
AC 2011-2792: DUAL CAREER PANEL

Adrienne R. Minerick, Michigan Technological University

Adrienne Minerick is an Associate Professor of Chemical Engineering at Michigan Tech having moved from Mississippi State University in Jan 2010, where she was a tenured Associate Professor. She received her M.S. and Ph.D. from the University of Notre Dame in 2003 and B.S. from Michigan Technological University in 1998. Adrienne's research interests include electrokinetics and the development of biomedical microdevices. She earned a 2007 NSF CAREER award; her group has published in the Proceedings of the National Academy of Science, Lab on a Chip, and had an AIChE Journal cover. She is an active mentor of undergraduate researchers and served as co-PI on an NSF REU site. Research within her Medical micro-Device Engineering Research Laboratory (M.D. ERL) also inspires the development of Desktop Experiment Modules (DEMos) for use in chemical engineering classrooms or as outreach activities in area schools. Adrienne has been an active member of ASEE's WIED, ChED, and NEE leadership teams since 2003.

Beena Sukumaran, Rowan University

Beena Sukumaran is Professor and Chair of the Civil and Environmental Engineering Department at Rowan University. She has been at Rowan University since 1998. She is also Director at Large for the Women in Engineering Division of ASEE.

Jacqueline A. El-Sayed, Kettering University

Dr. Jacqueline El-Sayed is a Professor of Mechanical Engineering at Kettering University. Her career has spanned industry, academia and state government appointments. In 2008-2009, she was selected an American Council on Education Fellow and completed her internship at Harvey Mudd College with her ACE mentor, President Maria Klawe. Currently she serves as the founding chair of the Kettering University Planning and Assessment Council and treasurer of the ASEE Women in Engineering Division. She is married with three children.

Donna Reese, Mississippi State University

Donna Reese is a professor and interim head of the Department of Computer Science & Engineering at Mississippi State University. She has been at Mississippi State since 1989 and served for 6 years as associate dean for the Bagley College of Engineering. She is a senior member of ACM and IEEE and was recently recognized by Tau Beta Pi with the McDonald Mentoring award.

Brian P Kirkmeyer, Miami University

Dual Career Panel

Professionals and academicians who are part of dual career families face additional challenges. Research on the topic of dual career couples is briefly reviewed in order to provide readers some starting literature, but it is not intended to be an exhaustive review. This panel will address these challenges via interactive discussions with the audience. Nine questions are used to structure the panelist's and their spouses responses in the paper below. These same questions will be used to guide the panel discussion such that each panelist will be given the opportunity to answer the question before opening it up for audience questions and comments. For all topics, panelists provide insight from their own experiences as well as offer comments on effective practices they have observed.

Not surprisingly, the issue of dual-career placement has been a part of several ADVANCE programs that have been funded. These programs have dealt with a variety of issues including support for spousal placement, parental leave policies and adjustable workload strategies. We report here on a few of the spousal placement policies that have been tried at these schools. The University of Rhode Island¹ has developed a dual-career policy which outlines what can/will be done to help locate positions both on and off campus for spouses of candidates. They provide very specific policies on who is responsible for what in the various stages of hiring since they have a unionized faculty that have to work within this system to provide support. Cornell University² has provided an office within HR that is dedicated to helping find employment for spouses of faculty candidates. Like Rhode Island, they work to help spouses identify both on and off campus opportunities in the area. Other schools, like New Mexico State University³ have tried programs that provide some financial support for departments hiring spouses of faculty candidates. They found this to be unsustainable and now have programs similar to those mentioned above. Other schools, like University of Michigan⁴ have based their programs out of the provost's office rather than Human Resources and provide support at that level to work with department chairs wanting to accommodate dual-career couples. They also provide resources for department chairs and faculty search committees that help answer commonly asked questions on this process.

Table 1: Panelist and Spouses. Panelist will be at the session, but in all cases, spouses are not expecting to attend.

