



Response To Task Force on Women and Families

Date: November, 2010

Prepared by: David Harvey, Vice President for Academic Affairs and
Pat Bacon, Director of Human Resources

Below are listed the recommendations made by the Task Force on Women and Families and a response prepared by Dr. David Harvey, Vice President for Academic Affairs and Pat Bacon, Director of Human Resources and reviewed by the members of the President's cabinet.

RECOMMENDATION 1: The President's Cabinet should develop and clearly articulate a family-friendly philosophy and work/life balance statement for inclusion in university promotional materials, the website, and employee manuals and handbooks.

Response 1: The current DePauw statement along with statements from schools similar to DePauw will be reviewed by The Committee on Administration and the President's Cabinet for clarity and accuracy and will consider appropriate ways to promote the statement. Recommendations will be made and forwarded to community for review.

Time line: May 30, 2011

RECOMMENDATION 2: The Office of Institutional Research should conduct, analyze, and report on ongoing longitudinal surveys of DPU students to gauge the campus climate for women students and to assess their attitudes, perceptions, experiences, behaviors, and values.

Response 2: The Office of Institutional Research will review surveys that students currently are asked to complete, and recommend how and where these questions might be added and who will review the results.

Time line: May 30, 2011

RECOMMENDATION 3: Human Resources and the Office of Institutional Research should conduct periodic reviews of employee satisfaction and job climate for women and families, to be reviewed by the Diversity and Equity Committee.

Response 3: Office of Institutional Research is currently reviewing sample employee satisfaction tools and will make recommendations as to the type of survey, timing, and review of the survey to the Diversity and Equity Committee along with other constituencies.

Time line: May 30, 2011

RECOMMENDATION 4: Human Resources should expand the definition of “immediate family” for bereavement leave or allow for a process to request “immediate family” status. This will address the unique family ties of our faculty and staff where one day of leave does not seem appropriate.

Response 4: HR will examine the bereavement policies of similar schools and recommend additional or clarifying language.

Time line: December 31, 2010

RECOMMENDATION 5: Human Resources should revise the parental leave policy so that it does not require authorization from a physician.

Response 5: HR will review parental leave policies of similar schools and compare to DePauw’s and make recommendations to the President’s Cabinet and to faculty and staff.

Time line: May 30, 2011

RECOMMENDATION 6: COF craft and the faculty should vote on a clearly defined and equitably applied, publically available tenure/review clock pausing policy for faculty with child care or elder care needs.

Response 6: As a matter of policy, the section of the Personnel Policies describing full-time appointments, including the terms of the probationary period, is written by the administration and not subject to faculty vote. DePauw currently has an informal policy that addresses the tenure-clock for faculty members with child care or elder care needs that fall under our medical leave policy. In preparing a formal policy on pausing the tenure-clock, the Vice-President for Academic Affairs will review policies at similar schools, and seek advice from the Committee on Faculty and faculty.

Time line: May 30, 2011

RECOMMENDATION 7: The University should explore and clarify the sick time policy for caring for family members. We support exploring a 12 week paid parental leave benefit for all employees, which incorporates both Family Leave and Medical Act (FMLA) and the salary continuation policy. Clarify faculty leave options regarding teaching to provide greater consistency in practice.

Response 7: Human Resources is presently reviewing current policy and procedures of similar schools to help clarify options for caring for family members. The University is in compliance with the FMLA guidelines and offers more favorable benefits for personal sick time than is required by FMLA by coordinating university paid benefits during this leave.

Human Resources is in the process of drafting a clearer explanation of how FMLA and all DePauw leave policies interact with each other. These new explanations will be incorporated

into new employee orientation as well in packets for all new supervisors as well as reminders for current supervisors. These explanations will be available on line in the Employee Guide.

Academic Affairs will review current practice to ensure that all faculty members are treated equitably.

Time line: December 31, 2010

RECOMMENDATION 8: Human Resources should provide a professional development training series for supervisors. We support a training process that includes a discussion on harassment, gender bias, and family-friendly policies and practices at DePauw.

Response 8: Human Resources does provide training on the harassment and consensual relations policy, although largely at the request of specific offices and departments rather than campus-wide. It provides workshops on issues of diversity management, which includes but is not restricted to gender-bias issues. It also provides workshops on University policies which are relevant to the family-friendly stance of the University, including the Family Medical Leave Act and other related leave policies.

