CUWFA Work-Life Reports

MAKING THE BUSINESS CASE FOR WORK-LIFE POLICIES AND PROGRAMS AT COLLEGES AND UNIVERSITIES

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INTRODUCTION

This paper presents College and University Work Family Association (CUWFA) members with a template for developing a constructive business case for work-life (W-L) policies and programs. A W-L business case is a proposal that highlights one or more work-life issues and suggests effective policies and/or programs to address them. It analyzes the direct and indirect costs of implementing the proposed solutions and illustrates the return on investment that is expected to occur. These returns are typically in the form of money saved or work quality improved. Your business case can be used to illustrate to university leaders, administrators, possible funders, and other interested parties why your proposal should be implemented and the economic value of the plan. Additionally, it should provide a timeline and budget plan for the execution of the proposal (Baxter, 2002). Business cases can also be used to justify continued support for an existing program that is threatened due to budgetary or other concerns.

Measurements are integral to a business case because they demonstrate to university leadership that financial and staff investments in W-L will advance the mission of the university without costing more money than they save.

> Van Deusen, Ladge, James, & Harrington (2008) state the following:

> To be compelling, the business case needs to speak to specific needs of the organization, and it needs to utilize data from within the organization wherever possible. It needs to be dynamic, adjusting to the changing situation and strategy of the organization. It also should be individualized to meet the needs of the different businesses of the {University}, and different needs in different geographies (i.e., campuses) (p.6)

STRUCTURING YOUR "BUSINESS CASE" PAPER

Every business case paper rests upon a good needs assessment. A work-life needs assessment maps the terrain of the current work-life status of faculty, staff, and/or students at your university. It describes what things they want as far as work-life, what the university is doing to meet those needs and what the university should do more/better to meet those needs. The business case outline is followed by typical assessment data sources. Many of the elements noted in the model outlined below come from a paper written by members of the President's Commission on the Status of Women at Oregon State University (Davis, et al. 2010).

SUGGESTED BUSINESS CASE OUTLINE:

- **Why are Work-Life Issues Important at the University Now?**
  *In this introduction, you should explain the impetus for suggesting that work-life offerings
  be protected, created or expanded at this time at your university.*

- **National Statistics**
  *Include national data on the work-life issues you want to highlight in order to set the context for the
  following, local perspective.*

- **University Statistics**
  *Provide data specific to your university to demonstrate the nature of the problems you wish
  to address through work-life programs and/or policies.*

- **Perceptions of Work-Life at Our University**
  *Highlight data from relevant past reports by faculty, staff and/or student committees,
  work-life committees, your women's commission, etc.*

- **Links to the University Strategic Plan**
  *Explain how attention to these work-life issues will help the university meet one or more of its
  strategic objectives.*

- **Existing Work-Life Supports**
  *Outline applicable work-life requirements mandated by state and/or federal law, then describe
  existing university policies or programs that support work-life integration at your university.*

- **Best Practices at Peer Institutions**
  *Are there peer institutions with policies or programs that you would like to replicate on your campus?
  If so, describe these best practices and share any information available that demonstrates positive
  outcomes based on these programs or policies.*

- **Recommendations**
  *List the specific actions you would like the university to take. Explain if some recommendations
  have a higher priority than others. Include general cost estimates for implementation, to the extent
  possible.*

- **Acknowledgements**
  Thank the folks who helped you write the business case.

SUPPORTING THE W-L BUSINESS CASE WITH ASSESSMENT DATA:

UNIVERSITY DATA

Higher education is rich with data. It is the lifeblood of the academic enterprise yet sometimes a challenge to
identify and locate within our colleges and universities. Departments, research centers, committees and offices
may hold data that is applicable to building the W-L business case. When building a W-L business case, consider
establishing relationships with these potentially helpful university partners or offices:

- Commission on the Status of Women
- Institutional Research
- Faculty Affairs
- Academic Personnel
- Human Resources
- Institutional Diversity and Equity
- Advisory Groups or Boards
- Faculty Senates or Councils
- Administrative Councils
- Work-Life Committees or Taskforces
- Strategic Planning

The iterative development process of the W-L business case can inform what data is needed. Data may already exist within the institution or it may need to be gathered. Additionally, as trends and issues emerge, the business case may be revisited to maintain relevancy. Typical data might include:

- Faculty, staff, and student demographics (age, gender, race/ethnicity, family status) by rank, job classification, years of service
- Workforce trends and issues surfaced in university satisfaction, climate and culture studies
- Organizational issues identified through diversity and gender studies
- Faculty specific work-life issues that intersect with research, teaching and service
- Aggregated data on applicable W–L programs: satisfaction, importance and utilization

NATIONAL DATA

Depending on the W-L business case for your institution, different types of data and data sources may be more relevant than others, and where this information resides at your institution may be different than at your peer institutions. When building your case, it can be helpful to look for data/information from a variety of sources. Table 1 illustrates potential sources within and outside of your institution.