A	Beena Sukumaran, Ph.D. Professor and Chair, Civil & Environmental Engineering Rowan University Mother of 11 year old	Srinivasan Vanchinathan, Ph.D Advanced Process Control & LP modeling Manager Sunoco, Inc Father of 11 year old
B	Donna S. Reese, Ph.D. Interim Department Head Computer Science & Engineering	Bob Reese, Ph.D. Associate Professor and Director of Microsystems Prototyping Laboratory

	Mississippi State University Mother of two boys: 26 and 23	Mississippi State University Father of two boys: 26 and 23
C	Adrienne R. Minerick, Ph.D. Associate Professor Department of Chemical Engineering Michigan Technological University Mother of a 4 year old & a 10 month old	Rob Minerick Founder Vortimac Software LLC www.vortimac.com Father of a 4 year old & a 10 month old
D	Jacqueline El-Sayed, Ph.D. Professor, Mechanical Engineering Department Kettering University Mother of three kids: 26, 18, 11	Mohamed El-Sayed, Ph.D. Professor, Mechanical Engineering Department Kettering University Father of three kids: 26, 18, 11
E	Brian Kirkmeyer, Ph.D. Assistant Dean & Instructor School of Engineering & Applied Science Miami University Father of twin girls age 3	Sarah Kirkmeyer, Ph.D. Director of Sensory - North America, Givaudan Flavors Corporation Mother of twin girls age 3

1. What are your biggest challenges on a daily basis and what is your advice for balancing two careers?

Panelist A: I am still struggling with finding a suitable balance between career and family just as so many other dual career spouses do. On a daily basis I tussle with issues such as who will be home to assist our daughter with homework and extra-curricular activities. I find it even more challenging because our families do not live in the area and I have no immediate safety nets to count on when an emergency situation arises. My advice to dual career spouses are to get your priorities right whatever it might be, do not think you can do an excellent job in all fronts but give it your best and do ask for help when you need it, whether it be from your spouse, friends, colleagues or others who can assist you. The assumption that you can do it all alone and perfectly is a myth. It is alright to have different career goals at various stages in your life and it is important to know when your family situation is ideal for an administrative position or position at another university. Do not be too hard on yourself if you cannot do some of the things that stay at home spouses do especially when you go to your child's school.

Panelist A Spouse: Communication is critical. If one of us gets delayed in meetings/discussions at the office we make sure the other one knows so they can be home sooner than planned or make alternate arrangements. Balancing two careers is more of an art than science and requires the understanding of a spouse's professional obligations and commitments.

Panelist B: Early on the biggest challenge was keeping up with children. Who could take kids to/from school and events. Now that we are empty-nesters the biggest challenge is

division of labor in household activities. We've found the easiest thing is simply to pay someone to do things like cleaning.

Panelist B Spouse: Biggest challenges are trying to avoid the temptation of working all of the time, and forcing some off-time for enjoying life without working.

Panelist C: My biggest challenge is trying to work fast and efficiently enough that my other responsibilities (career husband and 2 young kids) do not hinder my professional progress. I have to concurrently be supportive of my husband's career which has "crunch times" that differ from my own. My advice is to find an organization system that works to coordinate both of your schedules / careers and facilitate communication of obligations. The second bit of advice is to learn to focus only on work at your designated work times and to fully focus on family at non-work times. This makes work more efficient and family time more meaningful and relaxing.

Panelist C Spouse: The biggest challenge I have is trying to find time to do all the things that need to be done to be successful in my field, while simultaneously trying to find time to manage household responsibilities so that at the end of the day, my full attention can be focused on our kids. The best advice I can think of is to have boundaries and to prioritize. With kids in the mix, you will not always have time to do everything – but there needs to be a point where you stop what you are doing and focus on them.

