



Rising Tides: The Benefits of Work-Life Practices Across Higher Education

Providence, Rhode Island
May 10-12, 2017

Co-hosted by Brown University and the University of Rhode Island

Welcome to the Ocean State!

We are delighted to welcome you to Rhode Island for the 23rd Annual CUWFA Conference and hope you enjoy yourselves in Providence! The University of Rhode Island and Brown University are especially happy to team together to promote this year's theme of inclusivity, knowing that a rising tide indeed does lift all boats. Our Universities are mindful that supportive policies and practices must take into account all members of the university community across their entire life course, supporting students, early- and mid-career staff and faculty, and those entering retirement transitions with equal consideration. No matter the type of institution, we share a common mission, as these challenges become increasingly relevant every day for all of us. And by being here at the CUWFA conference, we all contribute to the prism that sheds light on this common mission.

We look forward to rich conversations, collaborations, and sharing knowledge, strategies, experiences, and innovations over the next few days. We are excited to have Brad Harrington and Ellen Bravo with us to speak, and have a wonderful line-up of presentations and events. We hope you leave inspired and full of new ideas to carry back with you. Finally, we hope you have a chance to experience Rhode Island—its culture and history as the "Gateway to New England," as well as our 400+ miles of shoreline.

Very best wishes for a great conference!

On behalf of our planning co-host committee,

Barb and Kim



BROWN

**THE
UNIVERSITY
OF RHODE ISLAND**

CUWFA Conference Planning Committee

Susan Abramson - Yale University
Audrey Adelson - Emory University
Kimberly Almeida - Brown University
Gretchen Anderson - Bellarmine University
Rebecca Balkin - Columbia University
Christina Bernier - Brown University
Carol Hoffman - Work-Life Consultant, Retired
Caryn Jung - The University of Arizona
Karen Kille - University of Pennsylvania
Lesley Lundeen - Northwestern University

Jennifer McKay - Brown University
Helen Mederer - University of Rhode Island
Barbara Mulay - University of Michigan
Ian Reynolds - Johns Hopkins University
Karen Sherman - University of Rhode Island
Barb Silver - University of Rhode Island
Susan Sloop - Grand Valley State University
Meg Stotzfus - Johns Hopkins University
Michele Vancour - Southern CT State University
Michele Wise - Brown University

With much gratitude to **Jessie Dwiggin** (Wild Wisdom Living), **Perry Raso** (Matunuck Oyster Bar), the **Brown Derbies** (Brown University), **Amanda Chavez** (University of California, San Diego) **Anne Remington** (Washington & Lee University), our conference journalist intern **Jacqueline Britto** (University of Rhode Island) and to our **conference volunteers!**



Visit our Facebook page and upload your photos!

[CUWFA Providence2017](#)



Conference registration table will be open:

- ◆ **Wednesday, 3:00 p.m. to 6:30 p.m.**
- ◆ **Thursday, 7:30 a.m. to 4:00 p.m.**
- ◆ **Friday, 8:00 a.m. to 10:00 a.m.**

A Few Fun Facts About Rhode Island

Welcome to Rhode Island! Rhode Island is the smallest state in size in the United States. It covers an area of 1,214 square miles. Its distances North to South are 48 miles and East to West 37 miles. BUT, Providence, R.I. is home to the world's largest bug, a giant 2-ton, 58 foot long termite. Named "Nibbles Woodaway," this creature waits for his next feast of wood chips on top of the big blue bug pest control building.

Our place in history. Rhode Island was the first to renounce its allegiance to the British Crown, but the last of the 13 colonies to become a state. Stubborn or independent? Newport is home to the oldest operating tavern (the *White Horse Tavern*) in the United States, opened in 1673. And RI also never ratified the 14th Amendment for prohibition. Hhhmmm. Rhode Island is the largest manufacturer of silver products in the world, is a primary national center for fine jewelry, and thanks to Moses Brown and Samuel Slater, is home to the American Industrial Revolution.



Water, water everywhere! For such a small state, the "Ocean State" boasts over 400 beautiful miles of coastline, dotted with idyllic beaches, quaint and historic seaside fishing villages, and vacation destinations such as Newport, Narragansett, and others.

We've always been focused on family and work-life balance. The state of Rhode Island can still technically fine a company for making certain employees work on Sunday. Unfortunately for weekend warriors, it's only a fine for unnecessary work that's done, and it's only a maximum of \$10. Mr. Potato Head was named as the official "family-travel ambassador" of Rhode Island in 2000. It makes sense with the Hasbro headquarters located in Pawtucket.

But perhaps not wellness.... In 1993, the official drink of Rhode Island became Coffee Milk. Some studies show that there are more doughnut shops per capita in the Providence metro area than anywhere else.

But in all seriousness, Rhode Island is a small state making a big commitment to working families. Rhode Island was the first state to enact Temporary Disability Insurance (1942), and was one of the earliest states to enact breastfeeding-in-the-workplace legislation (2003). We offer 13 (not 12) weeks of FMLA leave. The Temporary Caregiver Insurance paid family leave program (TCI) became effective January 5, 2014, providing up to four (4) weeks of wage replacement benefits to workers who need to be out of work in order to care for a seriously ill child, spouse, domestic partner, parent, parent-in-law or grandparent or to bond with a newborn child, adopted child, or foster child. At the time, Rhode Island joined California and New Jersey as the only states that allow employees to receive state-sponsored short-term disability benefits even if the employee is not personally disabled. TCI program expansion and paid sick leave efforts are now underway in the legislature.

A couple of last minute tips to stay out of trouble during your visit: You'll get fined if you throw pickle juice on a trolley in Rhode Island. And RI is not zombie-friendly—you still can be arrested for biting off a person's leg. Otherwise, enjoy our great food and vibrant city life in Providence, and if you can, venture out to visit the rest of our small but mighty state!

Adapted in part from Spencer McKee, 57 Facts You Probably Didn't Know About Rhode Island; 50States.com, Rhode Island Facts and Trivia; and the Rhode Island Department of Labor and Training Website.

Keynote Speakers



Dr. Brad Harrington

is Executive Director of the Boston College Center for Work & Family (CWF) and a research professor in the Carroll School of Management. CWF is the country's leading university-based research center focused on supporting employers in their efforts to improve the lives of working people and their families. Dr. Harrington's research and teaching at Boston College focuses on career management and work-life integration, the changing role of fathers, contemporary workforce management strategies and the leadership of organizational change. He is the lead author of Career Management and Work/Life Integration: Using Self-Assessment to Navigate Contemporary Careers and The New Dad, a 7-year research series exploring the changing role of fathers in the workplace and at home. His work has been cited by hundreds of major media outlets worldwide and he is a frequent contributor to the Huffington Post. Dr. Harrington has received a number of awards for his leadership including the 2013 Work-Life Legacy Award for his pioneering

contributions to the work-life field. He was also the recipient of the 2013 Rev. John Trzaka, S.J. Faculty Award which is given annually to the faculty member who best expanded the horizons, skills, and value systems of Boston College students. He serves on the advisory board of the International Centre of Work and Family at IESE Business School in Barcelona, Spain and the advisory committee for Senator Kirsten Gillibrand (D-NY) in her efforts as sponsor of The Family Act, an effort to pass national legislation in the US for family leave.



Ellen Bravo

directs Family Values @ Work, a network of coalitions in 24 states working for policies such as paid sick days and family and medical leave insurance. Before helping start FV@W, Ellen was the director of 9to5. She has written several non-fiction books, most recently Taking on the Big Boys, or Why Feminism is Good for Families, Business and the Nation. Ellen has served on numerous state and federal commissions, including the bi-partisan Commission on Leave appointed by Congress to study the impact of the Family and Medical Leave Act.

Ellen is a leading spokeswoman on working women's issues, work-family policy, and low-wage work. Described as "moving, witty and sometimes bawdy," her writing appears regularly on Huffington Post, the Ms. blog and other sites. In recent years she taught Women's Studies at the University of Wisconsin-Milwaukee. Among her commendations are a Ford Foundation Visionary award, the Francis Perkins "Intelligence and Courage" award, and the Families and Work Institute Work Life Legacy

Award. Ellen lives in Milwaukee with her husband; they have two adult sons. Her novel on date rape and politics, Again and Again, was published recently by She Writes Press.