Table 1. Work-Life Data Types and Sources

Data / Source	Your Institution	Peer Institutions	Research &/or Lit. Review	Local, State, Federal	Professional Associations	Consultants
W-L Programs and Policies	✓	✓	✓		✓	✓
W-L Trends & Issues	✓	✓	✓		✓	✓
Constituents / Audiences	✓	✓	✓			✓
Workforce Trends	✓		✓	✓	✓	✓
Legal and Compliance	✓		✓	✓	✓	✓

MEASURING THE SUCCESS YOU EXPECT TO SEE WITH WORK-LIFE POLICIES & SERVICES

This section of *Making the Business Case for Work-Life Policies and Programs* contains information from existing sources that you can reference in the national and university statistics sections of your paper. It also suggests measurements for which you may want to collect data. This may mean collecting the data yourself (primary data) or finding data that was already collected by others (secondary data) that is relevant to your university, state, peer institutions, etc.

A good place to start in framing your business case is to note the prevalence of work-life programs across the U.S. For example, Kelly et al. (2008) observed a "national sample of medium and large private-sector employers finds widespread adoption of flextime (68%), part-time work (53%), job sharing (46%), compressed work weeks (39%), and the occasional provision of on-site child care (7%)" (pgs. 306-307).

You will find that the object of most work-life related measurements are money saved, time saved, quality improved, or risks lessened. These measurements are typically used to argue for work-life programs or policies that support university goals related to: reduced costs, improved staffing, improved work products, and reduced risk—most often in the form of lowered health insurance costs.

WORK-LIFE POLICIES AND PROGRAMS RESULT IN COST SAVINGS:

- Work and Family Connection (2005) found that "an emergency back-up child-care program at KPMG had a 125% ROI {return on investment} within six months of implementation and a 521% ROI by the fourth year"(as cited in Van Deusen et al., 2008, p.4).

- WFC Resources (2006) observed that "flexible scheduling at Chubb reduced unscheduled time off by 50% each month and overtime by 40% per employee" (as cited in Van Deusen et al., 2008, p.4).

- "In 2000, Vanderbilt University and Hewitt Associates studied *Fortune's 100 Best Companies to Work For* list and found that the companies on this list outperformed similar companies and 'showed substantial financial performing advantage' (i.e. showed cumulative stock returns 50% higher than the market norm" (as cited in Shellenback, 2004, p. 2).

- Arthur (2003) states "on average, firms' stock prices rose 0.36 percent on the days following announcements of work-life balance initiatives" (as cited in Council of Economic Advisors, 2010, p.22).

WORK-LIFE POLICIES AND PROGRAMS LEAD TO IMPROVED STAFFING:

Staffing measures include outcomes related to recruitment, retention, absenteeism, tardiness, and training costs.

WORK-LIFE PROGRAMS AND POLICIES HELP THE UNIVERSITY TO RECRUIT:
- The Work-Life Compendium (2000) reported "the cost to recruit a new staff person had been estimated at one to three times the annual salary of that position" (as cited in Government of Alberta, 2004, p. 8).

- The Hudson and Highland Group, Inc. (2008) found that "a study of more than 1,500 U.S. workers reported that nearly a third considered work-life balance and flexibility to be the most important factor in considering job offers" (as cited in Council of Economic Advisors, 2010, p. 16).

- Williams (2001) reported "in a survey of two hundred human resource managers, two-thirds cited family-supportive policies and flexible hours as the single most important factor in attracting and retaining employees" (as cited in Council of Economic Advisors, 2010, p. 16).

WORK-LIFE POLICIES AND PROGRAMS IMPROVE THE UNIVERSITY'S ABILITY TO RETAIN A TALENTED WORKFORCE:
- Watson and Wyatt (2007) reported that "when employees are satisfied with stress levels and work-life balance, they are more inclined to stay with their companies (86% versus 64%) and more likely to recommend them as places to work (88% versus 55%)" (as cited in Van Deusen et al., 2008, p.4).