Panelist D: We are both full professors and mature in age now, so we have worked out our system for parenting and for dealing with house hold chores. My husband is older than me by over ten years, so we took turns going through tenure. I probably do more daily work with the kids and the house, but my husband does the cooking since he really enjoys it as a creative outlet. Since he enjoyed it I totally let him have ownership, it was one thing off my plate. Child rearing took a lot more time when the kids were young, but I took the time to be with them and don't regret it. I always had several months with my babies before going back to work, even if it meant a reduction in pay. It was worth it!

Panelist D Spouse: The biggest challenge is making sure that the kids' needs are met with communication, collaboration and care. My advice is to work together continually on the process, you always have to define and redefine priorities. Priorities change at different stages in our careers. I consider dual career couples as an optimization process with global and local criteria. The key is to always search for the global optimum, so that there is a win-win outcome.

Panelist E: My biggest daily challenge is the limitation to my schedule due to being the primary children-dropper-offer at my university's daycare. As we live 30 minutes (in

opposite directions) from both my and my spouse's work locations, chauffeuring has become my responsibility. This is an example of my best dual-career advice of communicating and agreeing to specific responsibilities and wants, and being accepting that successful dual careers require balancing between both partners.

Panelist E Spouse: I don't think challenges on a daily basis are any different than anyone else because everything is related to balance - work/life balance most importantly. I am fortunate to have a husband that fully supports my professional career growth and development and also wants to take an active role in raising our children. We address life as 50/50 across almost all things.

2. Were you part of any special recruiting or hiring due to your dual career status? Subsequently, were there any trailing spousal issues?

Panelist A: No, I do not have any special recruiting of dual career spouses at my university. I had to move to the location initially and my spouse joined me after 8 months when he could find a suitable position in the area. Since then there have been some central repositories within the state of New Jersey to search for suitable positions (<http://www.njepadeherc.org/>). I am not sure how successful they are at assisting dual career spouses, but it has been cited as a model for other states to emulate.

Panelist A Spouse: NA due to a career in the private industrial sector

Panelist B: My husband was hired at the time my children were small (3 and 9-months) so I was not ready to go back to work yet. When I did start back I had adjunct status for a while and was not offered a competitive salary when I did finally get a tenure-track position because I was a "captive" spouse. It took many years to work my salary up to that of my peers.

Panelist B Spouse: Early in our careers, we lived in large city in which there were opportunities for both. Then, one of us had an academic opportunity in another state, in a small university town. It took some long discussion to decide to make the move, but in the end, it turned out well as the trailing spouse gained an academic position at the same university. Since that time, the trailing spouse's career has progressed further than the other spouse, who would now be the considered the trailing spouse in any job changes.

Panelist C: Not exactly. My husband is not in academia and owns his own online software development company. This gave us flexibility that many dual career couples do not have. However, selecting an institution, surrounding community, and state government that was conducive to a small business owner was an issue we had to consider. The institution that hired me as an assistant professor directly out of grad

school did some special spousal recruiting efforts that ultimately helped us choose to accept their job offer.

Panelist C Spouse: When my wife was hired out of graduate school, the institution did a good job promoting the institution to me, though my career choice was already made. It ended up being a good move on their part, as I came away with a much more positive impression of the institution and the area than I started with. When my wife moved institutions, the institution we moved to was familiar to me (having been an undergraduate there). No special recruiting was done, but I think this was at least in part due to the fact that I knew the institution and was well underway on my chosen career path.

Panelist D: I didn't have my PhD when my husband joined Kettering. But I am an alum and he isn't, and they snapped me up right away. No one said that it was because he worked there, in fact they told me the opposite, and there are other couples where the spouse was not hired. It really appeared that they department and the department head wanted me. There were special hiring conditions to recruit women at the time. There was only one other woman professor in the department when I was hired and she left before applying for full professor.

Panelist D Spouse: No, we were hired independently.