Agenda at a Glance

Wednesday, May 10

8:30 a.m. – 4:00 p.m.	CUWFA Board of Directors' Meeting	33rd Degree (Temple)
1:30 p.m. – 3:30 p.m.	Tour of Brown University	Hotel lobby 1:15
4:00 p.m. – 5:00 p.m.	New-Member Meeting	Handel
5:30 p.m. – 6:45 p.m.	Roundtable Discussions	Symphony B
	<ol style="list-style-type: none">1. Tides in developing a new faculty mentoring program2. Designing retirement programs to support individual transitions for faculty and staff3. Campus-wide approach for recruiting international faculty4. Increasing work-life effectiveness of low wage earners on campus5. Best practices and new innovations in lactation support6. Elder care: The new challenge for employed adult children in higher education7. Creating a culture to support US military veterans and their families	
7:00 p.m. – 9:00 p.m.	Welcome Reception: <i>A Taste of Rhode Island</i>	Symphony A

Thursday, May 11

6:30 a.m. – 7:00 a.m.	Yoga	Beethoven
7:30 a.m. – 8:30 a.m.	Breakfast, Visit Exhibits	Ballroom/Foyer
8:30 a.m. – 8:45 a.m.	Opening/Welcome: Karen Davis, Brown University & Laura Beauvais, University of Rhode Island	Ballroom
8:45 a.m. – 10:00 a.m.	Keynote Address: Brad Harrington	Ballroom
10:00 a.m. – 10:30 a.m.	Break, Visit Exhibits	Ballroom/Foyer
10:30 a.m. – 12:00 p.m.	Breakout Sessions	Beethoven
	<ol style="list-style-type: none">1. Civility in academia: How can work-life programming contribute to civility and inclusivity initiatives2. Child care stress! Rising expectations, limited resources3. Mentoring for the long haul: How to support tenure-track faculty	Mozart Handel
12:00 p.m. – 1:30 p.m.	Lunch and Membership Meeting	Ballroom/Foyer

1:30 p.m. - 2:30 p.m.	Breakout Sessions	
	1. Paving a new leadership path: Tailoring work-life supports for women's advancement in higher education	Mozart
	2. A strategic partnership: Designing an effective EAP for faculty and staff	Beethoven
	3. The RFP process: How to do it ethically	Handel
	4. Student parents in the Northeast: What is the role of work/life and women's centers?	Ballroom
2:30 p.m. - 3:00 p.m.	Break, Visit Exhibits	Ballroom/Foyer
2:45 p.m. - 3:00 p.m.	Wellness Break - Deskercize	Mozart
3:00 p.m. - 4:15 p.m.	Breakout Sessions	
	1. A roadmap to developing effective employee work-life benefits communications	Ballroom
	2. Parental leave in higher education: A summary of policies, practices, and a proposal	Beethoven
	3. Is your campus family friendly? Research results and toolkit regarding students who are parents	Handel
4:15 p.m. - 4:45 p.m.	Visit Exhibits	Ballroom/Foyer
5:30 p.m., 6:00 p.m.	Buses leave for Waterman Grille Restaurant	Hotel lobby

Friday, May 12

7:30 a.m. - 8:30 a.m.	Breakfast, Visit Exhibits	Ballroom/Foyer
8:30 a.m. - 8:45 a.m.	Opening/Welcome	Ballroom
8:45 a.m. - 10:00 a.m.	Keynote Address: Ellen Bravo	Ballroom
10:00 a.m. - 10:30 a.m.	Break, Visit Exhibits	Ballroom/Foyer
10:15 a.m. - 10:30 a.m.	Wellness Break - Relaxation Sampler	Mozart
10:30 a.m. - 11:30 a.m.	Breakout Sessions	
	1. Map it! The University of Arizona's family resource map and Michigan State University's breastfeeding room location map	Handel
	2. Whole-life mentoring: Lessons learned and where to go from here	Mozart
	3. Cultural conceptions of caregiving - understanding the paradigms	Beethoven
11:30 a.m. - 12:30 p.m.	Breakout Sessions	
	1. Empowering parents: Creating, leveraging, and managing strong parent networks	Mozart
	2. Dual career innovation: A regional collaborative approach	Beethoven
12:30 p.m. - 1:30 p.m.	Lunch and Closing	Ballroom/Foyer

Full Agenda

Wednesday, May 10

8:30 a.m. – 4:00 p.m. CUWFA Board of Directors' Meeting

**33rd Degree
(Temple)**

1:30 p.m. – 3:30 p.m. Tour of Brown University

Hotel lobby 1:15

Take a delightful historical journey through parts of Brown's campus and landscape. We'll move through the Main Green, the heart of campus life surrounded by some of Brown's most beloved buildings and where you'll find the largest collection of American Elms left in the world. Get a picture view of Brown's campus environment and discover some of Brown's hidden and extensive gardens. *Please wear comfortable walking shoes.*

4:00 p.m. – 5:00 p.m. New Member Meeting

Handel

5:30 p.m. - 6:45 p.m. Roundtable Discussions

Symphony B

Tides in developing a new faculty mentoring program. Jennifer Hudson

This roundtable discussion will use the New Faculty Mentoring Program at Southern Connecticut State University as a practical model to open up conversation about some of the biggest successes and most difficult challenges facing new faculty mentoring programs. The conversation will also address best practices in mentoring, tips for mentors and mentees, suggested initiatives for program improvement, and potential strategies for broadening new faculty mentoring beyond the traditional senior faculty– junior faculty model (e.g. faculty– student, administrator–faculty, junior faculty– senior faculty).

Designing retirement programs to support individual transitions for faculty and staff— including work-life professionals—and strengthen our institutions. Carol Hoffman & Kathy Simons

This roundtable will offer ideas to help work-life professionals provide effective support to Baby Boomers who are aging out of the workplace and to workplaces who are losing these important contributors. Per a 2010 Pew Research Center Study*, "roughly 10,000 Baby Boomers will turn 65... every day for the next 19 years." Boomers are starting to leave now, and they and the workplace need to be prepared. Two longtime members of CUWFA will set the stage for a world café discussion of issues and best practices, in part by sharing their own personal "retirement" stories including what worked well and what didn't, lessons learned, and recommendations.

Campus-wide approach for recruiting international faculty. Phyllis Brust, Mary Everley, & Sara Ermeti

Hiring and retaining faculty are two of the most competitive tasks in higher education and can be especially complex when international faculty and their partners are being recruited. Work/Life specialists are often excluded from the process, yet are needed. We will discuss key issues regarding international faculty recruitment, resources work/life offices have created or would like to develop, and cross-campus collaboration. Candidates and their families can be reticent about approaching search committees with questions. Partners are referred to dual-career offices (where they exist) ostensibly to find jobs. Work authorization for international partners, and therefore jobs, can be especially difficult to obtain, making it critical that they are supported in other ways. In our experience, they frequently ask about neighborhoods, cultural training for their children and safety. Questions about how stress, childcare, and how the US healthcare system works also arise. A coordinated team, with work/life, provides an empathetic, organized approach to hiring.

Increasing work-life effectiveness of low wage earners on campus. Audrey Adelson

In order to improve the work-life effectiveness of low wage hourly workers at Emory University, the Emory WorkLife Resource Center conducted an internal needs assessment of their Division of Campus Services. The assessment took place over one year and included interviews with the division’s HR team members, a staff survey, review of a 2013 campus-wide class and labor report, divisional workforce summary and a literature review. The study identified unique challenges that exist within the hourly shift workforce, some of which were more critical than those of others elsewhere on the university campus. Recommendations focused on the division’s need for a more customized approach to work-life and wellness programming, increased work flexibility, and boosting promotional efforts to help employees learn more about resources available to help them manage work and personal responsibilities. The recommendations take into consideration existing work-life offerings at Emory, as well as opportunities for the division to incorporate some customized programming. The roundtable will highlight the findings of the Emory study and shed light on how other universities may pursue similar work.

Best practices and new innovations in lactation support. Meg Stoltzfus & Michele Vancour

Although many universities have made great strides in supporting breastfeeding mothers, opportunities still exist to improve the experience for employees returning to work while breastfeeding. Come share your program enhancements, lessons learned, and next steps.

Elder care: The new challenge for employed adult children in higher education. Barb Silver & Helen Mederer

Research conducted in 2014-2015 with Rhode Island employees indicate that elder care has unique sociocultural and practical challenges that interfere with employees' ability or willingness to negotiate caregiving leave with their supervisors. These contemporary challenges easily translate into similar challenges for staff and faculty at colleges and universities. A roundtable discussion will review these universal challenges, and how higher ed is (or isn't) finding solutions.

Creating a culture to support US military veterans and their families. Amanda Chavez

Discuss policies, programs and services, which help create a supportive and inclusive environment for UC Military Veterans and the families who support them. Hear about what the University of California and UC San Diego are doing to recruit and retain them and share ideas from your location.

7:00 p.m. - 9:00 p.m. Welcome Reception: A Taste of Rhode Island **Symphony A**

Enjoy cocktails and hors d’oeuvres with a local flavor - meet, greet, and reconnect! Tap your feet to the amazing Brown Derbies from Brown University, and learn about local oyster aquaculture from Perry Raso, owner of the award-winning Matunuck Oyster Bar.

 **Thursday, May 11**

6:30 a.m. – 7:00 a.m. Slow Flow Morning Yoga **Beethoven**

Wake up and greet the day with breath centered movement with Jessie Dwiggin. You'll be guided to breathe deeply as you move from one pose to the next and connect to your body. Poses range from gentle to more challenging and are taught with focus on alignment. You'll leave feeling energized and alert for the day.

