



DEPAUW
UNIVERSITY
Est. 1837

Update On Responses
Task Force on Women and Families

Date: October, 2011

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Pat Bacon, Director of Human Resources

Below are the recommendations made by the Task Force on Women and Families and an updated 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. This is an update to the original response of November, 2010.

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.

October, 2011 Update: The DePauw statement is scheduled to be reviewed by the COA and the President's Cabinet in October, 2012 . One of the more immediate actions that will be taken is to make sure that all programs that relate to the balance of work and home are shared on the new website that is planned by Human Resources for the end of the 2012 year. The current statement includes a variety of programs that are already in place that support work balance. More details can be provided on these programs and they can be more prominently displayed and explained as well as disseminated to the community.

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.

October, 2011 Update: Bill Tobin of the Office of Institutional Research indicates that it is difficult to ascertain what surveys students are given, beyond those few assessment instruments

administered or sponsored by IR. Indeed, it appears that the majority of student surveying on campus is done without the knowledge or sanction of IR. With the availability of inexpensive online survey tools many offices are now able to create, send, and monitor the results of their own surveys. Obviously the quality of these varies wildly. The Office of Institutional Research hears complaints from students who feel they are over-surveyed, but the extent of this problem is unknown. To develop appropriate campus wide surveys it is necessary to determine what surveys are currently in use and precisely what questions are being asked, or the extent of overlap there might be (though it's probably considerable). There is no governing university policy addressing the surveying of students and thus no structure or strategy. This problem highlights the need for a campus-wide assessment plan and policies regarding surveying students. Over the past few years procedures have been developed for greater control of the process, but they have not yet gained traction.

To address collecting data based on this recommendation, the Office of Institutional Research has obtained two excellent instruments used elsewhere that would be useful here. Usually these types of surveys are done on a tri-annual basis in the spring. In order to be successful the process needs the support and sponsorship of Student Life.

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.

October, 2011 Update: The Office of Human Resources has begun two studies that will provide information that can be used to provide more insight into employee satisfaction. The first is a campus-wide study of salary and benefits supported by the consultants of McKnight and Associates. This study will provide some guidance on the priority placed on a variety of benefits by faculty and staff. This study will provide data that can be used to more fully explore employee satisfaction and job climate and will help direct our efforts in next steps to review and survey for job climate for women.

The second study is the job classification project for staff. This project will result in clarifying all staff positions on campus and will allow HR the ability to determine salary equity both internally and externally with staff. The result will be an equitable approach to hiring salaries and identifying any inequities within our current workforce. The next step will be to determine how we will address any inequities.

Both of these projects are very comprehensive and necessary before further surveys are completed on employee satisfaction. Therefore, this recommendation will be revisited once these two major projects are completed.

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.

October, 2011 Update: HR recommends adding the statement below (*In Italics*) in the current bereavement policy and it will be taken to the COA and cabinet for approval or modification:

(current) 4. Employees will be granted an absence of three (3) consecutive scheduled workdays with pay following the death of a member of their immediate family. “Immediate family” refers to the employee’s:

Parent	Stepsister	Stepchild	Stepparent
Grandparent	Son-in-Law	Brother	Spouse
Daughter-in-Law	Sister	Parent-in-Law	Grandchild
Stepbrother	Child	Domestic Partner	

(Recommended addition): Special requests can be granted if the family tie, other than those listed, is unique in its relationship and would warrant more than one day. Examples might include if the employee is the primary person responsible for the arrangements; a close family member that was the primary care giver to the employee during his/her childhood and has continued to play a significant role in the employee’s life and the employee has responsibility for the arrangements; a close family member living with the employee and the employee is the primary care giver. These requests will be handled on an individual basis and must be approved by the supervisor.

(current) It should be noted that one (1) day is granted for “close relatives” and these are defined within the policy. Also, when the death of a fellow employee in the immediate work unit occurs, employees may be granted an absence of one-half day with pay to attend the funeral service.

Employees who desire more time off than is outlined in this policy or time off due to the death of an individual not outlined in this policy, may request vacation time, personal time, or a personal leave. These requests will be granted at the discretion of the supervisor.

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.

October, 2011 Update: The parental leave policy is offered for the birth or adoption of a child and therefore requires the verification that the birth or adoption occurred. This is done through a doctor’s statement, in the case of a birth and through other official notification, in the case of an adoption. Leaves are tied in part, to the federally mandated Family Medical Leave Act of 1993. The university has certain requirements and validations that are part of this Act.