Over the 2009-2010 academic year, HR provided orientation workshops for supervisors which were mandatory for those newly moving into a supervisor role but were also open to voluntary participation by supervisors with prior experience in the role. The workshops were four hours in length and covered supervisory responsibilities related to major policies including harassment, electronic communications, ethics, record-keeping and retention, leaves, Workers Compensation, the lactation protection benefit, conflict of interest, and related matters. Additionally, procedures for posting and hiring, progressive discipline, and termination were also addressed. Finally, the session also covered time card management and maintaining budgets.

During 2009-2010, the HR office also offered general professional development workshops open to voluntary participation. Some of these were targeted at supervisors and managers and some were open to all employees. A few were conducted for a specific office or department at the request of the manager. Workshops offered during this period included:

- Customer Service
- Performance Management
- Managing FMLA and related leaves
- Team Building
- Use of the E-Services Budget systems (sponsored by HR but conducted by Accounting)
- Diversity Management
- Interviewing of Employment Candidates
- Overcoming Negative Attitudes

In the 2010-2011 academic year, the decision has been made to include supervisory orientation as part of the supervisor's first week of employment in conjunction with the expanded new

employee orientation. This move is being made to ensure that supervisor's receive the orientation in a timelier manner.

In the late summer of 2010, the HR office conducted an on-line training needs assessment survey of all employees. As a result, workshops for the 2010-2011 academic year, which have not yet been scheduled, are expected to include Communication Skills, Managing Conflict, Diversity Management, and Overcoming Negative Attitudes. The HR office also plans to introduce a new performance appraisal tool this academic year for use starting with the 2011-2012 academic year and will plan to offer workshops on Performance Management, and Performance Appraisal as a result.

RECOMMENDATION 9: Human Resources should provide annual or bi-annual mandatory in-service training on FMLA and other leave policies for department chairs, division heads, and standing committee chairs.

Response 9: Human Resources and Academic Affairs are drafting a schedule for 2010-11.

Timeline: December 31, 2010

RECOMMENDATION 10: HR should increase the number of centrally-located places on campus for breastfeeding, pumping and expressing breast milk

Response 10: Human Resources will inventory current locations, and ask for input from constituencies that might be affected and explore options in order to make recommendations. Other schools' policies will be reviewed for comparison.

Timeline: June 30, 2011

RECOMMENDATION 11: HR should help create and publicize campus breastfeeding support network.

Response 11: Kate Knaul, Assistant Dean of Academic Affairs, Director of Global Opportunities, currently works with new moms. She sponsors a series of discussion groups that also support young families. Human Resources will explore options on how to further the network. (See Recommendation below regarding Family/Work life balance)

RECOMMENDATION 12: Human Resources should conduct a wage and salary analysis for all employees, beginning in fall 2010. While male/female faculty salaries are similar and the faculty rank gap is closing, we should continue to assess wages and compensation for faculty and staff.

Response 12: Human Resources has begun collecting data for a wage and salary analysis for administrative/hourly staff fall, 2010, with plans to expand this process to all administrative staff. Academic Affairs actively participates in on-going salary surveys that include a variety of peer institutions. Appropriately rigorous analysis of these data will take some time to complete. Recommendations will be made as to the frequency of this analysis, how to resolve any discrepancies, and what groups should review data.

Academic Affairs will continue its annual review of faculty salaries as part of its yearly reports to the AAUP on faculty compensation.

Timeline: November, 2010 – June 30, 2011

RECOMMENDATION 13: HR should work with Office of Institutional Research to obtain staff data and conduct a comparison of staff salaries by gender for similar level positions and share this information with the Diversity and Equity Committee(DEC).

Response 13: This recommendation will be incorporated into the analysis in the above recommendation with suggestions offered as to the frequency and what proper groups should review data.

Timeline: June 30, 2011

RECOMMENDATION 14: The DEC (with assistance from the Office of Institutional Research) should conduct this analysis across the University every five years and report the information to the President and appropriate vice presidents.

Response 14: Members of DEC, Human Resources and Academic Affairs Offices will explore with Institutional Research what types of surveys and data are the best for measuring this type of data and what best use can be made of the analysis.

Timeline: June 30, 2011

RECOMMENDATION 15: Each Vice President should develop a clear process to respond to those requesting to work at home. This policy would be open to all employees with approval based upon job requirements.

Response 15: Human Resources will review with each Vice President what their interpretation is of the University's policy on working from home and these responses will be incorporated into a more clearly defined procedure for handling these requests.

Timeline: June 30, 2011

RECOMMENDATION 16: Student Life and Academic Atmosphere Committee (SLAAC) should develop a series of wellness programs for faculty and staff.