7:30 a.m. – 8:30 a.m. Breakfast, Visit Exhibits **Ballroom/Foyer**

Sponsored by KinderCare Education – thank you!



8:30 a.m. - 8:45 a.m. Opening/Welcome Ballroom

Karen Davis, Vice President for Human Resources, Brown University, and **Laura Beauvais**, Vice Provost, Faculty Affairs, University of Rhode Island will provide opening remarks.

8:45 a.m. - 10:00 a.m. Keynote Address: Brad Harrington Ballroom

Executive Director, Boston Center for Work & Family

The Evolving Challenges for Work-Life Professionals

Changes occurring in the labor market and the workplace are pushing employers to broaden their perspective on the policies, practices and cultures that will engage today's dynamic and increasingly diverse workforce. While organizations historically framed work-life as a set of accommodations primarily aimed at working women with young children, today work-life efforts must be more inclusive and designed to address all employees and a broad range of organizational needs. Dr. Harrington will draw from his research as well as his work with many of the country's leading employers to discuss the current and future challenges we face as work-life professionals in our efforts to assist our employees and employers to achieve their mutual, and sometimes competing, objectives.

10:00 a.m. - 10:30 a.m. Break, Visit Exhibits Ballroom/Foyer

10:30 a.m. - 12:00 p.m. Breakout Sessions

Civility in academia: How can work-life programming contribute to civility and inclusivity initiatives. Ann Kitalong Will **Beethoven**

This workshop will begin with discussing the recent Civility and Inclusivity Initiative at Michigan Technological University, covering the history of this grass-roots effort and providing a backdrop for the national landscape representing the need and current activities for similar initiatives at various colleges and universities. The initial presentation portion will describe current and planned work supporting the initiative, how work-life is leading the change efforts, as well as strategies being employed to change the culture of the Michigan Technological University as civility, inclusivity, and diversity relate to work-life quality of our educational communities. A facilitated exercise will engage the audience in looking at their own institutions to discuss how work-life professionals can be leaders in change at our university, with particular focus on initiatives relating to civility, inclusivity, and diversity efforts.

Child care stress! Rising expectations, limited resources. Kathy Simons, Lesley Lundeen, Jennie McAlpine, & Phyllis Stewart Pires

Mozart

This workshop will explore the impact of the U.S. child care crisis on higher education, beginning with a brief overview highlighting national cost, quality and affordability challenges, and the limitations of state and federal proposals to address these gaps. A panel of three university administrators will then kick-off discussion by responding to three questions: (1) What is the impact of the child care crisis on your campus – on community and diversity, business goals including faculty recruitment, well-being and success of faculty, staff, and students -- and what are the successful arguments that support your university's involvement? (2) What are the toughest issues you face managing quality and cost and which are potential obstacles to university buy-in? (3) What tips can you share with work-life administrators dealing with rising expectations and limited resources? Discussion will continue in small groups; groups will report out on challenges, strategies, and needs.

Mentoring for the long haul: How to support tenure-track faculty. Jennifer Ivers & Sindhumathi Revuluri

Handel

What practices can be put into place easily and inexpensively to improve the mentoring of your tenure-track faculty across both a broad range of academic disciplines and the demographic diversity at your institution? This session is designed for institutions with a tenure-track, and specifically for those attendees whose offices support faculty directly or indirectly, whether through formal or informal mechanisms. We will provide an overview of the development of our

institution's faculty mentoring guidelines as well as discuss the related work/life initiatives that have informed our current approach. In this way, we hope our case-study-in-progress can spark a useful discussion about low-cost common-sense mentoring techniques as critical lever for diversity work.

12:00 p.m. - 1:30 p.m. Lunch and CUWFA Membership Meeting
Sponsored by Care.com – thank you! **care@work**

**Ballroom/
Foyer**

1:30 p.m. – 2:30 p.m. Breakout Sessions

Paving a new leadership path: Tailoring work-life supports for women's advancement in higher education. Michele Vancour

Mozart

Despite the enhanced need for women to assume leadership and administrative positions, women's advancement in academia often is hindered by a perception of imbalance that is synonymous with the responsibilities inherent in their multiple demanding roles. Changing relationships, detracting from research, increased emphasis on budgeting, regulations, and compliance, for example, continue to hinder women's success. While the positions and opportunities to do important work may be alluring, their all-consuming nature may prohibit women from applying for them. This session will focus on strategies to enhance women's transitions into these positions with recommendations for evidence-based work-life supports that individuals, as well as institutions can employ.

A strategic partnership: Designing an effective EAP for faculty and staff. Lori Ann Henderson & Alan Levin

Beethoven

Many EAP firms are well versed in working with corporations, but may not have experience in the higher education arena. Cookie cutter programs that are scalable across multiple locations may be exactly what some companies are looking for, but colleges and universities may want a more customized, personal program that can be configured to meet the unique needs of faculty and staff. This seminar will walk participants through potential EAP models and important considerations that inform what type of program will work best for their institution. The presenters will share their experience of partnering to design a customized hybrid EAP model. By highlighting the organizational goals, culture, key stakeholders and strategic partnerships, presenters will illustrate how the program evolved and key considerations that made it successful. Presenters will share best practices and strategies for successful EAP programs (e.g., instilling a culture of wellness, and examples of communications that reinforce the well-being of employees).

The RFP Process: How to do it ethically. Gretchen Anderson

Handel

Like any quasi-bureaucratic process, RFP's too often morph into a problem and there is no one solution to fix them, either the RFP requesting entities or the bidders. The situation calls for better ethical practices and this session will highlight nine ethical issues that translate to improved RFP policies, programs and the campus culture of ethics. We will discuss practices, policies and participants' experiences with RFP's and have a look at an ethical RFP and one that is burdensome.

Student parents in the Northeast: What is the role of work-life and women's centers? Autumn Green & Isis Patterson

Ballroom

Today 26% of U.S. undergraduate students have children. This population is rapidly growing, increasing by 900,000 since the start of the great recession. Yet due to the complexities of role strain between their responsibilities as students, parents and providers and compounding factors such as poverty, racial inequality and other challenges, these students often struggle to complete their degrees. They often stop in-and-out of college multiple times and take a long time to graduate, resulting in very low graduation rates. This seminar will present the findings of two research studies, The Mid-Atlantic and New England Surveys of College/University Student Parent Programs, and follow-up research conducted in on the role of work/life and women's centers in supporting student parents through program offerings and support strategies. Using the findings of follow-up surveys and interviews with work/life and women's center directors, strategies for expanding services and strategies to include student parents will be discussed.

2:30 p.m. - 3:00 p.m. Break and Visit Exhibits

Humana

Ballroom/Foyer

Sponsored by Humana - thank you!

2:45 p.m. - 3:00 p.m. Wellness Break—Deskercize

Mozart

In this fun(ny) and interactive session with Jen McKay, get out of your seat and see how effective a few minutes of gentle stretching can be. Learn to make stretching a part of your work day. You'll feel refreshed and rejuvenated!

3:00 p.m. - 4:15 p.m. Breakout Sessions

A roadmap to developing effective employee work-life benefits communications. Ronnie Mae Weiss, Maura Rizzuto, & Al Venditto

Ballroom

With so many emails, posters, and mailings for students floating around campus, how can you grab (and keep) your employees' attention? Are you interested in increasing awareness and utilization of your work-life benefits? This session will demonstrate the impact that concrete communication strategies can have on utilization and satisfaction of work-life benefits. MIT recently launched a new benefit (EAP) to provide mental health counseling and a work-life resource and referral service for its faculty, staff, and postdocs. In this session, the MIT Work-Life Center team will share its experience creating and launching a campaign for its new benefit, demonstrate how numerous communication vehicles were leveraged to reach a targeted audience, and discuss the significant impact that the campaign had on program utilization and satisfaction. You will leave this session with concrete strategies, tips, tools—and a clear roadmap—to get started on building your own strategic benefits communications campaign!

Parental leave in higher education: A summary of policies, practices, and a proposal. Barbara Roberts & Caitlin Azhderin

Beethoven

An overview of the parental leave policies and practices of the Ivy Leagues, the Big Ten and several other higher education settings will be presented, plus a snapshot of the practices in corporate America, the states and cities that use publicly funded programs as a base, and what the current academic and popular literature discourse says about the trends in parental leave. Suggestions for small steps forward will lay the groundwork for discussion of longer-range strategies. The session will contribute to an emerging white paper or publication for future reference.