- The Business and Professional Women's Foundation (2006) claims "75% of employees who experience a high level of supervisor support for managing work-life priorities are far more likely to remain with their companies in the subsequent year versus only 42% of those who experience low levels of support" (as cited in Van Deusen et al., 2008, p.4).

- According to Ransom and Burud (1988) "a child care program can reduce turnover by 37% to 60%" (as cited in Shellenbeck, 2004, p.1).

WORK-LIFE PROGRAMS REDUCE ABSENTEEISM:
- The Government of Alberta (2004) reported "work-related absences cost Canadian business just under $3 billion a year in direct costs alone" (p. 8).

- According to the Government of Alberta (2004) "absences due to work-life conflict have doubled in the past decade" (p. 8).

- The Government of Alberta (2004) states that "workers with high work-life conflict miss twice as many workdays as those with moderate conflict and three times that of workers with low conflict" (p. 8).

- Shellenbeck (2004) claims "child care breakdowns leading to employee absences cost businesses $3 billion annually in the United States" (p. 1).

- Friedman (1986) reported "fifty-four percent of employers report that child care services had a positive impact on employee absenteeism, reducing missed workdays by as much as 20% to 30%" (as cited in Shellenbeck, 2004, p. 1)

- Corporate Voices for Working Families (2006) reported "one study estimated that employee stress due to concerns about balancing obligations with children and work lead to higher rates of absenteeism, with absenteeism costs to businesses ranging from $496 to $1,984 per employee per year" (as cited in Council of Economic Advisors, 2010, p. 7).

- Keller (2000) recounts "a recent study of workplace absenteeism in the USA by CCH Incorporated found that 21 percent of workers using sick time at work are in fact not ill, but are taking time away from the job to care for children or elderly relatives" (as cited in Baughman, DiNardi, & Holtz-Eakin, 2003, p. 250).

WORK-LIFE POLICIES AND PROGRAMS RESULT IN BETTER WORK PRODUCTS:

Work product measures include those related to productivity, employee job satisfaction, customer satisfaction and the quality of work done, including the negative effect of "presenteeism" on the quality of work accomplished.

WORK-LIFE POLICIES AND PROGRAMS IMPROVE PRODUCTIVITY:
- Berg, Kalleberg, and Applebaum (2003) found that "high-performance work practices—the opportunity to participate in decisions, informal training, pay for performance, and good promotion opportunities—all have a positive effect of work-family balance. Job demands such as long weekly hours, involuntary overtime, and conflict with coworkers all reduce workers' ability to balance work and family responsibilities" (p. 184).

- Pruchno et al. (2000) reported "a study on the impact of workplace flexibility conducted by the Center for Work & Family in 2000 found that 70% of managers and 87% of employees reported that working a flexible work arrangement had a positive or very positive impact on productivity" (as cited in Van Deusen et al., 2008, p. 4).

- According to Hughes (2007) "7,000 employees at British Telecommunications work from home and have increased productivity by 31%" (as cited in Van Deusen et al., 2008, p. 4).

- Corporate Voices (2005) reported "Ernst & Young found that individuals' perceptions of their own flexibility are highly predictive of level of commitment, which in turn is highly predictive of revenue per person" (as cited in Van Deusen et al., 2008, p. 4).

WORK-LIFE POLICIES AND PROGRAMS INCREASE EMPLOYEE SATISFACTION, ENGAGEMENT AND COMMITMENT:
- Galinsky et al. (2004) claims "67% of employees report high levels of job satisfaction in organizations with high levels of workplace flexibility, versus 23% in organizations with low levels of flexibility" (as cited in Van Deusen et al., 2008, p. 4).

- Roehling, Roehling, and Moen (2001) found "a national study of the relationship between work-life practices and employee loyalty found that flexible-time benefits are associated with increased loyalty for men and women at all life stages" (as cited in Van Deusen et al., 2008, p. 4).

- Glass and Estes (1997) states "women are more satisfied with their jobs and are thus more likely to stay after having a child when they feel their organizations and supervisors are responsive to their work-family needs" (as cited in Van Deusen et al., 2008, p. 3).

