respondents used flexible work schedules where 40.1% of staff reported using them. Faculty used onsite childcare at double the rate of staff respondents: 13.4% of faculty versus 6.8% of staff reported using onsite childcare. Finally, faculty were slightly more likely than staff to have a membership to TRECS; 38.1% of staff and 32% of staff respondents reported using the reduced TRECS membership fee.

Disaggregating the results by gender reveals some interesting differences in usage. Female faculty were more likely to use the fee and tuition waiver than male faculty (19.1% and 12.4%, respectively). In contrast, male faculty were more likely to report using the TRECS discount (42.9% of male faculty versus 34.5% of female faculty). Use of onsite childcare and flexible work schedules were virtually identical.

The trends among male and female staff both mirrored and differed from faculty usage. As with faculty, there was virtually no difference between men and women's use of onsite childcare and flexible work schedules. Male and female staff also reported using TRECS at nearly equal rates. Female staff were slightly more likely to take advantage of the fee and tuition waiver (49.3% of women versus 43.9% of male respondents). The biggest difference came in usage of unpaid leave: 23.9% of female staff reported using up to twelve weeks of unpaid leave compared with 11.8% of men. Although we do not have hard data to back this up, we suspect that the differences are due to women taking time off due to the birth of a child.

Table 4: Reasons Faculty and Staff Did Not Use the Policies Listed Above (Faculty and Staff Percentages Combined Below)

	Not Aware Policy Existed	No Need/Did Not Apply	Department Head Told Me Not To	Was Concerned Colleagues Would Think Less of Me	Need Met Outside UT	Policy Did Not Exist When I Needed It
Up to twelve weeks unpaid leave for major life events	5.9%	88.2%	0.7%	0.9%	0.4%	1.1%
Fee and tuition waiver	6.4%	74.3%	0.9%	0.4%	1.6%	0.4%
Flexible work schedules	17.3%	57.6%	12.1%	2.2%	0.3%	0.9%
Onsite childcare center	4.3%	77%			8.7%	1.8%
Reduced membership fee to TRECS	10.6%	51.4%	0.1%		19.6%	0.5%

The reasons that respondents reported not using available policies mirror the results in Table 2. The most commonly selected response was that respondents did not need to use a particular policy. For example, 88% of respondents said that they had no need to use unpaid leave for major life events. A significant portion of respondents reported that they were not aware that particular policies existed—from 4.3% of respondents for the onsite childcare center to 17.3% of respondents for flexible work schedules. Some respondents are meeting their need for particular policies outside of UT—8.7% of respondents fulfill their childcare needs outside of UT while 19.6% of respondents fill their fitness needs outside UT.

PART II: Perceptions of Family-Friendly Climate

This section presents tables that report the results of faculty and staff members' perceptions of the institutional and departmental climate, with respect to family-friendly issues.

Table 5: Percentage of Respondents who Feel that UT Encourages Faculty and Staff Members to Balance Their Work and Home Lives

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
Both Groups	6.2%	18.7%	33.7%	35.7%	5.6%
Faculty	9.0%	24.8%	33.3%	28.0%	5.0%
Staff	5.3%	16.8%	33.8%	38.2%	5.8%

Table 5 points to the fact that there is some disagreement among faculty and staff as to whether UT encourages employees to balance their home and work lives. While 41.3% of all respondents either agree or strongly agree that the institution does encourage employees to achieve a balance, one quarter of respondents (24.9%) either disagreed or strongly disagreed. There are also some small disparities between faculty and staff satisfaction. On average, staff are slightly more likely to report that the institution encourages a work/life balance; 44% of staff respondents felt that the institutional climate encouraged a work/life balance compared with just 33% of faculty. 33.8% of faculty respondents compared with 22.1% of staff respondents felt that the institution did not encourage employees to achieve a work/life balance.