Is your campus family friendly? Research results and toolkit regarding students who are parents. Elizabeth Oshe

Handel

Student parents are a largely invisible population at most colleges and universities, especially at 4-year institutions. According to the Institute for Women's Policy Research (IWPR), students raising dependent children are one-quarter of all undergraduate students, and have very low graduation rates—only 17.4% of student parents in public and private not-for profit schools graduate with baccalaureate degrees in 6 years; and only 26% of student parents in community colleges attain a degree or certificate in 6 years. PERG, under the auspices of The National Center for Student Parent Programs, both at Endicott College, has been engaged in several projects focused on supporting pregnant and parenting students in higher education. This session will include highlights of research findings, a description of the *Family Friendly Campus Toolkit* is funded by the US DOE, and allow time for questions and discussion. Participants will leave with ideas about how they might engage others at their institution to improve services and advocate for parenting students.

4:15 p.m. - 4:45 p.m. Visit Exhibits

Ballroom/Foyer

5:30 p.m. - 10:00 p.m. Dinner and Entertainment

Sponsored by Bright Horizons - thank you!

**Bright Horizons®**
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Buses leave at **5:30 p.m.** and **6:00 pm** for the Waterman Grille, located on the Seekonk River in Providence. Cocktails will be outside on the patio, so bring a jacket. Dinner and entertainment will be followed by dancing, so bring your dancing shoes, too! Buses return to the hotel at **9:15 and 10:00 p.m.**

Friday, May 12

7:30 a.m. – 8:30 a.m. Breakfast, Visit Exhibits  **Ballroom/Foyer**
Sponsored by LifeCare - thank you!

8:30 a.m. - 8:45 a.m. Opening/Welcome **Ballroom**

8:45 a.m. - 10:00 a.m. Keynote Address: Ellen Bravo **Ballroom**
Executive Director, Family Values @ Work

Time to Care: What's the outlook for paid leave in the U.S.?

Campaigns for paid leave are building across the nation. For the first time, both candidates for president declared support for some kind of program. But the devil is in the details. Ellen Bravo will describe the kind of inclusive and sustainable plan we need and the blueprint for winning it. Sharing the voices of workers and business leaders, Ellen will also describe the intended consequences that paid leave will have on everything from reducing poverty to boosting women's equality.

10:00 a.m. - 10:30 a.m. Break, Visit Exhibits **Ballroom/Foyer**

10:15 a.m. - 10:30 a.m. Wellness Break - Relaxation Sampler **Mozart**

To effectively combat stress, we need to activate our body's natural relaxation response. This experiential program with Jen McKay will guide you through relaxation techniques. Diaphragmatic breathing, progressive muscle relaxation, and guided imagery help to create calm and boost your energy and mood.

10:30 a.m. - 11:30 a.m. Breakout Sessions

Map it! The University of Arizona's family resource map and Michigan State University's breastfeeding room location map. Caryn Jung, Lori Strom, & Michele Vancour **Handel**

CUWFA is fortunate to have a membership depth of knowledge in many work/life areas, including lactation and related resources. As a benefit of membership, Caryn Jung, MS (University of Arizona) and Lori Strom, MPA (Michigan State University) recently presented lactation program articles on available approaches and considerations. Future trends influencing university lactation initiatives point to interactive, campus maps. Such technology helps employees and students better manage work and life commitments. Join Caryn and Lori as they describe the campus-wide benefits of interactive maps at their universities. Rather than a technology "how-to," this session will focus on serving diverse, family-friendly needs across multiple generations, and promoting breastfeeding and lactation resources.

Whole-life mentoring: Lessons learned and where to go from here. Ann Kitalong Will, Erin Thompson, & Madeline Mercado Voelker **Mozart**

This session will discuss, through a 3-person panel presentation, the new staff mentoring program that Michigan Technological University has developed as a way to assist employees to both facilitate their career growth and develop strategies to better balance home and work responsibilities, personal and family health, and work-related successes. The presenters will discuss the grant received by the University, the original goals of the staff mentoring program, and share experiences and lessons learned by two of the mentors who participated in the first cohort. The Whole-life Mentoring Model, developed by Michigan Tech, is designed to provide mentoring to employees that assists mentors in developing strategies for work, balancing work and home lives. The Whole-life Model focuses on employees as rounded individuals, and supports professional and personal goals to help employees address the challenges of integrating work and home obligations.

Cultural conceptions of caregiving - understanding the paradigms. Helen Mederer and Barb Silver

Beethoven

Presenters will use data from interview and focus group participants' personal reflections, as well as survey data of over 800 employees, to demonstrate how cultural workplace norms about caregiving can either promote or discourage the use of work-life policies. Emergent themes include the perceived legitimacy of ill/elder care leave compared to parental leave, the gendered nature of caregiving norms, the variable impact of supervisory and Human Resources support, the impacts of a negative work culture on the choice to take leave, the length of leave, the ease of transition back to work, and other outcomes. Traditional attitudes that privilege work over family are still evident both outside and inside academia, and have repercussions for students, staff, and faculty. Presenters will conclude with an interactive discussion about effective solutions in various types of academic institutions that promote inclusive, care-supportive practices.

11:30 a.m. - 12:30 p.m. Breakout Sessions

Empowering parents: Creating, leveraging, and managing strong parent networks. Phyllis Stewart Pires & Lucy English

Mozart

As work-life professionals, we work hard to advocate for parents and create environments where they have the social support they need. This includes facilitating the formation of strong parent networks. In this session, we'll discuss the importance of social support and connection in fostering a positive campus culture. We'll share best practices for facilitating parent networks – both formal and informal. We'll also discuss how to manage them when we find ourselves the target of their coordinated mobilization (as in when we must represent decisions with which they disagree). We'll share case studies and facilitate a discussion about joys and pains of strong parent networks on campus.

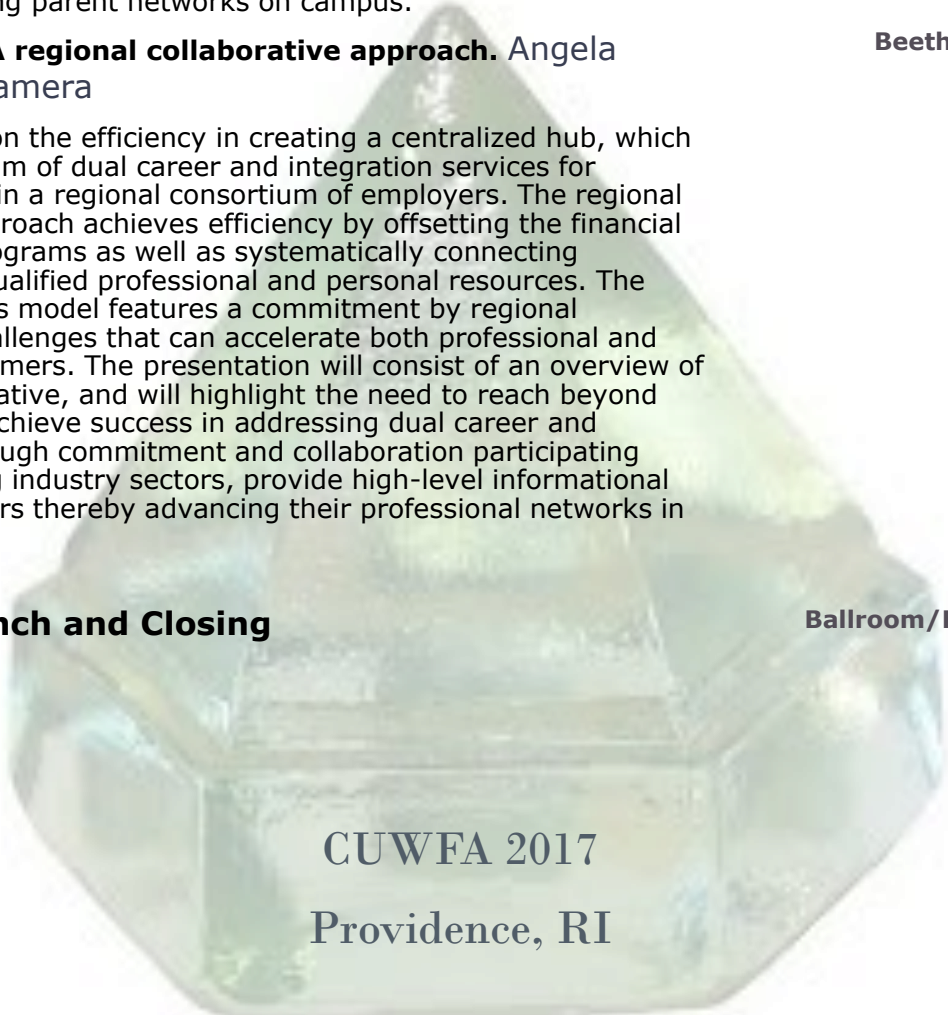
Dual career innovation: A regional collaborative approach. Angela McNerney & Kathy McNamera

Beethoven

This presentation will focus on the efficiency in creating a centralized hub, which can offer a structured program of dual career and integration services for relocating professionals within a regional consortium of employers. The regional collaborative community approach achieves efficiency by offsetting the financial impact of separate siloed programs as well as systematically connecting newcomers to specific and qualified professional and personal resources. The Tech Valley Connect business model features a commitment by regional employers to dual career challenges that can accelerate both professional and personal networks for newcomers. The presentation will consist of an overview of the Tech Valley Connect initiative, and will highlight the need to reach beyond the academic institution to achieve success in addressing dual career and recruitment challenges. Through commitment and collaboration participating member employers, crossing industry sectors, provide high-level informational interviews for spouse/partners thereby advancing their professional networks in an accelerated fashion.

