

Quarterly Review of Work-Life Policy and Practice

Summer 2020

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From the Board

The CUWFA Board works incredibly hard each year and this year was no exception, from working on the initiatives in our strategic plan to planning a conference in NYC, to building bridges and synergy with WFRN, to navigating the finances of a conference cancellation and launching a virtual event, this year handed us one of everything and we worked together with strength and resilience to navigate new terrain.

We want to express sincere gratitude to our working group members, board members, conference hosts and conference planning committee members for your knowledge, smarts, dedication, time and work-life spirit.

Message from the Board

...CONTINUED

We also want to extend a warm welcome to our **new officers and board members:**

Phyllis Stewart Pires, Stanford University, Past President

Karen Kille, University of Pennsylvania, President

Rebecca Balkin, Columbia University, President Elect

Grace Cosachov Protos, New York University, Vice President

Andie Rowe, American University, Secretary

Caitlin Azhderian, Stanford University, Treasurer

Ronnie Mae Weiss, Massachusetts Institute of Technology, Member at Large

Members at large:

Elizabeth Ancarana, Harvard University

Carol Hoffman, Columbia University

Lesley Lundeen, Northwestern University

Zenab Pathan, Ryerson University

Elisa Salazar, Grand Valley State University

Sandy Batchelor, University of California, Davis

Jaimie Hutchinson, Michigan State University

Jeanne Lovy, Johns Hopkins University

In 2019/20, we experienced increased member engagement from participation in CUWFA conversations to participation on committees and our virtual conference. We want to build on this momentum in 20/21. Thank you for the feedback you provided following our June conference -- we will continue to offer additional virtual connection opportunities that will be offered exclusively to current members.

As always, thank you for your partnership and so graciously sharing your resources, expertise and knowledge with CUWFA – keep sharing!

Please join us in thanking Phyllis Stewart Pires for her tremendous leadership of CUWFA in her two years as President. Phyllis has shared her childcare expertise and knowledge graciously with all of us, led the development of the strategic plan, navigated a new partnership with WFRN, and guided us through tough decisions to ensure the organization's financial sustainability, among many many other contributions, thank you Phyllis!!

A Virtual Conference with guest speaker Amy Jen Su



Six years ago, Amy Jen Su attended a CUWFA conference in Baltimore where the seed was planted for her book, *The Leader You Want to Be*, published five years later.

CUWFA conferences are inspiring and plant seeds in all of us, which is why there was so much regret surrounding cancelling the wonderful event planned by NYU and Columbia. We were looking forward to seeing our colleagues, learning and sharing solutions and new things, meeting with WFRN members and enjoying the sights of the Big Apple.

We did however, get to have a virtual conference and were able to still hear our keynote speaker, Amy Jen Su.

She indicated two objectives for her presentation:

- To help us all pause and take a moment to reflect on our work and examine the leader we want to be, and...
- Find at least one take-away to bring back to our organizations

She started with a tale of two leaders, leader A and leader B. Both are Presidents of a large university with a big vision and a mission to make a difference. Leader A has had an inspiring day at work and was able to be fully present for her family dinner and bedtime and then gets back online. Leader B has had a day of back to back zooms and frustrations. She feels detached from her family routines and distracted by the need to get back online. Amy's point; we all have A and B days, it's part of the human experience.

5 Essential Principles from *The Leader you Want to Be*

Purpose

Process

People

Presence

Peace



Amy identified that we all have a "ripple effect," each action and interaction impacting many...our team, our functions, our organization, and so forth. She asked participants to reflect, "who is your "leader A best self" and give five words that come to mind (see left).

Amy then called attention to the idea that COVID-19 has really brought out all of the emotions of the human experience--the full range, often on the same day, sometimes in the same hour--and compared it to a roller coaster. She indicated the importance of self-care, specifically by giving yourself a break (see NYT article in sidebar). She also shared a quote from Olympic track & field coach and Nike co-founder, Bill Bowerman, about realizing you have the skills and knowledge and power right inside of you.