Panelist E: In a past dual-career relocation (the third of three of these...we're 2-for-3 on successful ones), my wife's company did a minimal level of work trying to accommodate my career needs, but ultimately I earned a job on my own. In all three of our dual career relocations, I have been the trailing spouse, and it can be difficult on the psyche when it doesn't work out immediately or at all. The biggest issue we've dealt with was in regard to housing, as we had five months apart in our last move and I was responsible for maintaining the home we were leaving since I was still working there. Separation from each other was difficult, but at the time there were no kids involved and we happened to be located near airports with direct and frequent flights between our locations.

Panelist E Spouse: Not part of any special recruiting/hiring for any of our 3 relocations. Trailing spousal issues each time. The first relocation, my company tried to help with the trailing spouse, but it was very ineffective. Most recently, we gave a deadline for trailing spousal relocation before the other would return, but were successful in making it work for us with 2 good jobs. I think you personally have to make a dual career move work and not rely on any support from organizations/universities.

3. Did you encounter any challenges during the job search process? Did you ever have to work in separate locations to meet both of your career aspirations?

Panelist A: Yes, I faced serious challenges trying to find a location that worked for both of us. My spouse also has an advanced degree, which did not make life any easier. We looked for locations that were in close proximity to urban centers so that there would be more opportunities for either one of us. We worked in separate locations and even continents soon after I obtained my Ph.D. It was not the ideal situation and we stayed apart 3 years in our first four years of marriage.

Panelist A Spouse: Yes, it was a challenge finding the right kind of employment in the right geographical location so that the family can be together. When we started our careers, we did work in separate locations (continents) but we were willing to pursue this arrangement for the experience those jobs offered and with a hope that we could leverage the experience in the future.

Panelist B: We both went to work in industry after our BS degrees and fortunately both decided to go back to grad school. When we finished our PhD's we had a newborn so I stayed home. My husband did not go into academia to start with and we were in a large enough city that when I was ready to go back there were opportunities for me. When we moved to MSU I again had an infant. MSU offered to interview me but I was not ready. Hence the issue above.

Panelist B Spouse: We have only had to change locations three times in our careers, and we were fortunate to find employment (either full or part-time) for both spouses at all times.

Panelist C: Some institutions that I interviewed at either completely ignored or were almost scared to talk about the dual career issue. This was telling and a deciding factor when we made our decision. No, we never had to work in separate locations, but that was because my husband actively chose to tailor his career to somewhat accommodate mine (what a guy!).

Panelist C Spouse: None that come to mind. No.

Panelist D: Not yet. We were temporarily separated during transitions in his career however and he traveled back and forth for a semester, but that's all. Hopefully we never will have this problem.

Panelist D Spouse: There are jobs that both of us didn't apply to due to location, but not due to dual careers. We had to live in separate places several times due to my change of position, including during her graduate school work.

Panelist E: In my wife's case, she was sought out each time by recruiters or companies directly, whereas I did actual location-specific searches for positions. In our first dual career move, my brain says I should have stayed at my job until I found something at her location, but having just been married I let my heart dictate things. In the second, it provided a great opportunity to earn my doctorate at a prestigious university. In the third case, I actually moved into a non-technical position that has been the greatest decision I could have made. In two of these cases, though, there was time apart in different locations.

Panelist E Spouse: Job searches are always a challenge and with 2 careers you are more limited to bigger cities and locations that would provide more opportunities for both. We have lived in different locations only for limited times due to trailing spousal issues, but have never chosen jobs in separate cities for the long run. Thus we have taken selective and the most appropriate opportunities available and do not feel we have been limited in our career growth. Actually if we had not done our first or second relocation, we would not be where we are today which is pretty great for both of us.

4. How do you balance professional obligations such as conferences with your partner?

Panelist A: Conferences are usually planned in advance; so I have always notified my spouse well in advance so that he does not plan any travel during that time. We have also travelled together to conferences especially if he could manage some vacation time.

Panelist A Spouse: As conferences are organized well in advance we have had the ability to plan around it a little better so one of us will be home. Regardless of all the planning, there have also been situations where we had to forego some events to fulfill family obligations.