12:30 p.m. - 1:30 p.m. Lunch and Closing

Ballroom/Foyer



CUWFA 2017
Providence, RI

Presenters

Audrey Adelson, MSW, WLCP oversees work-life programs at Emory University. She is responsible for the strategic planning, development and implementation of programs and evaluation of effectiveness of the Emory WorkLife Resource Center. She began her career at Emory in 2008 where she was hired to develop their dependent care programs which include various successful child care initiatives and Emory's Caregiver Support Program. Working with leaders across campus and by educating the Emory community, Audrey has helped others understand the importance of adopting new ways of working, which has helped Emory become a healthier, more flexible and productive place to work. Audrey has been an active member of CUWFA and WorldatWork and is the founder of the Metro Atlanta Work-Life Network, a local think tank for work-life and HR professionals. In 2014, Emory acknowledged her outstanding contributions to the university by recognizing her with an Emory Award of Distinction. In 2015, Audrey was also recognized by WorldatWork as a Work-Life Rising Star. She resides in Atlanta with her husband and son.

Gretchen Anderson, Ph.D., held three deanships in higher education. She also was involved in non-profit management, teaching, training, media appearances and authorship of *Removing Barriers to Childcare Facilities Development* during her academic appointment. She was the founding Executive Director of two Los Angeles area non-profits focused on developing employer-supported childcare facilities. Gretchen served on the CUWFA Board of Directors and was treasurer twice, as well as serving on the Board of Directors of Community Coordinated Childcare in Louisville, KY. Her consulting work has been primarily in childcare facility planning and design. Currently, she is a consultant to Tishman Speyer on the design and development of their childcare center in Playa Vista, CA. Her article on the importance of program criteria was published in the Fall 2010 issue of *Licensed Architect Magazine*. She was appointed to the Board of Directors of the Retired Faculty Association at the University of Southern California in 2015.

Phyllis Brust is a career consultant and director of Career Tactics in Chicago, IL and Gainesville, FL. She is the former director of Dual Career Services at the University of Chicago, an office she created. She directed the student career centers at UChicago's public policy school and Muhlenberg College, and was assistant director at the Yale School of Management. Phyllis was an assistant professor of Physical Therapy at Thomas Jefferson University. She has organized conferences including mentoring (as former GCMHERC director) and presented webinars on cover letter and resume/CV writing for jobseekers and Diversifying Faculty in Illinois Fellows. She won three NACE awards (National Association of Colleges and Employers). Phyllis has written widely on career issues and co-wrote, *Building a Dual Career Program: Myths and Realities*. Phyllis has a BS in Physical Therapy, an MS in Counseling and a Ph.D. in Education (Ethnography) from the University of Pennsylvania.

Caitlin Azhderian is the WorkLife Portfolio Manager of Stanford University's WorkLife Office. Caitlin develops new initiatives and programs in an effort to design workplaces that support the whole person. She has a passion for creating professional and personal growth opportunities through quality programming and educational experiences. With over 12 years of experience working in colleges and universities across the United States, she understands the complexities of higher education environments, and enjoys findings solutions to the challenges faced by the diverse communities within these environments. Caitlin received her BS in Media Studies from Sacred Heart University and her Ed.M. in College Student Services Administration from Oregon State University.

Amanda Chavez has worked at the University of California San Diego since February 2005. She is a senior personnel analyst in Human Resources where she is responsible for work/life, staff policies and communication. UC San Diego's work/life umbrella includes: workplace flexibility, wellness programs, lactation services, staff recognition programs, staff orientation and more. In addition to her current responsibilities, Amanda has experience in employee relations and affirmative action compliance. Amanda is the current chair of the UC San Diego Staff Association and is a UC San Diego delegate on the Council of UC Staff Assemblies. Amanda has been a member of CUWFA since 2006 and has served in a variety of capacities.

Lucy English is the Managing Director of Institutional Research at Horizons Workforce Consulting, the consulting arm of Bright Horizons. In this role, she conducts research and speaks on the efficacy of various organizational policies and programs as workforce supports and strategic business tools. Dr. English also provides consulting for corporate and university clients. Prior to coming to Bright Horizons, Dr. English was a Sociology professor and department chair at Moravian College where she was granted tenure in 2002. Dr. English's higher education clients have included Columbia University, Harvard University, Life University, North Carolina State University, Pennsylvania State University, Princeton University, University of Redlands, West Virginia University, and Yale University. She has also worked on research in collaboration with academic researchers at Bowling Green State and Northeastern University. Dr. English holds a BA from the University of Redlands, and an MA and Ph.D. from the University of Illinois Urbana-Champaign.

Sara Ermeti is the Dual Career Assistance Program Manager at the University of Notre Dame. Sara is an experienced human resource leader, certified professional resume writer, certified professional coach, notary, educator and paralegal. Sara provides individualized assistance in helping clients create a persuasive and compelling resume/CV and provides in- depth coaching to help her clients create strategic and effective networking plans to meet their career aspirations. Sara brings over 20 years' hands-on senior level experience in the human resources field in industries such as higher education, finance, entertainment, not-for-profit, and transportation. While her career has focused primarily in human resources, her experience also includes dual roles in marketing, an adjunct faculty member, and corporate trainer. With this, Sara has earned recognition with several marketing campaign awards. Sara holds degrees from Indiana University, the American Institute for Paralegal Studies and the University of Notre Dame.

Mary Everley, is the director for the University of Minnesota's Relocation Assistance Program (RAP) and the Upper Midwest Higher Education Recruitment Consortium (UMW HERC). She holds a Ph.D. in Higher Education Administration and has worked in the field of faculty development and on dual-career issues for twenty years. Prior to her current positions, Mary was a teaching consultant in the Preparing Future Faculty Program and assisted doctoral students in their career preparation.

Autumn R. Green, Ph.D., is the Director of the National Center for Student Parent Programs and Assistant Professor of Sociology at Endicott College. Dr. Green is an expert in the areas of poverty, family & social policy, higher education, two-generation anti-poverty strategies, (school)/work/family balance and public/applied sociology. Dr. Green's research focuses on the experiences of student parents at national, state and local levels exploring the interplay of public assistance, student aid and college/university policies that bar or facilitate their postsecondary success. She served as the PI and coordinator of the recent research study, *Baccalaureate Student Parent Programs and the Students They Serve*, and has partnered with the Program Evaluation & Research Group to develop, pilot and evaluate: *The Family Friendly Campus Toolkit*, a selfassessment and program development process for colleges and universities seeking to expand their student parent services. Dr. Green holds a Ph.D. in sociology from Boston College.

Lori Anne Henderson, is the Director of Work/Life & Family Resources, Northwestern University, works closely with faculty, staff and students to advance work/life programs and policies at Northwestern. Her team supports Northwestern's efforts to be recognized as an employer of choice. Since joining Northwestern, Lori Anne has been instrumental in enhancing dependent care supports for parents and adult caregivers, developing relocation resources to assist faculty and staff acclimating to the area, implementing a new EAP and an emergency relief fund. Lori Anne has over 25 years of experience working within organizations, as well as serving as a consultant to assist them in developing a strategy for work/life, EAP and wellness initiatives. She has designed, implemented and managed programs for higher education, law firms, financial services firms and the manufacturing sector. Lori Anne is a licensed clinical social worker with expertise in work/life issues, employee assistance programming, change management, and crisis management. She is currently a board member of CUWFA, the College and University Work Family Association.

Carol Hoffman, Organization and Work/Life Consultant, founded the Columbia University Office of Work/Life and developed the Housing Information and Referral Service; the Spouse/Partner Dual Career Service; the School and Child Search Service; Backup Care for children, adults and elders; Breastfeeding Support including 14 lactation rooms; and a range of Wellness programs and initiatives. She also served as liaison to the Affiliated Child Care Centers. Carol initiated the development of a number of policies and benefits, such as a child care benefit, flexible work arrangements policy, and faculty and student family policies. At UC Berkeley, Carol founded first the Employee Assistance program followed by the Work/Life program. She worked under an Alfred P. Sloan Foundation grant, which helped to move higher education, including the University of California, on policies and benefits to assist faculty meet their work/life challenges. Carol has participated in CUWFA since the organization's early years as a board member and conference planning committee member.

Jennifer Hudson, is a Faculty Development Associate at Southern. She holds over a decade of experience in higher education, including faculty development and part-time teaching in Women's Studies and English. One of her specific passions in faculty development is new faculty mentoring. Ms. Hudson holds a Master of Fine Arts (MFA) in writing and has published several scholarly essays, short stories, and poems.