The New York Times
Why You Should Stop
Being So Hard on Yourself

***"Everything you need is
already inside"***
Bill Bowerman

Bloomberg
Three Hours Longer, the
Pandemic Workday Has
Obliterated Work-Life

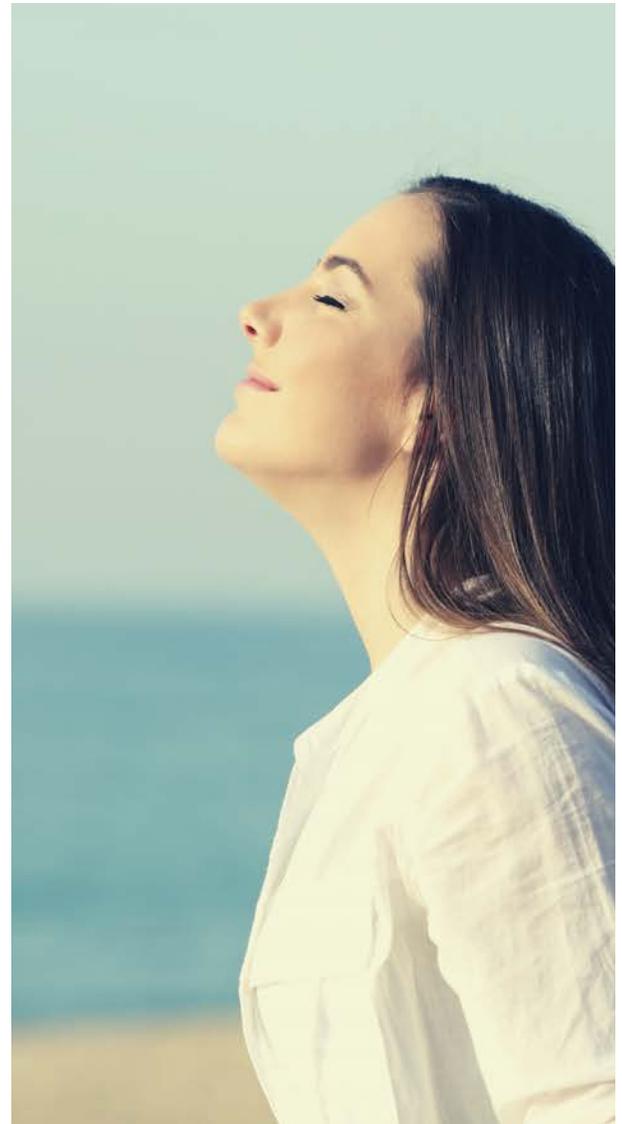
She then turned attention to COVID-19 related support, citing that people are working up to three more hours per day because of the lack of boundaries between work and home (see Bloomberg article in sidebar). Specifically, to "Ruthlessly Prioritize & Update Boundaries" where she provided three strategies:

- Find Power Hours: Aim to align your energy with your work, blocking time on the calendar for things that require focus and critical thinking during your highest "energy" time.
- Time Zones: Establish when work gets done and set expectations with others about your level of presence and engagement.
- Home Zones: Establish your workspace and leave your electronics there!

Amy discussed the importance of asking for, and being-of, support for others. She identified the fact that now, with Work-Life finally being asked to sit at the table, it is even more important to bring your whole voice to the table...the voice of: character, context, connection, clarity and curiosity.

Lastly, Amy gave advice on keeping personal restoration at the forefront, specifically; taking a day off, building in transitions between work and home (as we no longer have that commute!) and practicing deep breathing. She then led us in a 4-7-8 second breathing exercise, 4 in, 7 hold, 8 out.