Panelist B: We have not typically had conflicts in this area so we have been able to cover for each other. Our technical areas are not related so we did not attend the same conferences until after our kids were grown and we both attend ASEE now.

Panelist B Spouse: For conferences with common interests, such as ASEE, we often travel together to the conference. For the other conferences, the other spouse remains home for house sitting/pet sitting duties, which works out well.

Panelist C: We try to schedule way in advance. We use electronic calendars and always invite the other to events and work-intensive deadlines well in advance. For our kids, we “sell” these trips as chances to spend time only with Dad or only with Mom. We’ve also moved closer to one set of in-laws, which has made juggling the kids much, much easier. Sometimes husband or kids come along to conferences, especially when they are in exciting locations.

Panelist C Spouse: Typically conferences and other obligations can be scheduled far enough in advance that any special arrangements that need to be made, can be made. In cases where this is not possible, we try to make the time up to the other such that no one misses out on getting his or her work done. Having family close also helps – we can often schedule special visits with family during these times, which helps both us and the kids.

Panelist D: We have three children and two are now grown and in college, one child is still at home. My husband and I are in the same field so we actually enjoy going to conferences together. We take the kids when we can or as my parents to stay with them. Otherwise we go separately and the one that stays home takes care of the kids. Since my husband is older than me, he was going through tenure when I was still in graduate school and he was a full professor when I was going through, so we took turns in a way. Although he had to take on significant child care when I competed my internship at Harvey Mudd College with President Klawe. During this time, he was basically a single parent.

Panelist D Spouse: During her internship, I stayed home and took care of the kids, but she also had done the same thing while I was transitioning to new positions, or due to temporary illness.

Panelist E: Communication is the best answer to balancing anything...being certain to share professional and personal needs in advance helps us adjust as necessary. This has become more difficult with children, but the premise of communication being paramount still holds. My wife is currently in a Professional MBA program two nights per week that gives me "daddy nights" with my daughters, and I know that if I need to have a late night I schedule it on different nights or make other arrangements. Conferences and work travel are no different. It also helps to have family within 45 minutes of our house, and a set of babysitters that are usually available.

Panelist E Spouse: If one needs to go, we make it work. Conferences and work-related travel especially long durations and over the weekend are more difficult. I have to go to Europe at least once a year, which is a struggle. As my husband is in academia and I am

in industry, we have not both had to travel at the same time except for one Saturday morning that we had to find child care coverage.

5. Were you and your partner at the same (or different) stages in your careers? What challenges arose with this?

Panelist A: Yes, we are in the same stages in our careers though he is in the industrial sector. We face some significant challenges because both of us are at mid-career stages. The state of the economy has only made life harder and right now we are debating his move to another location, which would mean a long distance commuting relationship.

Panelist A Spouse: Yes. As both spouses move up the career, the increased responsibility and demands of the job can at times be stressful.

Panelist B: We were at the same stages of our careers. This put all the tenure and promotion stress on us simultaneously and when our children were small. However, supportive department heads helped tremendously with this issue and we were able to handle this really without much difficulty.

Panelist B Spouse: Fortunately, we were both at the same stages in our careers when we moved into academia, so this did not present a problem.

Panelist C: My husband and I started graduate school at the exact same time, but in different disciplines. Timing was not the same for our programs and I was set to finish first and start looking for faculty positions. My husband left without finishing his PhD because the degree was not essential for his own career (independent business owner) and it was much more important to him that we stayed together and not spend any time living separately (what a guy!). Now the other side of the compromise was that I turned down a postdoctoral position (which would have been very good for me professionally) because my husband wanted a stable location to build his business and start our home and didn't want to have to move in 1 to 2 years. It is all about accommodating both people.