- According to James, Swanberg, and Mckechnie (2007) "supervisor effectiveness is strongly associated with employee engagement and satisfaction. In addition, supervisor effectiveness is influenced strongly by sensitivity to such job conditions as schedule flexibility, autonomy and opportunities for development" (as cited in Van Deusen et al., 2008, p. 3).

- The Human Capital Report found that "companies with highly committed employees had 112% return to shareholders over three years, compared to 90% for companies with average commitment, and 76% for companies with low commitment" (as cited in Van Deusen et al., 2008, p. 3).

WORK-LIFE POLICIES AND PROGRAMS REDUCE "PRESENTEEISM":
- Schmidt (2010) stated "presenteeism, the concept of having to be in the office at certain times, is blamed for 80% of lost productivity" (p. 23).

- The Work-Life Compendium (2001) found that "flex-time schedules have been associated with a 15% reduction in average time lost from work." Flex-time arrangements allow employees to work around personal commitments, work when they are at their "personal best," and improve coverage or access for customers or business partners in other time zones (as cited in Government of Alberta, 2004, p. 11).

WORK-LIFE POLICIES AND PROGRAMS REDUCE THE UNIVERSITY'S EXPOSURE TO RISK:

Risk comes in many forms. Work-life programs can reduce the financial risk posed by rising health-related costs. These costs include heightened insurance premiums or self-insured expenses due to use of medical, prescription and mental health services in company-sponsored health benefit plans. "Presenteeism" also increases health care costs when sick employees spread illnesses to other employees.

Work-life policies and programs can also protect your university from legal risks associated with illegal employment practices such as caregiver bias.

WORK-LIFE POLICIES AND PROGRAMS IMPROVE EMPLOYEE HEALTH AND WELLBEING:
- Van Deusen et al. (2008) reported that "according to information provided in 2002 by Chrysalis Performance Strategies, stress is responsible for 19% of absenteeism, 40% of turnover, 55% of EAP costs, 30% of short-term and long-term disability costs, and 60% of workplace accidents, and costs U.S. industry over $300 billion per year" (p. 5).

- Work & Family Connection (2005) found "Steelcase reports 55% lower medical claims for participants in their wellness program over 6 years" (as cited in Van Deusen et al., 2008, p. 4).

- Work & Family Connection (2005) identified "a nine-year study of the corporate wellness program at Johnson & Johnson showed a savings of $225 per employee per year in reduced hospital admissions, mental health visits and outpatient services" (as cited in Van Deusen et al., 2008, p. 4).

- WFC Resources (2006) stated that "The Royal Bank of Montreal surveyed their users of flexible work arrangements (part-time work, job sharing, work at home or other modified work schedules) and found that 70% reported lower stress levels and 65% had more energy" (as cited in Van Deusen et al., 2008, p. 5).

- Ganster, Fox, & Dwyer states that "a study by the University of Arkansas in 2001 found that working longer hours was not the cause of stress; rather it was how one worked, and the amount of flexibility, control and autonomy a worker was given" (as cited in Van Deusen et al., 2008, p. 5).

- WFD Consulting (2008) conducted "a study that demonstrates how longer work hours and time spent on low-value work increases burnout and negatively impacts employees and productivity" (as cited in Van Deusen et al., 2008, p. 5).

- Corporate Voices (2005) reported that "employees at Bristol-Myers Squibb who use flexible work arrangements are 30% less likely to report feeling stressed and burned out. IBM employees who have flexibility report less work-life stress than employees who do not have flexibility" (as cited in Van Deusen et al., 2008, p. 5).

- Work, Family, & Health Network (2008) identified the following:

  > A study conducted by researchers at the University of Minnesota found that a workplace intervention to allow employees greater control over their work time resulted in employees being less likely to say that they felt obliged to come to work when they were sick, or to not see a doctor even though they felt they should. The intervention also resulted in improved sleep quality, increased energy, and reduced psychological stress among employees (as cited in Council of Economic Advisors, 2010, p. 20).

WORK-LIFE POLICIES AND PROGRAMS REDUCE THE CHANCE OF "CAREGIVER BIAS" LAWSUITS:

- Bornstein and Rathmell (2009) states the following:

  > Family responsibilities discrimination, or FRD, is discrimination against employees based on their responsibilities to care for family members—including pregnancy discrimination, discrimination against mothers and against fathers who actively participate in caring for their children, and discrimination against workers who care for aging parents or ill or disabled spouses or family members (p. 1).