Jennifer Ivers, is Assistant Dean for Faculty Development in the Faculty of Arts and Sciences (FAS) at Harvard University, where she supports faculty recruitment and retention, and provides dual-career and other work/life support to FAS faculty. Jennifer holds both a Ph.D. in English and American Literature, an MA in Women's Studies and English at Brandeis University, and an AB in English from Mount Holyoke College.

Caryn Jung, MS, coordinates the University of Arizona's life-cycle child and elder care, lactation and work/life services at Human Resources [Life & Work Connections](#). As its first, interdisciplinary dependent care and work/life specialist, her contributions support the expansion of lactation, sick and emergency care program and "Flexible Work Arrangements Guide" resources. Caryn is part of an integrated team committed to individual and organizational wellbeing. A former officer and active member of CUWFA, Caryn holds Master of Science (Gerontology) and Bachelor degrees. Caryn presents and writes on work and life integration topics, and is an invited chapter co-author in *Establishing The Family-Friendly Campus: Models for Effective Practice* (2009) and *Breastfeeding Best Practices in Higher Education* (2014). For a sixth consecutive year since the inception of this award, the University of Arizona is honored to be named a "Work-Life Seal of Distinction" recipient in 2017 (World at Work), in recognition of its commitment to work-life integration for its employees.

Ann Kitalong-Will, is the Executive Director of Business Operations at Michigan Technological University. She is the Chair of the University's Work/Life Programs Advisory Committee, and the Principal Investigator for the grant that assisted in funding the development of Michigan Tech's Wholelife Mentoring Program. She holds a Master's Degree in Communication, and has been a CUWFA member since 2015.

With more than 25 years of experience, **Alan Levin** brings a wealth of clinical and business expertise to his role at Humana. In his role as Account Executive, he helps client organizations address their business challenges with solutions from Humana's wellness services. He also works with clients to maximize participation and ensure satisfaction with those services. Alan specializes in providing consultation to human resources professionals in meeting their human capital development needs. Prior to his promotion into the Account Management department, Alan served as an EAP clinician responsible for assessment, referral, and clinical intervention. Before joining Humana, Alan worked as a financial controller. He is also an executive coach with experience in leadership development and communication techniques, and has authored several articles on topics related to mental health and personal growth. Alan received his Bachelor of Science in Business Administration, and his MSW from New York University. He is a certified social worker in the state of New York and is certified in critical incident debriefings for traumatic events occurring in the workplace. He has been with Humana since 2002.

Lesley Lundeen, Family Resource Liaison, Northwestern University is the Family Resource Liaison for Work/Life and Family Resources at Northwestern University. In this new role, she serves as The Graduate School (TGS)'s central point of contact for students at any stage of parenting, including connecting them with child care options and a new child care grant for TGS students. Past roles include work supporting and coaching students, faculty, and staff at Harvard University, the University of Pennsylvania, and, most recently, the University of Chicago as a Work/Life consultant for the Harris School of Public Policy and as the Assistant Director for Faculty Relocation/Dual Career Services. She is a member of the CUWFA Membership Enhancement and Conference Planning Committees. Lesley received a BA, cum laude, with distinction in both Classics and English from Yale University and a MA in Classical (Roman) Studies from Bryn Mawr College, where she was a Mellon Fellow in Humanistic Studies.

Jennie McAlpine, is the Director of Work-Life Programs, University of Michigan is the Senior Director of U-M's Work-Life Programs, including services of the three central campus Children's Centers and the Work-Life Resource Center, as well as directing special projects for Human Resources. Jennie has been working with children, families and educators for over 35 years, beginning as an early childhood specialist at the John F. Kennedy Child Study Center at Vanderbilt University. She has been the executive director of several non-profit community organizations in Tennessee and Michigan before joining the University in 2006. Jennie received her BA degree from State College of Pennsylvania and her MS degree in Developmental Psychology from Vanderbilt University.

Kathy McNamara, B.S., SHRM-CP, has served the Division of Human Resources at Rensselaer Polytechnic Institute for over 15 years. Currently the Manager of Employment Operations, Kathy implements recruitment and retention programs, plans and processes that align with Rensselaer strategies. She incorporates technology, best practices, and metrics to achieve institute goals. She organizes onboarding for newly hired faculty and staff, and coordinates their transitions to the greater Capital Region. She oversees Rensselaer's work authorization program for its foreign national faculty and staff. Kathy has functioned in HRIS and compensation positions. Before Rensselaer, she spent 16 years with Progressive Casualty Insurance Company, where she was responsible for the development, implementation, and management of a state-wide claims call center. Kathy earned a Bachelor of Science degree in Public Administration from Russell Sage College in Troy, NY.

Angela McNerney, served as Founder and President of Tech Valley Connect (TVC) before entering her current role as consultant where she continues her work to replicate the TVC model. At Rensselaer Polytechnic Institute she championed the \$1.3 million NSF ADVANCE Institutional Transformation grant, and subsequently the Elsevier Foundation New Scholar's program funding which supported the startup of the TVC pilot. In 2016 she oversaw and negotiated the transfer of the local program to the Center for Economic Growth, where it continues to operate successfully and is now called 'Talent Connect'. Her early career focus was in public relations at the NYS Attorney General's press office. She served an adjunct professor at RPI where she segued into her position as Program Director of the NSF ADVANCE grant. McNerney earned her Bachelor of Arts degree in Public Communications from The College of St. Rose, and is certified in Cross-Cultural Competence from The Interchange Institute, Boston.

Helen Mederer, Ph.D., is a Professor of Sociology and Labor Relations, and is a well-known work-family scholar. In 2014 and 2015, in collaboration with the RI Department of Labor and Training, she and Barbara Silver co-wrote and were awarded two Department of Labor Women's Bureau grants to assess the employee impacts and usage gaps associated with Rhode Island's paid leave legislation. She has co-chaired the URI Work-Life Committee since 2004, and has coauthored many institutional programs and policies that promote work-life integration, most recently addressing the needs of pregnant and parenting students.

Madeline Mercado Voelker, is the Immigration and Visa Services Specialist in Michigan Technological University's Human Resources Department. She serves as a member of the University's Work-Life Programs Advisory Committee, with a particular passion for working toward addressing the University's childcare challenges. Madeline also serves as a mentor in the University's Whole-life Mentoring program, and has been a CUWFA member since 2015.

Elizabeth Osche, is Associate Director of the Program Evaluation & Research Group at Endicott College. She holds a Master's Degree from Boston College and has ten years of experience as an educational researcher. In recent years, she has been part of a team of researchers on the *Baccalaureate Student Parent Programs and the Students They Serve* research project, as well as the creation and piloting of the Toolkit. She is also leading and assisting on a number of other research and evaluation projects.

Isis Patterson, is a sophomore at Endicott College, majoring in public policy and an undergraduate research assistant for the National Center for Student Parent Programs. A story about Isis and her son was featured in the *Wall Street Journal* in Fall 2015. She was also recently featured on WGBH Boston for her involvement in Endicott College's Keys to Degrees Program. At the National Center for Student Parent Programs, Isis has conducted a literature review on campus childcare programs and has helped to plan and conduct research on the role of work/life centers, and women's centers in supporting student parent success. Isis aspires to work in public policy in areas pertaining to low-income families, poverty/mobility, and access to education in her future career.

As the Senior Director of Work-Life Strategy, **Phyllis Stewart Pires** designs and manages programs that support the Stanford University community in navigating the competing demands of work, study, personal and family lives. She also works with the Clayman Institute for Gender Research on a variety of women's leadership and diversity initiatives, and was selected as a 2016-17 Beyond Bias Fellow. Phyllis founded the award-winning Family Services programs at Cisco and her career in the technology sector included a variety of HR, communications, and diversity roles, including serving as the Global Head of Diversity for SAP. Phyllis has her Master's Degree in Human Development from UCLA. She currently serves on the Board of Directors for California Child Care Resource & Referral Network and CUWFA. Phyllis has spoken and written on the topics of work-life integration, women in leadership, creating inclusive work environments, and effective work-life interventions for companies.

Sindhumathi Revuluri, is the Assistant Dean for Faculty Affairs in the Faculty of Arts and Sciences (FAS) at Harvard University. In this role, she advises senior leadership on professional development initiatives for faculty. She was previously a ladder faculty member. She holds a Ph.D. in Musicology from Princeton University and a BA in Music from Smith College.

Maura Rizzuto, MBA, is the Communications Officer for MIT Human Resources, managing communications for the Human Resources Department at MIT. She has helped create and launch several comprehensive integrated marketing strategies to drive awareness and utilization of new MIT benefits for mental health counseling, work-life resources and referrals, senior care planning, planning and paying for college, student loan repayment strategies, and children's special learning needs. Prior to her role as Communications Officer, Maura was the Special Projects Administrator at the MIT Work-Life Center, where she managed financial operations and communications. She analyzed and reported on utilization and satisfaction data to evaluate the Center's existing programs and services, researched and reported on emerging trends and employee needs to shape the Center's strategic planning. Before joining MIT, Maura was the HR Programs and Communications Manager for the Faculty of Arts and Sciences at Harvard University where she managed organizational communications for senior leadership, as well as talent development programs and events focused on leadership and manager development, performance management, rewards and recognition, diversity and inclusion.