Table 6: Percentage of *Staff* Respondents Who Feel that UT Encourages Staff Members to Balance their Work and Home Lives, Disaggregated by Staff Employment Status

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
Exempt	5.6%	19.2%	32.4%	38.2%	4.6%
Non-Exempt	4.8%	13.7%	35.7%	38.5%	7.2%

Table 6 disaggregates responses among staff by exempt and non-exempt status. As the table indicates, exempt staff are slightly more likely to feel that UT does not encourage employees to balance their work and home lives. 24.8% of exempt employees versus 18.5% of non-exempt employees disagreed or strongly disagreed with the statement that the institution encourages a work/life balance.

Table 7: Percentage of Respondents Who Feel That Their *Department or Unit* Encourages Faculty and Staff Members to Balance Their Work and Home Lives

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
Both Groups	7.7%	16.5%	21.0%	38.2%	16.6%
Faculty	9.3%	20.0%	24.5%	33.8%	12.5%
Staff	7.2%	15.4%	19.9%	39.6%	17.9%

For the following two tables, the unit of analysis shifts from the institution as a whole to respondents' department or unit. On average, respondents were slightly more positive about the degree to which their department or unit encouraged employees to balance their work and home lives. 54.8% of all respondents agreed or strongly agreed that their department encouraged work/life balance. (In contrast, recall that in Table 5, only 41.3% of all respondents felt that the institution as a whole encouraged work/life balance.)

As with the institutional perceptions, there are differences by faculty and staff status as well. Staff respondents were far more positive as to the degree to which their department or unit encouraged a work/life balance: 57.5% of all staff compared with 46.3% of all faculty agreed or strongly agreed that their department or unit encouraged a work/life balance. And, again, as at the institutional level, faculty were slightly more negative. Nearly one third of all faculty respondents (29.3%) disagreed or strongly disagreed that their department encouraged a work/life balance compared with just 23.6% of staff.

Table 8: Percentage of *Staff* Respondents Who Feel That Their *Department or Unit* Encourages Staff Members to Balance Their Work and Home Lives, Disaggregated by Staff Employment Status

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
Exempt	8.4%	15.0%	20.5%	37.5%	18.5%
Non-Exempt	5.7%	15.7%	19.6%	41.0%	18.0%

Table 8 disaggregates responses by exempt and non-exempt status. As at the institutional level, non-exempt staff are slightly more satisfied than exempt staff, though the differences appear to be negligible. 56% of exempt staff and 59% of non-exempt staff either agree or strongly agree that their department or unit encourages employees to balance their work and home lives.

Table 9: Percentage of Respondents Who Feel That They Often Have to Choose Between Their Work and Home Lives

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
Both Groups	12.9%	33.2%	20.8%	23.0%	10.2%
Faculty	11.5%	23.0%	20.0%	29.8%	15.8%
Staff	13.3%	36.4%	21.0%	20.9%	8.4%

The following two tables report the degree to which faculty and staff feel that they have to choose between their work and home lives. Across both groups, about one third of respondents (33.2%) agree or strongly agree that they have to choose between their work and home lives while nearly half of all respondents (46.2%) disagree or strongly disagree with the statement. Faculty appear to feel that they need to choose between their work and home lives to a greater extent than their staff counterparts. Nearly half of all faculty respondents (45.6%) compared with just 29.3% of staff respondents agree or strongly agree that they have to choose between their work and home lives.

Table 10: Percentage of *Staff* Respondents Who Feel That They Often Have to Choose Between Their Work and Home Lives, Disaggregated by Employment Status

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
Exempt	11.6%	36.5%	17.1%	25.1%	9.6%
Non-Exempt	15.7%	36.9%	24.7%	15.9%	6.9%

Table 10 disaggregates staff responses by exempt and non-exempt status. On average, exempt staff are far more likely to report that they have to choose between their work and home lives. 34.7% of exempt staff compared with 22.8% of non-exempt staff agree or strongly agree that they have to choose between their work and home lives.