As part of the Salary/Benefit Study that is taking place between October and December, 2011, all benefits are being reviewed. Once this study is over, and priorities identified, policies and procedures can be identified, initiated, and/or revised to meet those priorities.

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.

October, 2011 Update: Our current informal tenure-clock policy for those taking a paid or unpaid medical leave is to allow the faculty member to decide whether he or she wishes to stop the tenure-clock (typically for one semester) during the first leave. For additional leaves the decision to stop the tenure-clock rests with the Vice-President for Academic Affairs with a presumption that the tenure-clock will stop until the faculty member is able to return to full-time work. The policy is informal in that it is not written down. The VPAA will work on a policy to include in the General Policies section of the Academic Handbook.

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.

October, 2011 Update: This recommendation relates to leave policies in general that are being reviewed in the current salary/benefit study. Once this study is over, and priorities identified, policies and procedures can be identified, initiated, and/or revised to meet those priorities.

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.

October, 2011 Update: A discussion of FMLA and leave policies will be added to the Faculty Division Heads orientation program and the Department Chairs will be updated on the policies beginning in Fall, 2012. It is unclear why training is needed for chairs of standing committees as they have no supervisory role over employees.

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.

October, 2011 Update: The rights and accommodation policy is outlined in the Employee Guide (p. 109). The following recommendation provides for more personal attention to the mother and baby as well as taking into consideration the practical use of space and in accordance with Indiana law (IC 22-2-14-1). Designating permanent multiple spaces for this purpose on a campus of this size is not practical. In talking with new and experienced mothers, it seems that it would be easier to modify a space located near where the mother works at the time of the need. The following procedure was practiced on a trial basis this past summer with success.

1. HR is notified of an impending birth which can be from the mother or from a supervisor.
2. HR sends a "Welcome New Baby" packet that will include information about well baby services, local babysitting options, among other helpful resources.
3. A form is included asking the new mother whether she needs on-site accommodation for breast feeding and/or expressing milk.
4. If the answer is yes, HR works with the supervisor to find a place near where the woman works that will be designated for her, and provide the supporting materials/supplies as outlined in the Employee Guide in accordance with the Indiana law.

The new HR website will make these procedures more visible.

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)

October, 2011 Update: These types of support networks will be added to the new HR website which will be up by the end of 2011.

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.

October, 2011 Update: The salary/benefit study is underway and report will be completed by end of December, 2011 or January, 2012.

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.

October, 2011 Update: Incorporated into study above.

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.

October, 2011 Update: This project will occur after the major salary/benefit study is completed.

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.

October, 2011 Update: There is a reference to flexible work schedules within the family friendly statement on DePauw's HR website. HR will put this information into a policy that will be taken to Cabinet for review, revision and/or approval by November, 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.

October, 2011 Update: HR will use the new website to improve the communication of these programs and help community awareness.

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:

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.

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.

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

October, 2011 Update: HR will use the new website to improve the communication of these programs and help community awareness.

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.

October, 2011 Update: The Women's Center just received a grant to provide extensive programming in Violence Intervention/Prevention. This funding will be available for the next three years. In addition, each week, programs are listed through an all campus email of the on-going women's programs. Most recently, the 7th anniversary of the Women's Center was celebrated with several programs during the week.

Providing more visibility of the programs could help raise awareness of the availability of the Women's Center and the programs there.

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.

October, 2011 Update: A small group within Student Life has been appointed to review this issue.

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.

October, 2011 Update: Policy is being amended now.

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.

October, 2011 Update: After completion of the salary/benefits study, HR will gather a group of interested parties to discuss current status and concerns related to New Pathways and childcare in general. Estimated time: Spring, 2012

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.

October, 2011 Update: In addition to the above, providing for an Office of Ombudsperson would require a significant investment of funds and is not being pursued at this time given other university priorities that are focused more on the student experience. Administration will continue to monitor progress of concern resolution before recommending an ombudsman.

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.

October, 2011 Update: This needs further research as it is an issue facing many institutions of higher education, particularly smaller institutions. DePauw's Office of Professional Opportunities has made itself available as resource for spouses and partners looking for employment, although this has not been widely advertised. The Office of Human Resources also provides counseling services to spouses to aid in job searches and connections.