Panelist C Spouse: When my wife took her position at her original institution, we were both coming out of graduate school. This made some things easier – since we were both starting out, we understood the stresses that the other person was going through. Of course, some days we were both dealing with these stresses, so our ability to understand was sometimes limited by our own issues. At this stage of our careers (and lives), most of the challenge has shifted to just finding time to get in enough work in a day so that we feel we're staying ahead (or sometimes, just keeping up).

Panelist D: See above. Yes and it worked out better for us since we weren't going through tenure at the same time. We took turns.

Panelist D Spouse: We were at different stages, the challenge is to being able to take good job opportunities with out damaging the other's career.

Panelist E: My wife is actually farther advanced in her career for a number of reasons...narrowness of field, a tighter-knit technical community, the ability to work full-time while earning her doctorate in a collaborative research project between her university and company. This doesn't remotely bother me, because I have had to work in different types of experiences to determine where I wanted to be and in which type of organization. I have now found it, and in many ways I'm in a more "prestigious" position than she is, even though she earns far more in salary than I do. It's one "us" unit, not two "me" units, and that works great for us.

Panelist E Spouse: My For the most part, we are at the same level, however the difference is that I have done my graduate work while working and my husband went full-time, thus I actually have more years of experience and have advanced farther in industry. I do not believe there are significant challenges with this, expect that the salary in industry is higher than academia.

6. Did you and your partner encounter any challenges with having children?

Panelist A: The timing to have a child was a challenge and it was a constant battle in my mind between the ticking biological clock and career. What I have realized is that there is no perfect time but there can be a less than perfect time to have a child. The lack of maternity leave in the US is a big detriment and I felt that I had to rush back to work after having a child. I did not get any special breaks during that period in my life and taught a full load when I returned after 6 weeks. I did feel some resentment to my department and college at that time and I did not do my best work in the classroom during that stage of my life.

Panelist A Spouse: As we started our careers, we were located in different parts of the world; we waited until we were together to have a child.

Panelist B: We had already had both of our children by the time that we began our academic career so we did not have to worry about parental leave issues for childbirth. There were challenges balancing being at their events and fulfilling work obligations but really the flexibility of a faculty position probably made this easier than industry.

Panelist B Spouse: We waited until we had nearly finished our PhDs to have children, and this worked out well. It has to be said that the majority of child raising was done by their wonderful mother.

Panelist C: Yes, all the time. When we first started thinking about having kids, I kept trying to schedule it around my career (i.e. time the pregnancy to deliver in the summer, etc.). We finally realized that at different stages in your career / life, the importance of each needs to change. To have both careers and family, we needed to selectively and temporarily plan our career around our life and stop always planning life around our careers. Now, we dedicate weekends completely to our kids. Only rarely do we allow ourselves to work on the weekends. Instead, we work evenings during the week after the kids go to bed. We sit next to each other during these evening work sessions and periodically talk.

Panelist C Spouse: Yes – mostly in the area of time management. I don't think that either one of us appreciated the ability to have a weekend to "catch up" if something went haywire during the week. There are many things with kids that you cannot plan for (in fact, I would say the majority of things.)

Panelist D: I did have issues, he didn't although my issues stressed him since there was nothing that he could do about it. I had one child during my PhD program which probably delayed my graduation, but it was actually more due to our move for my husband's career. I had one child as an assistant professor and this delayed my tenure. It was recommended that I wait an entire year since my maternity leave would give the appearance that I didn't have time in rank to apply. So I was then always a year behind men that were hired with me with the same professional accomplishments. I was the first woman to receive a positive recommendation to full professor from my department, however, so pioneers have to blaze the trail.

Panelist D Spouse: No, just in the timing of the children and balancing our goals and aspirations.

Panelist E: We made a conscious decision to defer children until our careers had developed, in large part because of my wife's opportunities. Once we were ready, we absolutely had challenges...took many years and lots of medical assistance. However, we had twins and thus caught up to our friends really quickly. :) The challenges now have more to do with who can stay home when they're sick and who can care for them when our schedules collide.