Table 11: Differences in the Means of Exempt versus Non-Exempt Staff Responses

	Exempt	Non-Exempt	t	Significance
"UT" Mean	3.17	3.30	2.25	p < .05
"My department" Mean	3.43	3.50	1.06	
"I have to choose" mean	2.85	2.61	3.41	P < .001

Table 11 suggests that there are statistically significant differences in the degree to which exempt and non-exempt staff feel that UT encourages employees to balance their work and home lives and the degree to which they feel that they have to choose between their home and work lives. Specifically, exempt staff feel that UT is slightly less supportive in helping employees achieve a work/life balance than non-exempt staff. In addition, exempt staff are more likely to report that they feel that they need to pick between their home and work lives.

We compared groups on a variety of demographics on responses to the above questions. For the most part, we found no statistically significant differences by groups:

- There was no statistically significant difference between male and female faculty responses to the above questions. That is, male and female faculty were no more or less likely to perceive the institutional and department climate as supportive or non-supportive.
- There was no statistically significant difference between tenured and pre-tenure faculty responses to the above questions. Put differently, tenured and pre-tenure faculty were no more or less likely to perceive the institutional and department climate as supportive or non-supportive.
- There was no statistically significant difference between the responses of tenure-line and clinical faculty members on each of the three items.

However, there were some statistically significant differences between faculty who had kids and faculty who did not have kids.

Table 12: Differences in the Means of Faculty with Kids Under Age 18 versus Faculty without Kids Under Age 18

	With Children	Without Children	t	Significance
"UT" Mean	3.01	2.91	.927	
"My department" Mean	3.34	3.12	1.75	
"I have to choose" mean	3.41	3.02	2.93	P < .01

Table 12 suggests that there is a statistically significant difference between the degree to which faculty with children under the age of 18 versus those without children feel that they have to choose between their home and work lives.

PART III: Major Life Issues of Concern for Employees

The tables in this section indicate the degree to which particular issues have been of concern to employees and the degree to which they felt supported in navigating the events.

Table 13: Percentage of Faculty and Staff Indicating that One of the Following Issues Had Been of Moderate or High Concern over the Past Three Years

	Faculty	Staff
Childbirth/Taking Time off for Birth of Child	18.3%	11.4%
Eldercare	24.3%	32%
Own Major Illness	15.8%	25.3%
Major Illness of Partner or Child	14.8%	20.1%

Table 13 contains the percentages of faculty and staff who indicated that at least one event had been of moderate or high concern over the previous three years. Eldercare proved to be the most prevalent issue across both groups; 24.3% of faculty and 32% of staff reported contending with issues of eldercare. Put another way, one out of every four faculty members and one out of every three staff members dealt with issues of caring for an aging parent or relative.

Faculty were more likely to report contending with issues of childbirth; 18.3% of faculty versus 11.4% staff reported such an issue. Illness also played a role for both faculty and staff. Of particular note, one quarter of staff respondents (25.3%) noted that they had their own major illness over the previous three years.

Though a table is not reported here, we investigated whether men and women reported contending with one or more of these events at greater rates. There was no statistically significant difference between the numbers of men and women who had to contend with one of the events listed above.

Table 14: Percentage of Respondents who Felt Supported in Navigating the Above Event

	Very unsupported	Somewhat unsupported	Neither supported nor unsupported	Somewhat supported	Very supported
Both Groups	11.6%	14.2%	18.2%	25.0%	31.0%
Faculty	11.6%	13.8%	27.6%	21.1%	25.8%
Staff	11.6%	14.3%	15.2%	26.3%	32.6%

Table 14 reports the degree to which respondents felt supported in navigating the events listed in Table 13. Across both groups, 56% felt somewhat or very supported in navigating the event whereas nearly a quarter of respondents felt somewhat or very unsupported. There are a few differences in responses by faculty and staff status. Staff were slightly more likely than faculty to indicate that they felt somewhat or very supported in navigating their event; 58.9% of staff compared with 46.9% of faculty reported feeling supported.

PART IV: Desires for Additional Policies

The four tables in this section focus on the degree to which different constituencies would like to see various programs and policies offered on campus.