- Bornstein and Rathmell (2009) found that "at least 63 local governments in 22 states—including several major urban areas with large labor forces—have passed local FRD laws that go beyond federal and state law and expressly prohibit employment practices that target people with family responsibilities" (p. 2).

- In an analysis of over 2,100 caregiver discrimination lawsuits collected through 2009, the Center for Worklife Law (2011) reported that despite "limited income, FRD lawsuits brought by low-wage workers

have resulted in hefty verdicts. [For] example, a hand finisher of aerospace parts received $761,279 in a settlement and attorneys' fees and costs when his absences to care for his son with AIDS were held against him and he was fired in violation of the FMLA and state equivalent" (Mora v. Chem-Tronics, Inc., as cited in Bornstein, 2011, p.10).

- Calvert (2010) found "verdicts and settlements in family responsibilities discrimination cases average over $500,000" (as cited in Sloan Work and Family Research Network, 2010, p. 3).

- Williams and Calvert (2008) discovered "in a recent study, mothers were 79% less likely to be recommended for hire, 100% less likely to be promoted, and offered an average of $11,000 less in salary for the same position as similarly qualified non-mothers" (as cited in Sloan Work and Family Research Network, 2010, p. 1).

WORK-LIFE POLICIES AND PROGRAMS HAVE POSITIVE IMPACTS ON FAMILIES AND COMMUNITIES:

Some outcomes important to families and communities are indirectly important to the university simply because of their importance to employees. These include measures such as wellbeing and happiness of the employee, health and wellbeing of the employee's family members, and contributions of employees to their communities, religious organizations, and/or schools.

- Thompson et al. (1999) "found that a work-family supportive work culture was associated with increased employee use of work-family benefits, increased organizational commitment, and decreased work-family conflict and intention to turnover" (as cited in Kossek & Friede, 2005, p. 614).

- Schmidt (2010) reported that "a study of graduates from two Philadelphia business schools…found that increased self-esteem among working moms translated into better school performance and a better self-image by their children" (p. 22).

OTHER RESOURCES AVAILABLE TO YOU

You should consider any of CUWFA's website resources (at www.cuwfa.org), its listserve and CUWFA members themselves as valuable resources for increasing the strength of your business case. Of course, any of the publications or resources noted in this paper's endnotes are available to you. The websites listed below may also provide useful information to you. Good luck!

- American Association of University Women (http://www.aauw.org/) is a 501 (c)(3) charitable membership organization, with a nationwide network of nearly 100,000 members, 1,000 branches (https://svc.aauw.org/about/branches.cfm), and 500 college/university institution partners (https://svc.aauw.org/join/value/cu_search_op.cfm?search_op=2&state=all). It advances equity for women and girls through advocacy, education, philanthropy and research.

- [American Council on Education](www.acenet.edu) (www.acenet.edu) is a major coordinating body for all the nation's higher education institutions. It seeks to provide leadership and a unifying voice on key higher education issues and to influence public policy through advocacy, research, and program initiatives. It aims to foster greater collaboration and new partnerships within and outside the higher education community to help colleges and

  universities anticipate and address challenges and contribute to a stronger nation and a better world. [Toolkit for Administrators on Faculty Career Flexibility](http://www.acenet.edu/AM/Template.cfm?Section=Search&template=/CM/HTMLDisplay.cfm&ContentID=42228) (http://www.acenet.edu/AM/Template.cfm?Section=Search&template=/CM/HTMLDisplay.cfm&ContentID=42228)

- [Workplace Flexibility 2010](http://www.law.georgetown.edu/workplaceflexibility2010/) (http://www.law.georgetown.edu/workplaceflexibility2010/) is a campaign designed to support the development of a comprehensive national policy on workplace flexibility.

- [Alliance of Work/Life Progress](http://www.awlp.org/awlp/home/html/homepage.jsp) (http://www.awlp.org/awlp/home/html/homepage.jsp) advances work-life as a business strategy integrating work, family and community. An entity of WorldatWork, AWLP defines and recognizes innovation and best practices, facilitates dialogue among various sectors and promotes work-life thought leadership.

- [The Boston College Center for Work and Family](http://www.bc.edu/centers/cwf/) (http://www.bc.edu/centers/cwf/), a Center of the Carroll School of Management at Boston College, helps organizations create effective workplaces that support and develop healthy and productive employees. Provides a bridge linking academic research and corporate practice and engages employers, employees, and communities in joint efforts to ensure the mutual prosperity and well-being of employees and their families. The Center has identified 9 elements that comprise *Standards of Excellence* (http://www.bc.edu/centers/cwf/standards/elements.html) to assess an organization's work-life culture.