Panelist E Spouse: We have three year old twin girls and were in our mid-30s before having them. They have changed our schedules at work, in that we both have a much stronger commitment to leave work near 5pm because they go to bed by 8pm and want to spend time with them each night. That means we might need to get back on-line after they go to bed and regularly decline evening events. I have definitely changed how I travel, i.e. I will take the latest flight home even if it gets me in at midnight so that I am there when they wake up in the morning. There are significant challenges when one or both are ill and need to stay home from day-care.

7. Did tenure / promotion related timing or decisions impact your professional progression?

Panelist A: No, I actually went up for early tenure and promotion.

Panelist A Spouse: N/A due to career in private industrial sector

Panelist B: Not really. We have both done our entire academic careers at the same place so this hasn't been an issue.

Panelist B Spouse: To this point, they have not impacted our professional progression.

Panelist C: No, not really. My original institution had worked hard to develop supportive policies such as delay of tenure with children, etc. I had applied for this, but upon earning a prominent award, asked to repeal this delay. The university was very flexible and accommodating. I think it goes back to the original interview. If the institution's administration is afraid to talk about dual career issues at that stage, there is probably a good chance that they'll be afraid to address pregnancy / child / other delay of tenure considerations.

Panelist C Spouse: N/A

Panelist D: see above

Panelist D Spouse: N/A

Panelist E: Since neither of us are in a tenure-track position, this did not apply to us directly. The biggest impact to my professional progression was finding the right type of position for me, which ultimately was the best preparation for my job as Assistant Dean.

Panelist E Spouse: As I am in industry, I am less related to specific timings.

8. Have you or your partner ever taken a sabbatical to another location and how did you manage this?

Panelist A: I actually took a sabbatical in Australia when my daughter was 5. My spouse could not leave his position and therefore I moved to Australia for 4 months with my daughter. She enjoyed her stay there and went to preschool there while I went to the university.

Panelist A Spouse: My spouse was on sabbatical in Australia for four months with our daughter who was only 5 at that time. I could not accompany them due to my professional commitments. It was a challenge for the family but the fact that this did help in professional development made it a little bit easier, not to mention the fact that I could vacation for a month in the “Down Under”.

Panelist B: Neither one of us has taken a sabbatical.

Panelist B Spouse: We have not done this.

Panelist C: We are in the process of preparing for a ½ year sabbatical visit this next fall (2011). Original plans were for a sabbatical last fall (2010), but right after the birth of our son last spring, we concluded this was too much and I delayed for a year. The sabbatical was a stressful topic because it includes not only balancing the second career during this time, but also the decision of whether to split a household for 6 months or move everyone to the new location. Either way, a second homestead must be arranged which is a logistical and financial difficulty. My husband and I talked about both possibilities. The idea of being separated from my family for 6 months (or traveling back and forth) was so stressful that I was going to back out of the sabbatical visit. Since I didn't do a postdoc, the sabbatical is important for me professionally and for the advancement of my research program. My husband accompanied me on an organizational visit to the host institution and we were able to find temporary housing for the entire family and our daughter can start kindergarten there. We are all going as a family, which is an extra financial burden, but also the best thing for the family. My husband has tailored his career to take advantage of the professional development opportunities in the larger metropolis during this period. Securing reliable childcare for our youngest and keeping our childcare provider at home is our current concern. This will be an additional financial burden, I'm sure.

Panelist C Spouse: We are planning on doing so in the fall of 2011. We discussed many options about how to manage this – including splitting the household for 6 months, or moving everyone to the sabbatical location. In the end, it really came down to what decision caused the least stress on everyone in the family, so we will be moving

everyone. We are in the fortunate position that my own work is mobile and not really affected by moving. Daycare and schooling for the children will be a challenge, especially with our 4 year old starting kindergarten in the fall. And, of course, needing to maintain two households and pay for daycare will be a financial burden – but even these issues pale in comparison to the stress we'll save ourselves by having everyone together.