Table 15: Percentage of Respondents Who Identified Various Policies as Useful

Policy or Program	Employee Status	Not at all Useful	Somewhat Useful	Highly Useful
Guaranteed childcare for all faculty and staff	Faculty	19.7%	27.6%	52.7%
	Staff	24.5%	26.4%	49.1%
Emergency backup childcare	Faculty	17.8%	28.1%	54.1%
	Staff	23.5%	28.5%	48%
Discounts for off-campus childcare	Faculty	21.9%	28.1%	50%
	Staff	24.6%	25.6%	49.8%
Wellness programs for faculty and staff	Faculty	10%	40.7%	49.4%
	Staff	3.9%	34.6%	61.5%
Flexible work arrangements	Faculty	11.5%	38.6%	49.9%
	Staff	3.7%	21.9%	**74.3%**
Part-time tenured and tenure track options	Faculty	25.1%	37.1%	37.9%
	Staff	41.5%	37.1%	21.4%
Lactation rooms for nursing mothers	Faculty	31%	41.9%	27.1%
	Staff	40.2%	38.2%	21.6%
Loans to faculty and executive level staff for home purchase	Faculty	37.8%	35.4%	26.8%
	Staff	53.5%	27.8%	18.6%
Spousal/partner hiring assistance programs	Faculty	13 %	31.1%	**56%**
	Staff	25.3%	40.1%	34.6%
Eldercare referral and resources	Faculty	20.2%	49%	30.8%
	Staff	16.7%	43%	40.4%

Table 15 indicates the degree to which faculty and staff would find the provision of particular policies and programs on campus to be helpful. While there was some overlap between desires of faculty and staff, there were also some significant differences. For example, by far the most desired policy for staff was the provision of flexible work arrangements. 96.3% of staff indicated that providing flexible work arrangements would be somewhat or highly useful; of note, 74.3% of all staff indicated that such a policy would be highly useful. Faculty indicated that the most desired policy they would like to see is spousal or partner hiring assistance programs. 87% of all faculty indicated that such programs would be somewhat or highly useful, with 56% of respondents indicating that such programs would be highly useful.

Faculty and staff both expressed interest in having the campus provide eldercare referral and resources, though staff were slightly more likely to report that such assistance would be highly useful; 40.4% percent of staff compared with 30.8% of faculty indicated a strong desire for such assistance. Faculty and staff were similar in their desires to see the campus offer some assistance with childcare in various forms—guaranteed on-campus childcare for faculty and staff, emergency backup childcare programs, and discounts for off-campus childcare. Half of all faculty and staff noted that all three programs would be highly useful. Finally, faculty and staff were also united in their desire to see the campus offer wellness programs; 49.4% of all faculty and 61.5% of all staff believed that such programs would be highly useful.

The other programs queried-part-time tenure line options, lactation rooms, and housing loans for faculty and executive level staff—received smaller, but still sizable interest, from both faculty and staff populations.

Table 16: Difference in the Means Between Faculty and Staff's Wishes to See the Following Policies Available: (Scale of 1-3 where 1 is not at all useful and 3 is highly useful)

	Faculty	Staff	t	Significance
Guaranteed childcare for all faculty and staff	2.33	2.25	1.78	
Emergency backup childcare	2.36	2.24	2.54	P< .05
Discounts for off-campus childcare	2.28	2.25	.62	
Wellness programs for faculty and staff	2.39	2.58	5.23	P < .001
Flexible work arrangements	2.38	2.71	9.63	P < .001
Part-time tenured and tenure track options	2.13	1.80	7.2	P < .001
Lactation rooms for nursing mothers	1.96	1.81	3.29	P < .001
Loans to faculty and executive level staff for home purchase	1.89	1.65	5.23	P < .001
Spousal/partner hiring assistance programs	2.43	2.09	7.63	p < .001
Eldercare referral and resources	2.11	2.24	3.13	P < .01

Table 16 presents another way of looking at the data in the previous table, though this time investigating the degree to which there are differences in the interests of faculty and staff populations for the provision of particular policies. With the exception of guaranteed on-campus childcare and discounts for off-campus childcare, there were statistically significant differences in the degree to which faculty and staff would find the list of policies and programs useful. For example, faculty were more likely than staff to find emergency backup childcare options useful; faculty responses averaged 2.36 while staff responses averaged 2.24, where $p < .05$.