Barbara Roberts, Ph.D., is the Executive Director of the Work-Life Office, Senior Advisor to the Provost and an adjunct faculty in the College of Education at Michigan State University. She brings to the Work-Life Office expertise in how individuals participate successfully in university work environments. Formerly, Dr. Roberts was the Human Rights Officer at the University of New Brunswick in Fredericton, New Brunswick, Canada, advising the President on issues of human rights and positive environments in post-secondary education. Dr. Roberts is a licensed occupational therapist and disability advisor in employment and educational accommodation. She holds a B.A. Hons. (Queen's University at Kingston), a Master of Science in Occupational Therapy (Boston University), and a Ph.D. in Education (Queen's University).

Barb Silver, Ph.D., is a Research Professor of Psychology and Research Director at the Labor Research Center at the University of Rhode Island, which focuses on all aspects of work and employment. From 2003-2009, she directed the URI NSF ADVANCE Institutional Transformation program, overseeing initiatives to recruit and promote the careers of women in science and technology, including developing a robust work-life and workplace flexibility initiative, which remains the central thread in her research interests surrounding the intersections of gender, work, and family. For the past three years, she, along with Helen Mederer, has directed US DOL funded research examining the impacts and usage gaps of Rhode Island's paid leave legislation. She has co-chaired the URI Work-Life Committee since 2004, and has co-authored many institutional work-life programs and policies.

Kathy Luneau Simons, Child Care and Work-Life Consultant, and former Senior Program Manager, MIT Work-Life Center. Kathy Simons developed and directed the MIT Work-Life Center, positioning MIT as a national model and employer of choice. While at MIT, Kathy helped launch the nation's first campus work-life survey and presidentially-appointed work-life committee; introduced a comprehensive range of work-life services and benefits for faculty, staff, and students, and spearheaded the development of MIT's child care system, overseeing the design of five new child care facilities, adding 350 new spaces. Kathy is currently a childcare and work-life consultant. Recent consulting projects include the design of an urban campus child care center, and the design and launch of a work-life office for a research institute. Kathy is co-founder and past president of CUWFA, and a Trustee of Wheelock College. She received her bachelor's degree from Bryn Mawr College, master's degree in Early Childhood Education from Wheelock College, and post-graduate certificate in Infant-Parent Mental Health from the University of Massachusetts.

Meg Stoltzfus, is a Lifespan Services Manager in the Office of Work, Life and Engagement at Johns Hopkins University. In this role, Meg helps employees plan for family transitions and investigate care giving resources across the lifespan. She develops programs and facilitates workshops for employees, such as breastfeeding support, parenting strategies, services for aging adults, and coping with stress in order to help Johns Hopkins employees engage more fully in both work and life. Meg coordinates the Breastfeeding Support Program at Johns Hopkins, which has won national acclaim for its innovative vending machine for breastfeeding moms. She received her M.S. in counseling in 1999 from the University of North Carolina at Greensboro and is a Licensed Clinical Professional Counselor in Maryland.

Lori Strom, MPA, directed the Michigan State University Family Resource Center for over eighteen years. Since the program reorganization in 2016 Lori serves as the Lifespan and Family Services Coordinator in the newly established MSU Work-Life Office. In this role, she continues to support family needs of faculty and staff, with breastfeeding services, elder care support, consultation for flexible work, sick child care, emergency back-up services, and the Annual Outstanding Supervisor Award. Lori currently serves on the Board of Directors of CUWFA, and was CUWFA President in 2005 during her board tenure of nine years.

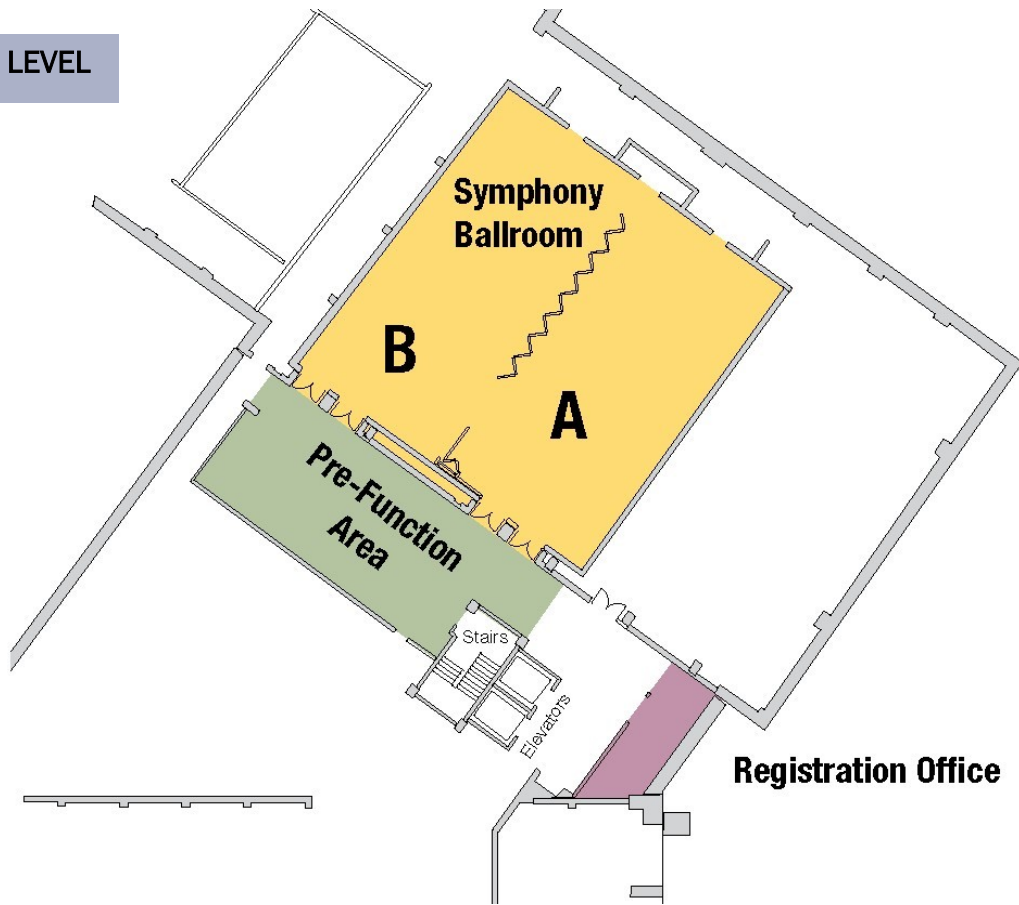
Erin Thompson, is the Assistant Director for Alumni Programming at Michigan Tech, and holds a Bachelor's Degree in Clinical Laboratory Science. Erin is part of the first cohort of trained mentors and chose to become a mentor because she wanted to help colleagues transition into new roles at the University. Erin explains, "Navigating the university landscape can be tricky: knowing what resources are available, who to ask for guidance, and understanding the unwritten rules of the culture can all be intimidating to employees. After helping a friend get up to speed with the culture, I was drawn to becoming a mentor so I can help others with this transition as well."

Michele Vancour, Ph.D., MPH, has been studying work-life issues affecting women's academic progression for over 15 years. She is recognized nationally and in Canada as a past-president of the College and University Work-Life-Family Association and for her research on breastfeeding, and her scholarship focused on academic parents. She is the co-editor of *Breastfeeding Best Practices in Higher Education* (Praeclarus Press, 2016). Michele is Professor of Public Health, Director of Faculty Development, and the point-person for workplace flexibility at Southern Connecticut State University.