- [Center for the Education of Women](http://www.cew.umich.edu/index.htm) (http://www.cew.umich.edu/index.htm) advocates for women in higher education and in the workplace, and adds to knowledge of women's lives through on-going research. CEW focuses on women's education, employment, careers, leadership growth and development, and well being.

- [The Conference Board](www.conference-board.org) (www.conference-board.org) is an independent, non-profit, membership organization. It conducts research, convenes conferences, makes forecasts, assesses trends, publishes information and analysis, and brings executives together to learn from one another how to strengthen their performance and better serve society.

- [Corporate Voices for Working Families](http://www.cvworkingfamilies.org) (http://www.cvworkingfamilies.org) is a nonprofit, nonpartisan organization, improving the lives of working families by developing and advancing innovative policies that reflect collaboration among the private sector, government and other stakeholders. They combine research, collaboration, business best practices, legislative outreach and advocacy to adopt policies that ensure the mutual success of businesses, individuals, and communities.

- [College and University Work/Family Association](http://www.cuwfa.org) (http://www.cuwfa.org)
  This membership organization of institutions of higher education in USA and Canada has an excellent annual conference plus an invaluable active listserve with sharing of information on all aspects of work/life.

- [Families and Work Institute](www.familiesandwork.org) (www.familiesandwork.org) is a nonprofit, nonpartisan, research organization that studies the changing workforce, family and community. FWI is committed to finding research-based strategies that foster mutually supportive connections among workplaces, families, and communities.

- [Labor Project for Working Families](http://www.working-families.org/) (http://www.working-families.org/) is a national non-profit organization that educates and empowers unions to organize, bargain and advocate for family friendly workplaces.

- [National Clearinghouse on Academic Worklife](www.academicworklife.org) (www.academicworklife.org) provides selected resources on all aspects of academic work including faculty careers and benefits, flexibility and work/life balance, and policy development.

- [Sloan Work and Family Research Network](http://wfnetwork.bc.edu/) (http://wfnetwork.bc.edu/) is the place to find high-quality research and reports, easy-to-read summary sheets and briefs, and work-family topic pages—all in one location. The Network serves a global community interested in work and family research by providing resources and building knowledge and targeting the information needs of academics and researchers, workplace practitioners, state public policy makers, and interested individuals. Their lengthy list of work-family resource links is available at http://wfnetwork.bc.edu/template.php?name=workfamily.

- [UC Berkeley Faculty Family Friendly Edge](http://ucfamilyedge.berkeley.edu) (http://ucfamilyedge.berkeley.edu) hosts the significant landmark academic work/family research and related documents for the University of California.

- [U.S. Department of Labor, Women's Bureau](http://www.dol.gov/wb/) (http://www.dol.gov/wb/) was created by law in 1920 to formulate standards and policies to promote the welfare of wage-earning women, improve their working conditions, increase their efficiency, and advance their opportunities for profitable employment.

- [WFD Consulting](http://www.wfd.com/publications.html) (http://www.wfd.com/publications.html) offers research and publications on critical talent, diversity, employee engagement, flexible work and workload solutions.

- [Women in Higher Education](www.wihe.com) (www.wihe.com) is a monthly source of news and views that provides an overview of issues affecting women on campus.

- [Work and Family Connection](http://www.workfamily.com/) (http://www.workfamily.com/), since 1990, WFC Resources has been the nation's #1 partner for employers wanting a more flexible, effective and supportive workplace, and service providers who help them.

- Workfam Listserve [WORK-FAM@LIST.MSU.EDU] This listserve is free of charge and has information on the latest research, books, etc. regarding work/family. Listserve content is compiled by Dr. Ellen Kossek [kossek@msu.edu], a leading academic in the work/family field. Previously compiled by Dr. Bob Drago at Penn State, the listserve is an outgrowth of the Alfred P. Sloan Foundation's initiatives on working families.

- [WorkLife Law](www.worklifelaw.org) (www.worklifelaw.org), a Center of the UC Hastings College of Law, works with employees, employers, management-side employment lawyers, unions, and public policymakers to educate each group about the prevalence of Family Responsibilities Discrimination and develop effective measures to eliminate it.

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