At the conclusion, we shared our inspirations from the presentation and, as a group, came away with some additional key thoughts. We discussed the evolution of words as a result of COVID-19 from productivity to resiliency, from learning to agility. We identified and recognized the humanity of this moment we all find ourselves in. We enjoyed the wisdom and actions Amy shared and feel she met her two clear objectives of the presentation. ***Thanks Amy, we really enjoyed having you at our virtual conference!***



WHAT WE'RE READING

The Leader You Want to Be: Five Essential Principles for Bringing out Your Best Self-Every Day by Amy Jen Su

How can you be the leader you want to be every day? The answer is more than a time-management system or a silver-bullet solution for changing your routines. Leadership expert and coach Amy Jen Su's powerful book helps readers discover that the answer lies within. By focusing in specific ways on five key leadership elements--Purpose, Process, People, Presence, and Peace--you can increase your time, capacity, energy, and ultimately your impact, with less stress and more equanimity.

WHAT WE'RE READING

Parents Who Lead: The Leadership Approach you Need to parent with Purpose, Fuel your Career, and Create a Richer Life by Dr. Stewart Friedman

Drawing on the principles of previous book, Total Leadership, this new book takes the principles of leadership and shows working parents how to lead more purposeful lives characterized by harmony, connection, and impact. The book includes tools to establish core values, engage with children in meaningful ways, cultivate a community of care and support, and discover better ways to live and work.

Creating Gender-Inclusive Organizations

Edited by Ellen Ernst Kossek and Kyung-Hee Lee

Examines key themes relevant to advancing women in organizations and the need for individual and organizational mechanisms to foster career agility, with a constant focus on how to bridge research to practice. Providing insights on gender inclusion, mentoring, team diversity, and female leadership. Provides actual hands-on advice from experts on how to leverage human resource and organizational strategies to advance women and close the gender gap.



News from the Field

Harvard Business School: The Caring Company: How Employers Can Cut Costs and Boost Productivity by Helping Employees Manage Caregiving Needs. Joseph B. Fuller & Manjari Raman. By investing in care culture, American companies can prepare themselves for the looming care crisis.

John Hopkins Launches Reopening Policy Tracker For K-12 Schools
The interactive map and resource guides compare and analyze reopening plans for schools nationwide, offering solutions for safe education during the pandemic.

"In the employee survey, three out of four (73%) employees reported having some type of current caregiving responsibility."

Johns Hopkins University Equity School + Initiative Map & Resource Guide



CUWFA on the Cutting Edge

Exploring the Mental Health Needs of Faculty and Staff Today

Mental health and substance abuse in the workplace have received increased attention and companies have undertaken many initiatives to address employee well-being. It is no surprise that universities and colleges have also recently started to focus on faculty and staff mental health, heightened by the COVID- 19 pandemic, social justice / racial equality.

Prior to the pandemic, New York University looked at these needs by seeking consultation from long-time CUWFA member Carol Hoffman, LCSW, to assess the landscape. Carol's 2019 report to NYU included recommendations, most of which are applicable to any higher education setting. Currently, NYU Work Life Executive Director, Grace Cosachov Protos, is actively collaborating with leadership on new initiatives addressing mental health well-being.

The recommendations provided a holistic approach, incorporating actions in communications, outreach, prevention, training, treatment, policies, special populations, workplace culture, physical environment, collaborations, support and evaluation.

A sampling of the 57 recommendations and some actions taken to date include:

Prevention

Recommendation: Offer mental health/substance abuse training, education and awareness. Grace organized a training on mental health first aid and invited representatives from the Provost's office, HR, faculty and administrative councils, student counseling, EEO, division heads, general counsel and public safety.

Employee Assistance Program

Recommendation: Examine (re)emerging models of EAP delivery, with consideration of the uniqueness of academic culture.

Carol, Grace and HR met with the faculty and administrator benefits committees to learn about mental health needs, including access to and experiences with the current EAP as a first step in developing this recommendation.

Workplace Culture/Communication

Recommendation: Address mental health needs and resources in messages from senior leadership.