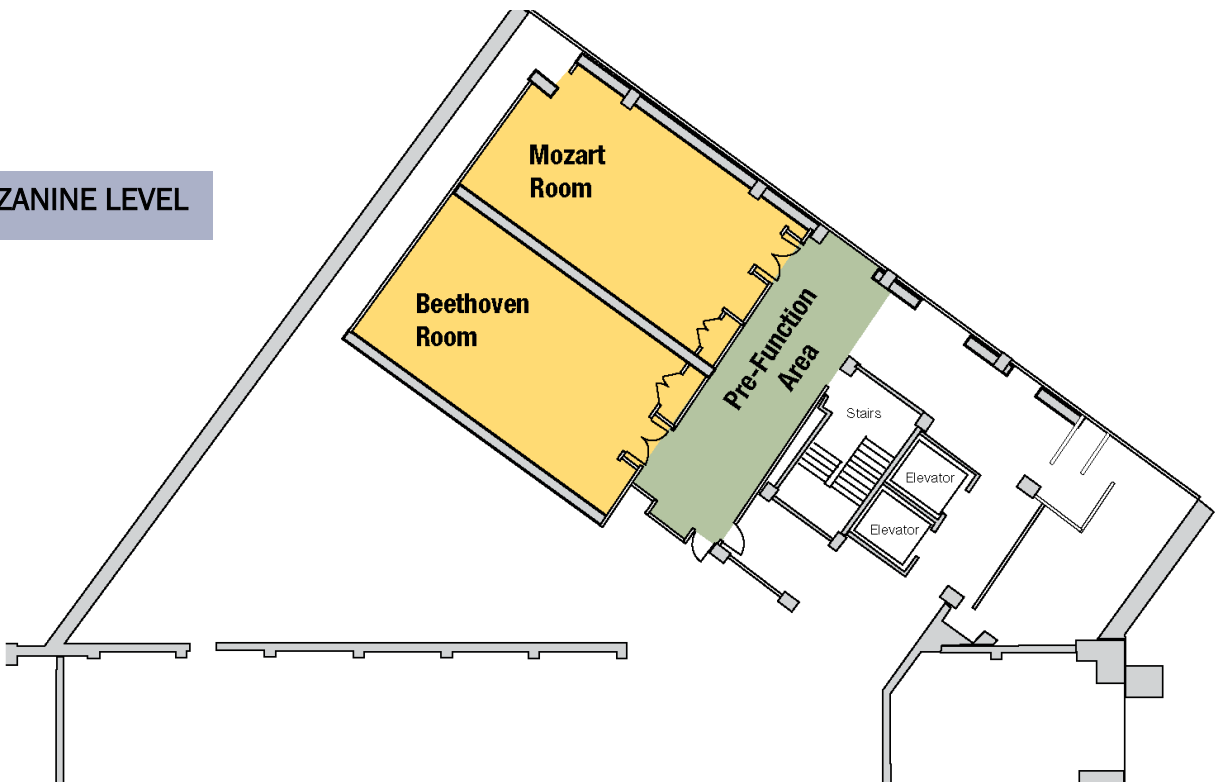
Al Venditto, is the President and Creative Director of PopKitchen. He has more than 20 years of branding and communications experience. PopKitchen is an award-winning, full-service marketing and communications firm located in Providence Rhode Island. Al has created positioning and integrated marketing campaigns for the products and services of some of the world's most influential organizations, receiving praise by esteemed entities such as Mashable, Wired and the American Institute of Graphic Artists. Whether tasked with developing internal communications & employee engagement campaigns for non-profit and higher ed organizations, corporate communications or retail branding programs, Al is energized by the challenge of creating solutions that move hearts, engage minds and inspire action. Al's wide-ranging client base includes MIT, Brown University, Biogen, The Conversation Project, PBS, the American Veterans Association, Disney, Target, and Honda.

Ronnie Mae Weiss, is Senior Manager of the MIT Work-Life Center and she directs the overall strategic development of MIT's work-life initiatives that are responsive to the needs of the MIT diverse community - faculty, postdoctoral scholars, staff and graduate students alike. As a specialist in program development and communications, Ronnie Mae designed and launched new benefits for senior care planning, planning and paying for college, student loan repayment strategies, and children's special learning needs. Most recently, Ronnie Mae implemented a new EAP, which in just over 6 months has experienced exceptionally high utilization and satisfaction. Prior to joining MIT, Ronnie Mae was the Director of Talent Management, Planning and Programs and Work/Life Consultant for Harvard's Faculty of Arts and Sciences, where she oversaw professional development and work-life initiatives for staff members. Ronnie Mae has long been committed to helping working individuals achieve balance between their professional and personal lives. She co-founded Parents in a Pinch, Boston's first on-call professional child care agency, directed a parent education non-profit through a partnership between the Boston Children's Museum and Wheelock College, and developed innovative services at Work/Family Directions (WFD), a national consulting firm that creates human resources programs and supports for Fortune 500 companies.

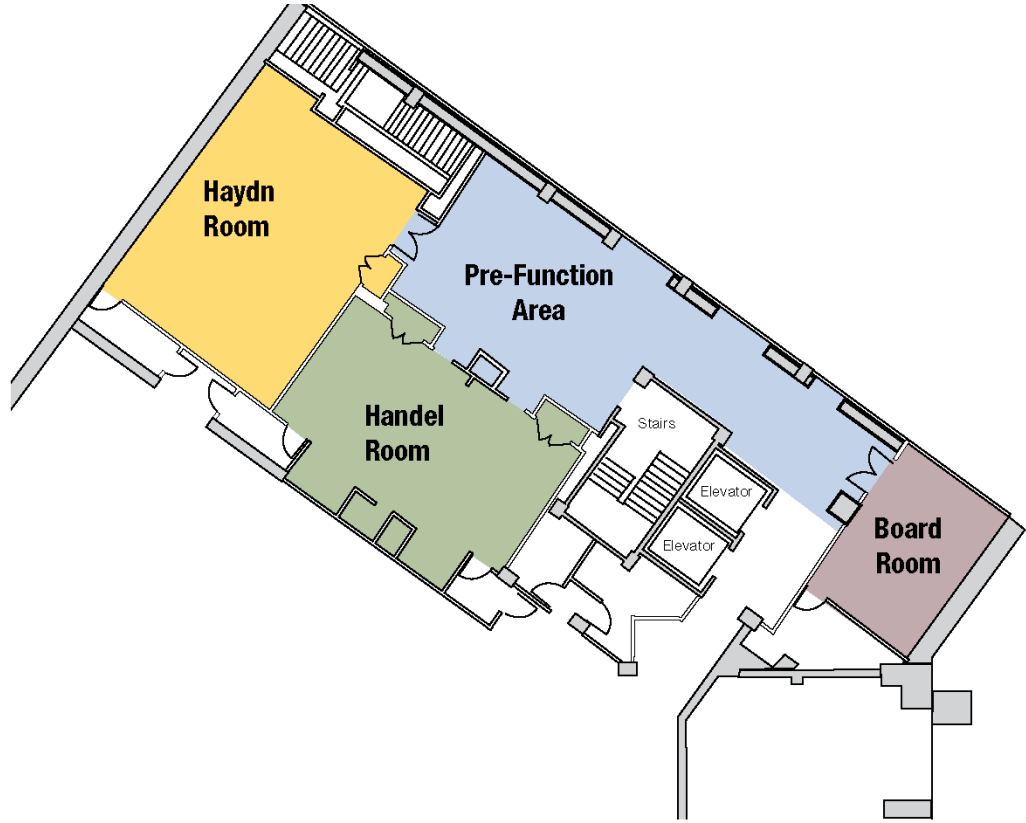
BALLROOM LEVEL



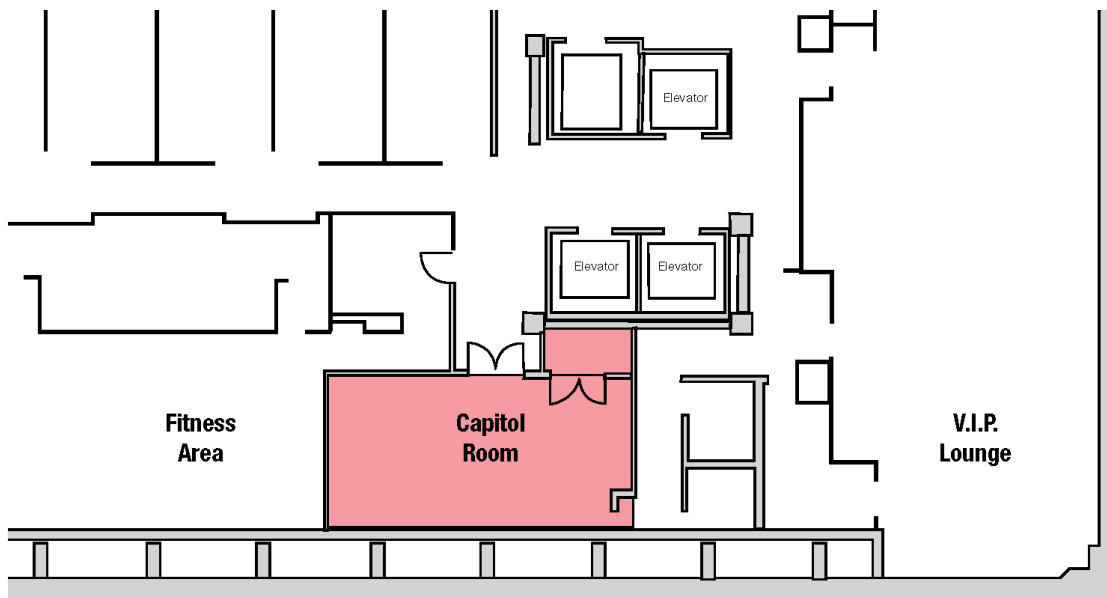
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