Panelist D: I didn't take a sabbatical but I did an internship when I was selected an American Council on Education Fellow. It is a part of the program to be match with an ACE mentor and intern with them at their campus. The way I handled this is a lot more than 3 or 4 sentences. I had a complete plan to prepare my family and to sustain us during this intense program. I included my kid's teachers, my kids, my husband, my grown son, my parents and my neighbors. My ACE mentor, President Maria Klawe at HMC, is a pioneer in engineering, the former dean of engineering at Princeton, and she is married and has kids so she was incredibly supportive. Thanks Maria!

Panelist D Spouse: She took care of the kids alone several times for a semester when I had taken new positions so I took care of the kids while she was in her internship. I felt that it was important to encourage her growth and have always been an advocate for her success, even beyond what her own vision was of herself.

Panelist E: Doesn't really apply to us.

Panelist E Spouse: No

9. **Did administrative opportunities arise for you or your partner and were these a challenge?**

Panelist A: We are still facing this challenge and it is an ongoing discussion at home. I am currently chair of my department and he has been offered a better administrative position but this would mean moving to a different part of the country. Due to the economic recession, our choices are limited and we are considering doing a long distance commute just so that we can balance both careers. I have always felt that I shouldn't be an impediment to my spouse's career just as he is supportive of mine and it is always a balancing act. As our daughter gets older, the balancing act is getting easier but she is not yet at an age where she can be left unsupervised or can do well in school without some help. It will be a challenge to balance both our careers but if it is done with mutual understanding and respect, we will hopefully find the right balance.

I do strongly feel that the country requires some changes to the support structure provided to working dual spouses if we would like to engage most of our productive population in the workforce, which includes paid spousal leave, day care centers at universities and flex

hours. Right now, it is the prerogative of universities or companies to decide if these are provided, which can be non-uniform and extremely dependent on the economy, administrators and political climate. I believe that we should be strong advocates for legislative changes that mandate these changes and hopefully it proves beneficial for the generations that follow us into the workplace. I do feel that Norway is a good model to follow and having worked there for a year, I was definitely impressed with the family friendly workplace.

Panelist A Spouse: I manage a group of technical professionals and I have not felt that the challenges are any different or unique from my previous positions where I did not have much of an administrative role.

Panelist B: I have been an administrator for about 7 years now. For 6 of those I was in the dean's office (as an associate dean). We had a MOU that spelled out how to handle issues that involved my husband that would normally have fallen under my responsibility. This was never really a problem. We have served on committees together since our departments collaborate on a degree program. There has only been one issue over the years that we vehemently disagreed on and we were mostly able to keep that at work.

Panelist B Spouse: Fortunately, the administrative opportunities have been local and so we have not had to deal with issues of an administrative opportunity in a different city.

Panelist C: Not applicable for me. My husband did accept a position as the head of a department with a local computer company in town. This required extra travel on his part, which we scheduled around. We also had extra entertaining duties with this role. It was funny being the 'sidekick' and having everyone assume I was a homemaker (or should become one with the addition of each child). The owners of the company really wanted him to progress further, but he ultimately decided he wanted to stick with his own business and grow that.

Panelist C Spouse: N/A

Panelist D: Yes, for me, but these were not really a challenge so far. We have moved several times during our careers so far, all for my husband's career but with two kids grown, one a Rhodes Scholar and one an AP Scholar with distinction and OAA wrestling champ we must have done something right. One child still at home, doing well She was scientist of the week and has both parents to herself. :)

Panelist D Spouse: I have not been interested in pursuing administration yet, I am very challenged by my research in hybrid technology, power train integration, quality and durability.

Panelist E: I made the very unorthodox move from an industrial position to an administrative non-tenure-track staff/faculty hybrid position, without prior work experience in academia. It's been the perfect fit, though, and thus was less challenging than trying to become invigorated to do the work in my previous professional positions when I had limited interest in that work.

Panelist E Spouse: N/A due to career in industry

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