Given the level of stress and anxiety that faculty and staff are currently experiencing, Grace has been encouraging senior leadership to include mental well-being in all communications.

CUWFA on the Cutting Edge

continued

Policies

Recommendation: Develop flexible work arrangements (FWAs) in order to address mental illness prevention and treatment.

A new telecommuting policy was announced in January, 2020. Work Life began promoting the importance of the policy and continues to talk about FWAs, given the pandemic and the increased focus on racial inequality, in order to address mental health and work life needs.

Support

Recommendation: Create support and affinity groups for minority and special populations. Work Life offers groups for parents of children with special needs, adoptive parents, new parent groups (one for faculty and one for administrators), caregivers of adult loved ones and caregivers of family members with dementia. Additionally, it supports the Working Mothers and Mothers of Color affinity groups.

Volunteerism

Recommendation: Introduce a program for administrators and faculty to volunteer. Research has demonstrated that a major contributor to mental health is helping other people. Work Life created a NYU volunteer corps focused on helping those in the immediate community who are most in need of help due to the pandemic.

For more information, contact Carol choffman@columbia.edu and Grace gc495@nyu.edu



Carol Hoffman

Prior to becoming a consultant, Carol founded and directed the UC Berkeley and Columbia University Offices of Work/Life. Carol previously founded and directed the internal Employee Assistance Program at UC Berkeley.

Grace Cosachov Protos

Prior to joining NYU, Grace ran several Regional Offices of the US Department of Labor, Women's Bureau and was an adjunct professor at Columbia University School of Social Work.

SHARING CORNER

COVID-19 has brought out the best in our members. Our Work-Life practitioners have stepped up to the work-life challenges highlighted during the pandemic. I asked CUWFA members to submit some of the great work, brilliant ideas and new deliverables created in the wake of COVID-19. There is good stuff on Child Care, Equity, Diversity and Inclusion and Flex Work.



Dependent Care:

- [COVID-19 Child Care Resource page](#) & the [Summer Interim Babysitting Support Site](#) from Yale University
 - Temporary [support program](#) for income eligible faculty incurring back-up child care expenses from Harvard University
 - [Parent Resource Book During COVID-19](#) and from Columbia University
 - [Just in Time Child Care Resources Page](#) from University of Iowa
 - [Ask the Experts...Parenting During the Return to School](#) from Indiana University
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Equity, Diversity and Inclusion:

- [Equity Online: 9 Tips on Navigating Virtual Interviews](#) from University of British Columbia
 - [Disabilities, Face Masks, and the ADA](#) from Cornell University
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Work From Home:

- [Wellness and Work from Home Toolkit](#) from University of Toronto
 - [Caring for the Virtual Workforce](#) from Columbia University
 - [Working, Learning and Leading Remotely](#) from University of Iowa
 - [Guide to People Management During COVID-19](#) and [Planning Remote Work](#) from University of California, Davis
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For more sharing opportunities, join CUWFA on [LinkedIn](#)

Connect with colleagues and check out relevant job postings!



Call for CUWFA on the Cutting Edge Submissions

Does your program have an interesting or new work-life-family program you'd like to highlight? Have you found an engaging way to improve the employee experience at your institution of higher learning? If so, we want to share it in the CUWFA Quarterly Review. Contact sbatchelor@ucdavis.edu if you would like to share your fantastic program or idea.

State of the Organization Report

Thank you to Caitlin Azhderian for creating the 2020 report highlighting CUWFA's work, including where we are, and where we are going. The report can be found on the [Governance page](#) on the website.

Throughout the year, five working groups focused on achieving specific strategic initiatives and goals. They are:

- Financial Sustainability
- Membership and Growth
- Membership Engagement
- Branding and Promotion/Communications
- Sponsorships and Partnerships

The report details the work and progress of CUWFA and the work-groups and makes recommendations for improvement and next steps as we begin year two of the three-year plan.



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Policy and Practice
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