Faculty were more likely to want the campus to offer part-time tenure-line options to faculty, lactation rooms, housing loans to faculty and executive level staff, and spousal hiring assistance. In contrast, staff were more likely to want the university to offer wellness programs, flexible work arrangements, and eldercare referral and resources.

Table 17: Difference in the Means Between Exempt and Non-Exempt Staff's Wishes to See the Following Policies Available: (Scale of 1-3 where 1 is not at all useful and 3 is highly useful)

	Exempt	Non-exempt	t	Significance
Guaranteed childcare for all faculty and staff	2.24	2.25	.32	
Emergency backup childcare	2.23	2.26	.51	
Discounts for off-campus childcare	2.24	2.26	.51	
Wellness programs for faculty and staff	2.54	2.63	2.78	P < .01
Flexible work arrangements	2.71	2.71	.05	
Part-time tenured and tenure track options	1.80	1.78	.5	
Lactation rooms for nursing mothers	1.81	1.81	.04	
Loans to faculty and executive level staff for home purchase	1.64	1.65	.27	
Spousal/partner hiring assistance programs	2.12	2.06	1.26	
Eldercare referral and resources	2.18	2.31	3.24	P< .001

Table 17 contains the means for the exempt versus non-exempt staff for their desire to see a range of policies implemented on campus. By far, the most popular policy for all staff was implementing flexible work arrangements with respondents in both groups averaging 2.71 on a 3 point scale in terms of desirability of the policy. Least popular was providing housing loans to faculty and executive level staff. There were only two items on which exempt staff and non-exempt staff had statistically different responses. Non-exempt staff were slightly more likely to want the university to provide wellness programs and eldercare referral and resources. Non-exempt staff averaged 2.63 (versus 2.54 for exempt staff) on desire for wellness programs and 2.31 (versus 2.18 for exempt staff) on desire for the institution to provide eldercare referral and resources.

Table 18: Difference in the Means Between Men and Women's Wishes to See The Following Policies Available: (Scale of 1-3 where 1 is not at all useful and 3 is highly useful)

	Men	Women	t	Significance
Guaranteed childcare for all faculty and staff	2.14	2.32	3.96	P < .001
Emergency backup childcare	2.15	2.32	3.68	P < .001
Discounts for off-campus childcare	2.13	2.31	3.93	P < .001
Wellness programs for faculty and staff	2.37	2.59	6.76	P < .001
Flexible work arrangements	2.44	2.70	7.73	P < .001
Part-time tenured and tenure track options	1.80	1.92	2.61	P < .01
Lactation rooms for nursing mothers	1.70	1.91	4.7	P < .001
Loans to faculty and executive level staff for home purchase	1.66	1.73	1.45	
Spousal/partner hiring assistance programs	2.16	2.18	.53	
Eldercare referral and resources	2.04	2.26	5.6	p < .001

Table 18 indicates that there are statistically significant differences between the degree to which men and women would find eight of the ten policies listed above useful. For example, women are more likely to want the university to provide flexible work arrangements than men. However, some of these differences could also be due to the fact that women compose a large percentage of the staff (and as indicated in the previous table, staff were most likely to ask for the provision of flexible work arrangements). However, as the table indicates, there are real gender-based differences between the desire for UT to provide policies for faculty and staff use.

PART V: Demographics
These three tables provide some demographic information about who responded to the survey by employment status, gender, and race.

Table 19: Respondents by Faculty/Staff Status

Faculty	Staff	Total
24.7% (442)	75.3% (1345)	(1787)

Table 20: Respondents by Faculty/Staff Status and Gender

Employment Status	Male	Female	Total
Faculty	43.5% (170)	56.3% (220)	(391)
Staff	22.1% (271)	77.9% (958)	(1229)
Total	27.2% (441)	72.7% (1178)	(1620)

Table 21: Respondents by Race/Ethnicity

Race/Ethnicity	Percentage
White	91.4%
African American	3.5%
Asian or Pacific Islander	1.9%
Latino	0.9%
Native American	0.6%
Multiracial/Other	1.8%