Response 16: SLAAC was charged with to developing a wellness program several years ago when it was one of the AQIP projects. As a result of SLACC's work, the University now has a Wellness Program and Wellness Coordinator.

Currently, the Student Life Office with Jeanne Menzel's guidance has created a program that has now expanded to include: yoga, zumba, turbo kick, water aerobics, pilates, personal training with spin classes starting in January, 2011. The program now includes community members

which is where some of the budget money comes from. There is a fitness advisory committee comprised of faculty, a retiree, Human Resource representation, and staff.

Further information is available at the wellness program's website:
<http://www.depauw.edu/student/WellnessPrograms/index.asp>.

In addition, from time to time, Weight Watchers and Smoking Cessation Classes are offered. The insurance carrier, CIGNA, has several wellness opportunities that appear on each individual's health page. They offer personal coaching on health issues and a variety of ways to participate in individual health programs.

RECOMMENDATION 17: Human Resources should develop and implement a series of work/life seminars.

Response 17: Human Resources currently provides a variety of work/life support programs. These include:

- Retirement seminars led by professionals from the current providers of retirement funds. These include group meetings as well as scheduled one-on-ones.
- An Employee Assistance Program that is included as part of the health insurance program. This program provides a wide variety of support options for families that include: health management, legal counseling, lifestyle/health wellness brochures and counseling, personal health coaching, personal stress counseling, and other mental health related counseling.
- **On Family Matters**
Kate Knaul, Assistant Dean of Academic Affairs, Director, Global Opportunities has developed a discussion series focused on issues important to families. They are open to the public and free and held in the Women's Center. These are held throughout the year. In addition, there is an open invitation to parents to attend lunch most Tuesdays at Treasures on the Square for casual conversation.

Current examples of programs are as follows:

September 15th: Have a toddler? Have multiple kids? Have great tips? Need help? Join us to learn and share the tricks and tips that have helped others navigate the complexities and challenges of parenting.

October 6th : Dr. Matt Hertenstein, associate professor of psychology at DePauw University will lead a discussion on parenting, influenced by this book, and others, *Parenting with Love and Logic* by psychiatrist Foster Cline, MD and educator Jim Fay.

November/December session TBA.

Other courses could be explored and offered along with the Human Resource course offerings.

Timeline: On-going

RECOMMENDATION 18: The Women's Center should receive University support and funding to sponsor programs for faculty and staff on women's issues.

Response 18: Human Resources and the Women's Center will inventory the programs currently being sponsored across campus and determine if there is a need for more programs or if there is a need to do a better job of advertising and encouraging participation in existing programs.

Timeline: June 30, 2011

RECOMMENDATION 19: Residence Life should explore more fully issues related to pregnant/parenting students and family housing.

Response 19: Student Life has reviewed the issue of family housing for parenting students in the past; however, cost and liability concerns prevented the University from taking action. Student Life will review this issue again.

Timeline: June 30, 2011

RECOMMENDATION 20: Student Life should amend the current housing policy to allow for an automatic exemption to the on-campus residency requirement for these students.

Response 20: The practice is to allow for an automatic exemption and the policy is being amended to reflect the current practice.

Timeline: June 30, 2011

RECOMMENDATION 21: The VP for Finance should appoint a liaison with New Pathways to formalize the University's relationship with our on-site child care provider. This agreement should be assessed and reviewed bi-annually.

Response 21: The Director of Human Resources is the University's liaison to New Pathways. Currently, that is Pat Bacon who has met with Ms. Mary Jane Scamahorn and visited the centers. Ms. Bacon will review the arrangement with administration, and gather a group of interested constituencies to discuss needs and explore alternatives based on those needs.

Timeline: May, 2011

RECOMMENDATION 22: Office of Ombudsperson

Response 22: Human Resources and administration is hopeful that, by using existing resources to work to improve policies, procedures, and communications, a more to supportive, open and welcoming community will be apparent to all employees. In order to insure this environment, data will be collected through the consistent use and evaluation of campus climate. Through this process, the expectation and goal is that faculty and staff will feel that their concerns are heard and that appropriate actions are taken on their behalf without the need for an ombudsperson.

RECOMMENDATION 23: HR should revisit the current process on spousal/partner hiring. Policies should be written to quell concerns about favoritism and that explains to candidates DePauw's policy at the time the University extends a job offer.

Response 23: Human Resources and Academic Affairs will write a consistent and transparent policy that addresses spousal/partner hiring.

Timeline: May 31, 2011